



SEDIBENG

INTERGRATED DEVELOPMENT PLAN
2009/10

FINAL



Our area, our people, our institution and service delivery

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CHAPTER 1. MAYOR'S FOREWORD



We are at a crucial time in our political life wherein political parties will be seeking fresh electoral mandates for both Provincial and National spheres of Government while at the same time, we are at a juncture of time where the Local sphere of government is at the beginning of a municipal wide planning cycle as expressed through the Integrated Development Plan supported by the budget.

We will be engaging communities to make their contributions, suggestions and comments about what socio economic and developmental priorities that we should focus on in the 2009/2010 financial year.

The period ahead is full of possibilities and working together we stand a better chance to fulfill a dream we collectively share of a society where a better life is realized and where our programme extricates the most vulnerable in society out of poverty and underdevelopment. It should be a better life in which decent jobs are created to reduce levels of unemployment as well as create possibilities for our people to access better services delivery, social and economic infrastructure.

Sedibeng District Municipality (SDM) working in partnership with its Local Municipalities will be steaming ahead with the plans around heritage, sport and recreation and economic programmes contained in our Precincts Development.

The *Vaal 21 initiative* will find concrete expression through flagship programmes emanating from both Sedibeng District Municipality together with its Locals and Fezile Dabi District Municipality with its Locals on the other side of the River.

Notwithstanding the technical recession in the world's economy, as posed by the global economic recession and attendant challenges on global warming like all other Municipalities and indeed the pressures in our domestic economy, SDM is faced with the daunting task of inspiring economic players especially big corporations, to hold on to their investments in our region in the midst of these challenges.

We will roll out the provision for energy, water and infrastructure for both industrial and household use but this will be possible if we plan together and work together to save these scarce commodities and resources.

The pace of our progress in making Sedibeng a better place to live and work in has left even our hardened critics and detractors speechless, with significant progress registered in the following areas;

- Developing and implementing a wide range of policies and strategies to bring about shared economic growth and development as well as assist in the national efforts to push back the frontiers of poverty and to improve the socio-economic conditions of our area;
- Expanding social services to improve the quality of life of all our people, including our identified informal settlements;
- Building a skilled, productive and healthy Region; and



- Ensuring a people-centred government, which is now looking forward to three consecutive years of receiving a good financial report.

Our core output remains a long term shared vision around a united and prosperous Vaal 21 initiative which will bring enormous benefits to all our people in both sides of the Vaal River. The possibility of a strong regional economy on both sides of the Vaal River is our greatest weapon in the fight against poverty, unemployment and socio economic development.

We are aware that a large part of the responsibility for the success of an IDP lies in the hands of communities and stakeholders, which is why we are so pleased to partner with our communities, who are making major contributions in this regard.

I am confident that each of our plans draws us even much closer to the realization of that vital and common vision.

Best wishes,

COUNCILLOR, Mahole Simon Mofokeng

EXECUTIVE MAYOR



CHAPTER 2. INTRODUCTION

The Sedibeng District Municipality's five year IDP, which is in line with the 5 year Local Government Strategic Agenda, was delivered in 2007 and was reviewed in 2008/9. This is the second review of the five year IDP.

The 2009 review will be responding to our first year review and not losing sight of the five year IDP, this IDP review updates information of the previous IDP where new information has been sourced and where performance parameters have changed taking into account the following aspects;

- Incorporating and adjusting to the new or amended priorities from National and Provincial government guided by the context that this year is end of term for other spheres of government;
- Identifies changed and new circumstances and resulting gaps and looking at the required changes to planning deliverables, there is an updated budget for the 2009/10 financial year based on the amended deliverables.

The review thus addresses the following:

- MEC for Local Government's comment on Sedibeng's Municipal IDP (2008/9);
- Commitments by Provincial and National sectors to Sedibeng during IDP analysis week; and
- Progress with regard to 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.

Annually, as per the legislature requirement, municipalities must submit their IDPs to the MEC for Local Government for comments. The SDM 2008/09 IDP was submitted and comments, in terms of Section 32 (2) of the Municipal Systems Act (MSA), were made by the MEC. These comments are clustered according to the five National Key Performance Areas (NKPAs) against which the municipal IDP was analyzed. These include the following:

- Local Economic Development and Growth;
- Service Delivery and Infrastructure Development;
- Financial Management and Viability;
- Institutional Development and Transformation; and
- Democracy and Good Governance.

During the year under review, the SDM made various interventions to specifically address the comments made by the MEC as indicated in the table below.

The table below indicates that SDM does take the comments made by the MEC seriously and that intervention took place to attend to these comments made by the MEC.



CHAPTER 3. COMMENTS BY MEC FOR LOCAL GOVERNMENT AND OTHER SECTOR DEPARTMENTS ON THE 2008/09 IDP

3.1 Comments by the MEC for Local Government

Key Performance Area	MEC's Comments on the 2008/09 IDP	Intervention
Local Economic Development and Growth	<ul style="list-style-type: none"> • SDM is encouraged to expedite the facilitation of training for Broad Based Black Economic Empowerment (BBBEE) and Small Micro Medium Enterprises (SMMEs). The SDM is also urged to work in close collaboration with the Department of Labour and Gauteng Enterprise Propeller (GEP) in this regard. 	<ul style="list-style-type: none"> • The SDM held a very successful BBBEE Summit on the 8th August 2008 aimed at exposing all new aspiring and established business enterprises on SDM supply chain policies and business opportunities available in the supply of goods and services within SDM, private sector and other key areas for economic opportunities. The BBBEE Summit was also held in partnership with the banks, government agencies, and private companies; • The SDM has also adopted a Supply Chain Management Policy which accommodates Cooperatives and to this end is planning a Cooperative Conference in June 2009. This will be followed by 2 major LED related programmes namely the BBBEE Annual Summit and the highly anticipated Sedibeng Business Week to be held in 2010/2011 financial year and become an annual event thereafter. In both events the BBBEE will be the most highly placed programme area with relevant role players involved; and • The SDM is currently engaged with the Department of Labour on sourcing out training programmes for emerging contractors and Gauteng Enterprises Propeller (GEP) is also working closely with the municipality on projects such



Key Performance Area	MEC's Comments on the 2008/09 IDP	Intervention
		as SEDICHEM and other SMME interventions.
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> The DLG has established a fully functioning Disaster Management Centre situated in Midrand. The SDM should liaise with the DLG to establish a centre connected to the Midrand main centre. 	<p>Although a fully fledged Disaster Management Centre is not in place yet for SDM, the following has been in place to supplement the centre:</p> <ul style="list-style-type: none"> Mobile multi purpose vehicle which partly serve as the DMC; The revamped E.C.C which forms part of the DMC and is currently being linked to the PDMC; and A communiqué to PDMC regarding the establishment of the SDMC has taken place as per the MEC's comment. The proposal from the PDMC was that the establishment of the DMC forms part of the IDP (09/10).
	<ul style="list-style-type: none"> Air pollution, drought, environmental degradation and exhaustion of energy supply are just some of the dire consequences of climate change. In this regard, the SDM is advised to address the issue of Air Quality Management around Vanderbijlpark and Meyerton to eliminate environmental degradation. 	<ul style="list-style-type: none"> The air quality management plan for the Vaal Air Quality Air Shed Priority area was published by the Minister for comment. Once finalised, the implementation of the intervention strategies will follow; As a further response to the air pollution problem in the area (and in terms of the functions to be performed in terms of the Air Quality Act,) the Cluster Transport, Infrastructure and Environment established an Air Quality Management section within the Environmental Management Section. The post of Manager: Air Quality Management was filled on 12 February 2009;



Key Performance Area	MEC's Comments on the 2008/09 IDP	Intervention
		<ul style="list-style-type: none"> • The Municipality has also commissioned a study to Identify and Assess the Resource Requirements for the Delivery of an Effective Air Quality Management Service to the Sedibeng Region. The study will assist the SDM to prepare itself to perform the Licensing function which will come into effect in September 2009; and • The service provider for the study was appointed in August 2008. Project completion is scheduled for June 09. The steering committee for the project which will be comprised of representatives from all the spheres of government which also serve on the IGR: Air Quality chaired by the SDM.
Financial Management and Viability	<ul style="list-style-type: none"> • It is recommended that the SDM share good government practices and provide support to Emfuleni local municipality to ensure that the entire district receives an unqualified audit opinion from the Auditor General (AG) in the next financial year. 	<ul style="list-style-type: none"> • IGR meetings are held regularly with the Locals but without strong interventions at Emfuleni and the necessary training of staff the situation cannot be changed.
Institutional Development and Transformation	<ul style="list-style-type: none"> • The SDM Performance Management System (PMS) is not aligned to its strategic objectives. I strongly encourage the municipality to establish PMS as the means to measure performance for organisational performance monitoring purposes. • A lack of an Employment Equity Plan (EEP) inhibits the SDM's ability to address gender equality. The SDM is advised to develop the EEP in order to fill critical vacancies in the municipality and address institutional transformation and women empowerment to build the municipality into a sound institution premised on excellence. 	<ul style="list-style-type: none"> • Labour Representatives were invited to a workshop to deepen understanding of the PMDS policy approach system and procedures. Individual performance management is in place; however still to establish institutional or organisational performance management to monitor organisational performance. • SDM has developed its Employment Equity Plan and produced a report in this regard. The SDM Employment Equity Plan report is in draft and will be tabled to our LLF before the end of the financial year; and • Targets for women to address

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Key Performance Area	MEC's Comments on the 2008/09 IDP	Intervention
		gender equality will be set during 2009/10 financial year.
Democracy and Good Governance	<ul style="list-style-type: none"> The 08/09 SDM IDP does not implicitly depict stakeholder input and public participation during the review process. The municipality is advised to adhere to these legislative requirements and begin to assume its co-coordinating role with regard to public participation in the region. 	<ul style="list-style-type: none"> The SDM has consistently engaged its stakeholders by its very nature. Focused stakeholders meetings were conducted in line with its mandate in this regard. Refer to 3.3 Public Participation for details; and Adopted a public participation frame work which gives guide to stakeholder participation and deepening democracy.

3.2 Comment of Technical Steering Committee – Analysis Week Issues and Commitments

This section highlights commitments made by various departments during the analysis week in 2008/09 financial year.

3.2.1 SRAC&H

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<p>Meetings</p> <ul style="list-style-type: none"> Creative industries director to finalise the creative industry plans; Creative arts director to finalise the 2008 roll out of the carnival and the traditional dance hostel festival; Heritage director to assist in the development of heritage projects in Sedibeng; Set up a meeting with the 	<ul style="list-style-type: none"> The Department is putting funds towards the Vaal canoeing project; and The Department commits to work closely with the District on the Sharpeville Precinct Project. 	<ul style="list-style-type: none"> Creative industries plan to be finalised; A R1.3m Craft Hub is to be established in SDM through Provincial funding; Funding for the Canoeing project; The SDM has a well developed carnival programme held in March and September of every



Municipality	Process Commitments	Project Commitments	Progress
	<p>Gauteng Arts and Culture Council and the sports panel to inform the community how they can access funding to implement HIV/AIDS programmes;</p> <ul style="list-style-type: none"> • Integrated implementation plan - 2010 FIFA World Cup programmes and initiatives; and • There is a need for the establishment of Arts and Culture Forum in Sedibeng. 		<p>year;</p> <ul style="list-style-type: none"> • The traditional dance hostel programme has been part of our heritage in SDM in September month; • The SDM has made progress in the establishment of Art and Culture Council and the forum with groupings in this sector. SDM developed a comprehensive HIV/AIDS Strategy to respond to all sectors; and • A draft plan for 2010 FIFA World Cup implementation is included in the 2009/10 IDP.

3.2.2 Department of Transport, Roads and Works

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> • The department will write a report to Sedibeng about a way forward on the R82 issues; • Using the IDP process as a platform to factor ITPs into the IDP; and • Using the IDP process as a platform to factor ITPs into the IDP. 		<ul style="list-style-type: none"> • No report has been received from the DPTRW regarding the development of the R82. It is now more than 5 years that the DPTRW has been promising to address the R82 issue. In the last Sedibeng DM IGR: Roads Management Committee meeting of October 2008, an undertaking was made by DPTRW that it will send the R82 Consultant to meet with the



Municipality	Process Commitments	Project Commitments	Progress
			<p>municipality to establish if there are any additional new issues regarding the R82 since the last submission. It was also indicated that the Construction Team of the DPTRW will start with the work on the R82 in February 2009. None of these indications have materialized; and</p> <ul style="list-style-type: none"> The ITP is in our IDP. The DPTRW has offered assistance and support to municipalities to develop their ITPs, but however SDM's ITP process is far advanced. Our ITP process is talking to and linking with the Integrated Network Design project, a provincial project managed by the DPTRW for the Sedibeng region.

3.2.3 Department of Economic and Development

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> The Department will meet with the district to address new draft guidelines for Town Planning Schemes; Meetings set up to implement Gauteng SMME Framework; and DTI CAPEX programme within the schedule of programme by DED to 	<ul style="list-style-type: none"> Consolidate and expand economic sector strategies; and Development of SMME'S and Cooperatives by the district. 	<ul style="list-style-type: none"> No Progress for except plan to roll out only steel and co-operative strategy in 2009/10 financial year; and SDM in partnership with locals will host a cooperative conference in June 2009.



	facilitate the launch/establishment of cooperatives.		
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3.2.4 Gauteng Department of Agriculture, Conservation and Environment

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> The department will publish Air Quality Management Plan; Contemplates signing an implementation protocol with the municipality; and Contemplates signing an implementation protocol with the municipality. 	<ul style="list-style-type: none"> The SDM and local municipalities serve on the Gauteng Air Quality Forum which is chaired by GDACE; The SDM is also a stakeholder with the development of the Gauteng Air Quality plan which is under development; The department commits to partner the district municipalities in undertaking environmental, veterinary and agricultural projects; and The Cluster: Transport, Infrastructure and Environment are represented on the TWG which deals with Veterinary Health and Food issues. 	<ul style="list-style-type: none"> Meetings are held on Ad hoc basis; Existing TWG to be revived; Meetings take place on ad hoc basis; GDACE is busy with developing its Air Quality Management Plan and Sedibeng DM is participating in that process; Nothing has happened in these areas yet. On the other hand, Sedibeng DM is concerned about the lack of speed in the provincial projects viz: Suikerbosrand biosphere and Wetlands. Our IGR: Environmental Planning is met with challenges of poor attendance from stakeholders (GDACE included); SDM is represented on the TWG which deals with Veterinary



Municipality	Process Commitments	Project Commitments	Progress
			<p>Health and Food issues. Existing TWG to be revived. Meetings take place on ad hoc basis; and</p> <ul style="list-style-type: none"> This will apply when the above plan is complete and adopted for implementation.

3.2.5 Department of Local Government

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> The Monitoring and Evaluation (M&E) unit will establish M&E forums in municipalities; The unit has a component that deals with institutional matters, therefore the municipalities are encouraged to engage with the department in this regard; and M&E: Institutional Development has continuous plans and a budget to assist municipalities with development, assessment and support plans of PMS and capacity building. 	<ul style="list-style-type: none"> Disaster Management Unit will link with the district around linkages with the Disaster Management Centre. 	<ul style="list-style-type: none"> Funding for the establishment of the Sedibeng Disaster Management Centre (SDMC): source unknown; A communiqué to PDMC regarding the establishment of the SDMC has taken place as per the MEC's comments. The proposal from the PDMC was that the establishment of the DMC forms part of the IDP (09/10); and Monitoring and Evaluation is one of the key deliverables of this M&E unit.

3.2.6 Department of Community Safety

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> Strategic planning workshops will be held with municipalities in August and November to discuss the 	<ul style="list-style-type: none"> The Provincial Community Safety department is committed to assist 	<ul style="list-style-type: none"> 2010 Volunteer Training; Regional VEC



Municipality	Process Commitments	Project Commitments	Progress
	<p>community safety issues. Joint Projects that have been identified are as follows:</p> <ul style="list-style-type: none"> • Training of VEC volunteers; • Community Education & Awareness; • Social crime prevention programs targeting women, children & youth; • Joint Operations; and • Road Safety Education. <ul style="list-style-type: none"> • IDP Safety Planning Training. 	<p>and partner the district and its locals to sponsor and finance identified projects; and</p> <ul style="list-style-type: none"> • This can be provided in hosting events, deploying personnel, giving promotional material and providing training for both VEC and Community Patrollers. The overall financial commitments are not known. 	<p>Centre-Sharpeville; and</p> <ul style="list-style-type: none"> • Programme on social crime prevention targeting women, children and youth have been implemented as well as the road safety program.

3.2.7 Department of Environment Affairs and Tourism

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> • DED through a number of programmes like GAMSKAP, GASCELI to coordinate the sector strategies and business opportunities for the district; and • GEDA to continue organizing annual events like Gauteng Annual NEPAD Summits to get investors investing in Gauteng. 	<ul style="list-style-type: none"> • The Department has provided R1 M to the SDM to develop an Environmental Management Framework; and • Business Week and Annual BBBEE Summits to be coordinated to launch DED Programmes in the region targeting private companies and chambers. 	Work in Progress.

3.2.8 National Department of Agriculture

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> • Extension support and special supports to be solicited and facilitate funding and training for district sustained agricultural development programmes. 	<ul style="list-style-type: none"> • The Department commits to assist with the development of SMMEs and cooperatives and extends support to Lesedi and Midvaal in this regard. 	<ul style="list-style-type: none"> • There are several community outreach programmes that the Dept of Agriculture is running, and Sedibeng DM supports and participates in the



Municipality	Process Commitments	Project Commitments	Progress
			rolling out of these programmes.

3.2.9 Department of Land Affairs

Municipality	Process Commitments	Project Commitments	Progress
Sedibeng District Municipality	<ul style="list-style-type: none"> The Department needs to create partnerships with municipalities and SAP to address illegal evictions; Department of Land Affairs to continue with land restitution and land redistribution programme for land claimants and emerging farmers' respectively; and 	<ul style="list-style-type: none"> The Department commits to assist municipalities with the acquisition of land in cases where land is privately owned and will engage municipalities and the Department of Housing regarding this; and The post settlement support programme to be undertaken by the district for beneficiaries of land reform programme. 	<ul style="list-style-type: none"> By-Laws enforcement; Land Audit and identification of vacant land; and
Premier's Office	<ul style="list-style-type: none"> The Office of the Premier will be engaging with municipalities and sector departments in relation to Implementation of Protocols around IGR forums. 		<ul style="list-style-type: none"> No progress.

3.3 Public Participation

In developing the 2008/09 IDP the SDM embarked on a coordinated and collective public participation process with its Locals. This is significant in ensuring democracy and good governance in the district by encouraging the public to be involved in the IDP development process. The IDP process is followed as adopted by the Council and comments from public participation are included in the draft documents of the IDP when submitted to Council for final adoption together with the budget. The municipality has set up relevant oversight committees to put appropriate checks and balances in place. The SDM has a functional internal audit function and Municipal Public Accounts Committees (MPACs) in place to ensure good governance. The petitions committee functions very well and all community and stakeholder memoranda as well as petitions are received, processed by this committee and reported in Council.

In this regard, the SDM will ensure the following:

- March: Launch the IDP public participation process;



- March: IDP is available at public libraries and other community centres for further comments; and
- Mid-May: Consolidation of public comments and inputs in IDP document.

Below is a table illustrating details of the public participation process plan:

Sedibeng District Municipality: Public Participation Process			
MARCH 2009 – MAY 2009			
Phases	Activity	Date	Responsibility
Finalisation of draft IDP and Budget	Consolidation of views and comments from the previous Izimbizo., dialogues focused stakeholder and business meetings held this financial year were incorporate in the IDP Review 2009/10	9-13 March '09	IDP Office & Office of the Speaker
	Preparation of adverts	16-19 March '09	Office of the Speaker & Communication
	Submission of draft IDP to Mayoral Committee meeting	17 March '09	IDP Office
	IDP Consultation Meeting for in Riverside Hotel	18 March 2009	Executive Mayor & the LED Department
	IDP Consultative Meeting for People with disability - Vereeniging Town hall	24 March 2009	Executive Mayor consult with SEDIFO (Office of the Speaker)
	IDP Consultative Meeting for Youth organizations - Saul Tsotetsi	27 March 2009	Executive Mayor
	IDP Consultative meeting for Women - Vereeniging	27 March 2009	Executive Mayor & Office of the Speaker
	Mainstreaming workshop	May '2009	Community Services & Office of the Speaker
	Submission of draft IDP & Budget to Council	25 March '09	Office of the Speaker & Corporate Services
	Post Council Sitting Briefing	25 March '09	Executive Mayor (Mayoral Committee) & Speaker
	Press Conference (Launch of IDP Review Process)	25 March '09	Executive Mayor
	Approval of draft IDP at Council Sitting	25 March '09	Council
	Submit draft to MEC for comments	26 March '09	Executive Mayor
Public	Publicity Public Participation Process (Putting	26 March '09 –	IDP Office &

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Sedibeng District Municipality: Public Participation Process					
MARCH 2009 – MAY 2009					
Phases	Activity	Date	Responsibility		
commenting and input in the draft IDP and Budget	documents in public domain for commenting)	19 April '09	Office of the Speaker		
	Consolidation of comments from the public	20 March -27 April '09	IDP Office & Office of the Speaker		
	Sector engagement on draft IDP & Budget	Business Sector	5 May '09		
		Designated Groups (Youth, Women, Disability)	7 May '09		
		Political Parties, Civil Religious bodies, Traditional healers, departments	9 May '09		
	Public engagement on draft IDP & Budget – Izimbizo's	Mayoral Izimbizo Ward 6, 7 and 23 (Covering Bophelong and Extensions) (Bophelong Community Hall) – Emfuleni	09 April 09	IDP Office/Office of the Speaker & Executive Mayor	
		Mayoral Izimbizo Ward 6 & 7 (rural, Plots & township). Covering De-Deur, Ohenimuri, Ellandsfontein, Eikenhof, Lakeside Estate, Balmoral and Mazinyo. (Lakeside Estate sports ground. Marquee to be erected) – Midvaal	18 June 2009		
		Mayoral Izimbizo Ward 1 (Covering Devon and Mpumelelo) (Devon Sports Ground: Marquee to be erected) – Lesedi	07 May 2009		
	IDP Public Participation with Local Municipalities	Public engagement organized by local municipality	Public participation – Sicelo (presentation by SDM)	23 March '09	IDP Office/Office of the Speaker & Executive Mayor
			Midvaal Peoples assembly - Meyerton Town Hall (presentation by SDM)		
Public participation – Mpumelelo Community Hall (presentation by SDM)			12 March '09		
IDP Ward Committee Implementation Workshop		IDP Ward Committee implementation workshop	May 2009		
Consolidation of	IDP Stakeholder Summit (did not take place)	16 May '09	IDP Office &		



Sedibeng District Municipality: Public Participation Process			
MARCH 2009 – MAY 2009			
Phases	Activity	Date	Responsibility
public commenting and input in the draft IDP and Budget			Office of the Speaker
Approval of IDP & Budget and SDBIP	Submission of Final Draft IDP & Budget to Mayoral Committee meeting	19 May '09	IDP Office & Corporate Services
	Approval of IDP & Budget	27 May '09	Executive Mayor & Council
	SODA after SOPA	17 June 2009	
	Submit draft IDP & Budget to MEC for comments	2 June '09	Executive Mayor
	Submit SDBIP to Council	June '09	SPED & Corporate Service
	Approval of SDBIP at Council	June '09	Council

Furthermore a number of Mayoral Izimbizo's were conducted as part of the public participation process. The table below illustrate some of the key issues that were raised:

Area	Place	Issues Raised
Emfuleni	Sonderwater	<ul style="list-style-type: none"> • There are about 1200 informal shacks; • There is not water and people uses communal taps; • Housing and electricity is a major need; • High rate of unemployment; and • There is a need for schools.
Emfuleni	Tshepong	<ul style="list-style-type: none"> • Houses have been built but not complete; • Problem regarding the provision of water; • Electricity is the major problem which led to a protest; and • Sports ground needs to be upgraded.



Midvaal	Sicelo	<ul style="list-style-type: none"> • Problem of relocation in extension 5; • Provision of water; • Housing in extension 5; • Evictions in Meyerton Park & Jantene; and • Highmast lights in Sicelo Ext 1 & 2.
Lesedi	Ratanda	<ul style="list-style-type: none"> • Issues raised were pertaining to municipal strike, electricity billing and employment.
Midvaal	Mamello	<ul style="list-style-type: none"> • Issues of access to housing and electricity were raised.

NB: Issues raised in the table above have been factored into this IDP.



CHAPTER 4. REVISED ANALYSIS

4.1 Our Area

4.1.1 Demographics

The Sedibeng District Municipality is a Category C municipality found in the Gauteng Province. It is the only area of the Gauteng Province that is situated on the banks of Vaal River and Vaal Dam in the Southern-most part of the Province, covering the area formerly known as the Vaal Triangle inclusive of Nigel and Heidelberg. It includes the towns of Vereeniging, Vanderbijlpark, Meyerton and Heidelberg as well as the historic townships of Evaton, Sebokeng, Bophelong, Sharpeville, and Ratanda, which have a rich political history and heritage.

The SDM covers the entire southern area of Gauteng Province, extending along 120 km axis from East to West. The total geographical area of the municipality is 3, 894 square kilometres (km²). The SDM comprises of three Category B municipalities, namely, Emfuleni, Lesedi and Midvaal Local Municipalities and is surrounded by the following municipalities:

- City of Johannesburg (Johannesburg) to the North;
- Ekurhuleni (East Rand) to the North-East;
- Nkangala (Mpumalanga) to the North-East;
- Gert Sibande (Mpumalanga) to the East;
- Northern Free State (Free State) to the South;
- Southern District (North-West) to the West; and
- West Rand to the North-West.





Map 1: Sedibeng Municipal Boundary

Source: Municipal Demarcation Board (2007)

4.1.1.1 Development Nodes and Corridors

The higher order development nodes within SDM are experiencing urban decay for instance the CBD's with decentralized centre's which is poorly structured and defined. There is a lack of properly designed higher order development nodes within historically disadvantaged areas. Urban areas such as Sharpeville/Bophelong are located in areas with medium potential access to economic activity. The Vereeniging/Vanderbijlpark node does not have a significant link with the central economic core area (Johannesburg).

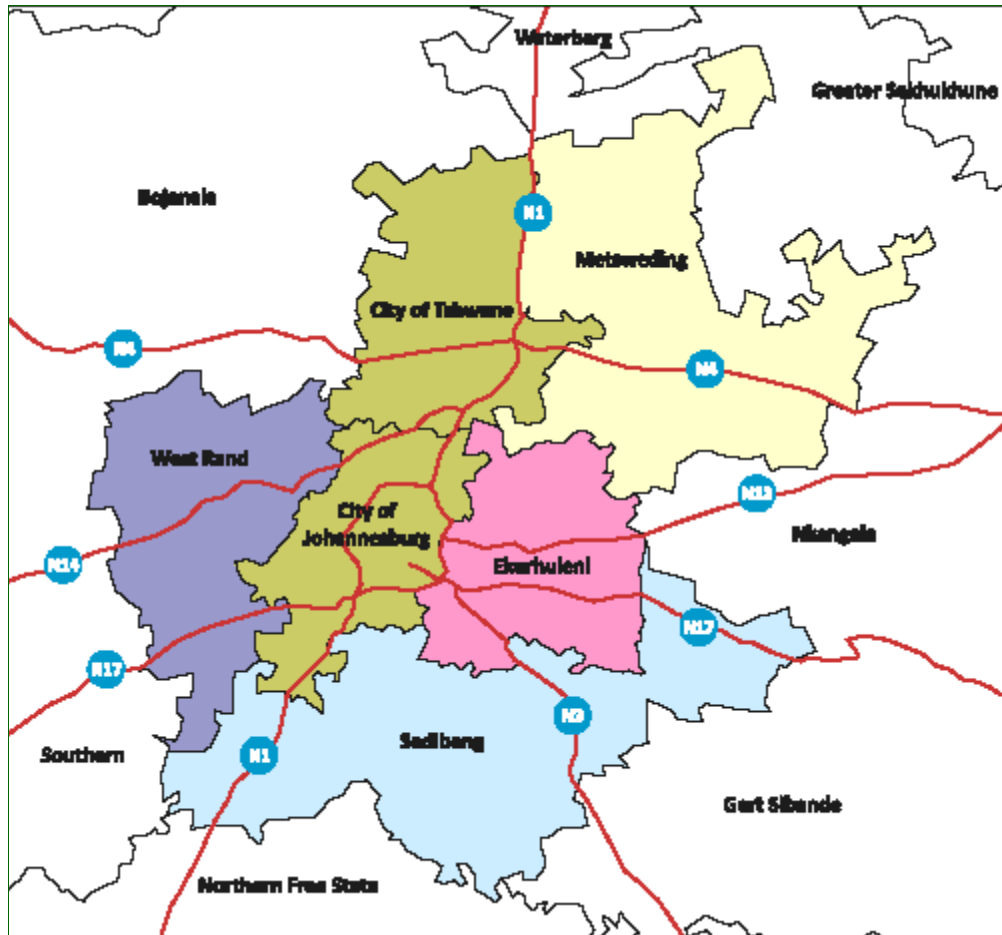
4.1.1.2 Major Provincial and Arterial Roads (Development Corridors)

The district has an extensive road network at both the national and regional level, including the N1 toll-road, the R59 in the West and the N3 in the Eastern section of the district, which traverse the district and connect with the Ekurhuleni and City of Johannesburg Metropolitan. All major routes are predominantly

on a North-South axis and tend to converge on the City of Johannesburg. Regional main roads operating on a district tend to radiate out from or converge on the commercial centres of Vereeniging and Heidelberg. The R42 provides the main East-West linkage across the district. The highest concentration of roads is situated in the West, in Emfuleni in accordance with the high population density, extensive residential areas, proximity to large services centre (for example, Vereeniging and Vanderbijlpark). It also provides connectivity to Johannesburg and the Free State Province (SDM, 2003a). The following identified roads provide important linkages and should be optimized to link historically disadvantaged communities to areas of major employment. These include:

- **Provincial Route R29** – main East-West linkage running parallel to the N17 in the North-Eastern part of the study area, linking Devon/Impumelelo with Vischkuil/Endicott and further West with Springs in Ekurhuleni.
- **Provincial Route R42** – this is the main East-West linkage through the region, stretching from the N1 at Loch Vaal in the South-West through Vanderbijlpark, Vereeniging, Heidelberg, and Nigel to Vischkuil/Endicott in the North-Eastern part of the study area and onwards towards Delmas in Mpumalanga.
- **Provincial Route R59** – the main North-South linkage through the study area, linking Vereeniging/Vanderbijlpark with Meyerton and northwards towards Alberton in Ekurhuleni.
- **Provincial Route R82** – a secondary North-South link, linking Vereeniging with De Deur and Walkerville and Johannesburg towards the North.
- **Provincial Route R54** – the main link between Sebokeng, Vereeniging and Vaal Marina in the South.
- **Provincial Route R553** – [Golden Highway] – an important North-South link between Vanderbijlpark through Sebokeng/Evaton towards Johannesburg in the North.
- **R57 from the N1 Southwards** – towards Metsimaholo Local Municipality.
- **R28** linking North-West Province from the West with Vereeniging.





Map 2: Major Provincial and Arterial Roads

Source: Municipal Demarcation Board (2007)

4.1.2 Environment

Sedibeng has an estimated total river length of 2 863 km, a total dam coverage of 4 570ha and a total wetland coverage of 4486ha. Of the total dam coverage, 72% (3290ha) is taken up by the Vaal Dam, which thus contributes to approximately 1% of the land use in the Sedibeng District Municipality. Sedibeng consist of the following rivers:

- Suikerbosrand River and Blesbokspruit on the Eastern part;
- Klip River and Suikerbosrandspruit on the Middle part of Sedibeng; and
- Leeuspruit and Rietspruit on the Western part of Sedibeng;

All these above-mentioned rivers drain into the Vaal River. Therefore the management and quality of the rivers are important to the region.

4.1.2.1 Nature Reserves

The SDM has two nature reserves namely Suikerbosrand (11 595ha) and Alice Glockner which are managed at a provincial level. Sedibeng is one of the priorities in terms of environmental quality which includes water, air, and biodiversity on the agenda of National Government. The Sharpeville Dam (Dhlomo Dam) area is regarded by the Gauteng Department of Agriculture, Conservation and Environment (GDACE) as an important conservation area with a high biodiversity count. The Suikerbosrand Nature Reserve falls under the Midvaal Local Municipality but adjoins the Northern boundary of Lesedi Local Municipality, with the Alice Glockner Nature Reserve located within Lesedi Local Municipality. Although the Suikerbosrand Nature Reserve is directly adjacent (to the West) of Heidelberg/Ratanda, there is no close access to the Nature Reserve from the R42, which results in the need for residents to travel some distance to obtain access to the area using the K158 Road. Lesedi Local Municipality has been entrusted to negotiate this access from R42

4.1.2.2 Environmental Health Management

Environmental quality has been an ongoing concern in the Sedibeng Region for a number of years. The Growth and Development Strategy through the pillar of “Reviving Our Environment” finally gives the region the means to comprehensively address this issue and ensure that its citizens live in an environment that supports a positive quality of life for them, their children and future generations. The Environmental Division developed an **Environmental Programme of Action (EPoA)** as one of the outcomes of the regional environmental retreat that was held in June 2007. The aim of the EPoA is to provide strategic guidance for the environmental revival as envisaged in the Sedibeng Growth and Development Strategy. The aim of the EPoA is to assist in ensuring a consistent approach across the municipalities and other key government stakeholders towards environmental management in the region. The EPoA identified three priority areas for intervention to address major environmental challenges namely: only 3 are mentioned i.e. water, waste and air quality.

- Water pollution;
- Waste; and
- Air quality.

4.1.2.3 Water Pollution

Sedibeng is face with serious water pollution challenges in river systems and water bodies, notably the Kliprivier and Blesbokspruit which are polluted from runoffs from industrial areas, townships and waste water treatment works.





Figure 1: Kliprivier

The Kliprivier is one of the most polluted rivers in the Sedibeng District as a result of mining and industrial activities in the upper catchments, outside the borders of the Sedibeng. (Source: Strategic Environmental Focus 2008).

The state of Sedibeng's surface and ground water quality is influenced by activities within and beyond the boundaries of Sedibeng. External pressures, emanating from mining and industrial activities on the West Rand (Roodepoort and Randfontein) and East Rand (Germiston, Boksburg, Brakpan and Springs), are major contributing factors to the current state of surface and ground water quality in Sedibeng. The largest internal pressures are limited to the industrialised and urban areas in Emfuleni, including Meyerton, Vanderbijlpark and Vereeniging. Rural areas in Midvaal and Lesedi, where agricultural activities dominate, have a lesser, but nonetheless important, influence on the surface and ground water quality. Heidelberg and Devon, which are the main urban areas of Lesedi, also contribute to surface and groundwater deterioration through urban associated pollution.

The main pressures on the quality of surface and groundwater resources in the Sedibeng District are the following:

- Mining activities, including physical mining practices and mining effluent release from mineral extraction and mine dumps;
- Industrial activities;
- Water treatment works;
- Informal settlements, which usually lack services;
- Poorly serviced high-density residential settlements;
- High-density urban areas;
- Coal combustion on the Mpumalanga Highveld, which results in acid rain in the Sedibeng district;
- Water abstraction for urban and agricultural use;
- Flow reduction in streams and rivers as a result of dams and weirs; and
- Agricultural activities.

Source: Strategic Environmental Focus 2008: Sedibeng District Municipality – State of the Environment Report.

4.1.2.4 Waste

Sedibeng's history with regards to waste management is not that different to the South African situation in general. The issue of waste as with most local, provincial and national departments has many facets including economical, physical, social and political. Waste management has traditionally taken place on an ad-hoc basis to meet the current needs, with very little foresight into the future needs of an ever-increasing population. Identification of landfill sites has generally taken the form of unplanned site location with little or no thought of design to reduce potential impacts to the environment, neighbouring communities, etc. With the development of the minimum requirements by the Department of Water Affairs and Forestry (DWAF) for waste disposal by landfill the identification of landfill sites now take a much more pro-active approach in reducing further negative consequences related to an activity such as planning and design.

Local authorities in Sedibeng have indicated that they have neither sufficient funding nor adequate trained staff, to effectively plan and execute their waste management functions in a sustainable manner.

Communities have also not been involved in the identification of the landfills, which has resulted in community resistance and/or limited support. The level of services varied by area and in particular the previously disadvantaged areas have been left without proper waste management services.

In order for Sedibeng to address waste management it needs to address the following:

- Waste prevention;
- Waste minimisation;
- Resource recovery;
- Treatment; and
- Safe disposal.

Source: Strategic Environmental Focus 2008: Sedibeng District Municipality – State of the Environment Report

4.1.2.5 Air Quality

Sedibeng District Municipality is generally characterized by poor air quality, particularly within the Emfuleni and Midvaal Municipalities. A series of studies undertaken over the years have clearly indicated the negative impact of pollution on the health of people living and working in the area. As a result the Vaal area (including Emfuleni and Midvaal) was declared a Priority Area in terms of the National Environmental Management: Air Quality Act in 2006.



The proposed Highveld Priority Area will include Lesedi along with areas of Mpumalanga, effectively making the whole Sedibeng region a priority area in terms of known ambient air quality problems. Recent data from Department of Environmental Affairs and Tourism's (DEAT) air quality monitoring stations in the Vaal shows particulate matter as being the key problem, with levels well over international standards. (Source: EPoA Version 0.2, 2nd October 2007).

4.1.3 Economy

4.1.3.1 Structure of Economy in Sedibeng

The size of the economy of Sedibeng DM is measured by the gross value added (GVA), which is the total value of all final goods produced and services rendered within a geographic area, within a particular year. The nominal GVA (i.e. GVA at current prices) of the district was R9, 466,859 in 1996, R11, 095,197 in 2001, with the figure increasing substantially in 2007 to R22, 799,015. In real terms (constant prices), the total value of the GVA for the DM was R12,156,699 in 1996, decreasing to R10,445,616 in 2001 and recuperating to R13,966,293 in 2007.

Percentage Contribution of Economic Sectors to the Total GVA of SDM by kind of Economic Activity (Composition)

The percentage contribution of economic sectors to the total GVA is used to measure how much each sector has contributed to the economy's GVA. The lowest contributing sector to the district's GVA was the mining sector, indicating that mining is not active in the district municipality. The table below illustrates the contribution of the three (3) sectors to the total district economy.

Municipality	Nominal gross value added (R1000)	Primary sector as % of total	Secondary sector as % of total	Tertiary sector as % of total	Contribution of municipality to provincial GVA (%)	Average annual growth, 2000-2003 (%)	Employment per R1m GVA
8901/Sedibeng District Municipality	19,338,477	2.2	45.5	52.3	4.6	8.5	10.6
Emfuleni	14,563,997	0.8	49.5	49.7	3.5	9.4	10.4
Midvaal	3,573,106	5.7	38.1	56.2	0.9	7.1	10.0
Lesedi	1,201,373	9.2	19.0	71.8	0.3	2.8	13.8
Total: Gauteng	416562213.3	4.4	22.6	73.0	100.0	5.0	8.4

Table 1: Contribution of Three Sectors to the Total District Economy

4.1.3.2 Primary Sector

The primary sector of the economy consists of the agricultural as well as the mining sectors. Mining contributes 0.8% while agriculture contributes 1.4 % to the Sedibeng GVA and together contributing 2.2% which is a decline of 0.3% compared to the 2003 figures of 2.5%. (Source: DBSA, 2008)



4.1.3.3 Secondary Sector

The secondary sector of the economy consists of manufacturing, electricity and construction. The manufacturing sector is the largest contributor to the economy of Sedibeng. In 1996, 2001 and 2007 the three sectors contributed 51, 6%, 43,6% and 44,3% respectively and together they contribute 48.6% of a total Sedibeng economy representing an increase of 2.6%. (Source: DBSA, 2008).

4.1.3.4 Tertiary Sector

The tertiary sector is basically the services sector as well as the government and contributes 49.7 % to the Sedibeng GVA. Community (or government) services sector was the second largest contributor to the economy of Sedibeng as it contributed 17,2% in 1996, 22,5% in 2001 and 19,4% in 2007. This sector has been declining with 1.3%. (Source: DBSA, 2007)

Percentage Contribution of Local Municipalities to the Total GVA of SDM by Economic Activity (% of SDM)

The percentage contribution of Local Municipalities to the total GVA of Sedibeng by economic activity shows in percentages, the value that each Local Municipality has contributed to the Sedibeng District's economy during 1996, 2001 and 2007. Emfuleni LM made the largest contribution (82, 7% in 1996, 80, 2% in 2001 and 79, 1% in 2007) to the total GVA of Sedibeng District. The Midvaal LM was the second largest contributor to the total GVA, contributing 11, 3% in 1996, 12, 6% in 2001 and 13, 5% in 2007. The Lesedi LM made the least contribution to Sedibeng's total GVA.

4.1.3.5 Location Quotients

The Location Quotient is a measure that provides insight into understanding a region's sector strengths and development prospects. It helps in identifying exporting sectors (sectors that do not only meet local demand for its products, but also produce enough to sell outside of the region) and importing sectors (sectors where local production levels are insufficient to meet local demand within a province), i.e. the comparative advantage. A region with a location quotient greater than 1.0 indicates a self sufficient economy which may be exporting goods and services of that particular sector. On the other hand, a location quotient of less than 1.0 suggests that the economy tends to import goods and services in that particular sector. If the location quotient is >1 , this implies that there is a comparative advantage in that particular sector and visa-versa.

Over the three years under analysis, the SDM had a comparative advantage in one primary sector, namely agriculture; as well as two in the secondary sector, namely the manufacturing and electricity sectors. The SDM had a comparative disadvantage in the tertiary (services) sector. This suggests that the SDM tended to import goods and services in the tertiary sector of the economy.



4.1.3.6 Tress Index

A tress index is used to quantify diversification/concentration in an economy. A tress index of zero represents a totally diversified economy, while a number closer to 100 indicates high levels of concentration. In 1996, 2001 and 2007 the SDM had a higher tress index, indicating that the economy's vulnerability to exogenous variables. (Source: DBSA 2008). Below is a table showing the percentage contribution of economic sectors to the total Gross Value Added by Municipality.

Geographical Area	Year	Agricultural, hunting, forestry and fishing	Mining and quarrying	Manufacturing	Electricity gas and water supply	Construction	Wholesale and retail trade	transport storage and communication	insurance real estate and business	Community, social and personal services	Total
Emfuleni LM	2006	1.0	0.4	47.3	3.0	2.4	7.0	4.7	14.1	20.1	100
Midvaal LM	2006	2.1	0.4	24.6	6.4	4.0	11.9	6.7	20.6	23.4	100
Lesedi LM	2006	3.1	0.4	21.0	2.6	4.6	13.0	7.4	21.7	26.3	100
Sedibeng DM	2006	1.3	0.4	42.4	3.4	2.8	8.1	5.1	15.5	21.0	100

Table 2: Percentage Contribution of Economic Sectors to the Total Gross Value Added by Municipality

Below is a table showing the percentage contribution of Locals to the GVA in SDM by activity.

Geographical Area	Year	Agricultural, hunting, forestry and fishing	Mining and quarrying	Manufacturing	Electricity gas and water supply	Construction	Wholesale and retail trade	transport storage and communication	insurance real estate and business	Community, social and personal services	Total
Emfuleni LM	2006	60.5	78.8	88.7	69.5	69.0	68.8	72.3	72.1	76.1	79.4
Midvaal LM	2006	21.2	13.3	7.6	24.7	18.6	19.1	17.0	17.3	14.6	13.1
Lesedi LM	2006	18.3	7.8	3.7	5.8	12.5	12.1	10.8	10.5	9.4	7.5

Table 3: Percentage Contribution of Locals to the GVA in SDM by Activity

Below is a table showing the Gross Value Added at Constant 2000 prices by Economic Activity.

Geographical Area	Year	Agricultural, hunting, forestry and fishing	Mining and quarrying	Manufacturing	Electricity gas and water supply	Construction	Wholesale and retail trade	transport storage and communication	insurance real estate and business	Community, social and personal services	Total
Emfuleni LM	2006	81 270	27 402	4 904 362	266 239	319 759	848 196	560 856	1 319 169	2 025 226	10 352 480
Midvaal LM	2006	28 486	6 273	417 912	87 141	86 069	236 321	133 039	318 653	387 083	1 700 977
Lesedi LM	2006	24 636	2 662	201 035	33 290	57 739	151 612	86 805	200 656	248 936	1 007 373
Sedibeng DM	2006	134 392	36 338	5 523 310	386 670	463 568	1 236 129	780 700	1 838 478	2 661 245	13 060 830

Table 4: Gross Value Added at Constant 2000 prices by Economic Activity



Below is a table showing the Average Annual Growth by Economic Activity (%).

Geographical Area	Year	Agricultural, hunting, forestry and fishing	Mining and quarrying	Manufacturing	Electricity gas and water supply	Construction	Wholesale and retail trade	Transport and storage and communication	Insurance real estate and business	Community, social and personal services	Total	
Emfuleni LM	2006	-14.4	7.1	5.8	1.0	13.9	6.6	6.0	20.2	3.5	7.0	
	2003	-	-3.3	10.2	3.7	0.0	11.9	5.7	4.5	8.4	3.0	4.4
	2006	-	-3.3	10.2	3.7	0.0	11.9	5.7	4.5	8.4	3.0	4.4
Midvaal LM	2006	-14.4	5.7	7.0	0.3	15.9	8.6	8.2	20.1	3.4	8.3	
	2003	-	-3.3	9.9	5.7	0.0	13.9	7.6	6.5	9.2	3.2	5.9
	2006	-	-3.3	9.9	5.7	0.0	13.9	7.6	6.5	9.2	3.2	5.9
Lesedi LM	2006	-14.5	-0.1	7.0	3.8	17.8	10.7	10.4	20.6	3.4	9.1	
	2003	-	-3.2	2.8	7.1	5.1	15.5	9.1	8.4	10.6	3.4	7.2
	2006	-	-3.2	2.8	7.1	5.1	15.5	9.1	8.4	10.6	3.4	7.2
Sedibeng DM	2006	-14.4	6.3	6.0	1.1	14.7	7.5	6.9	20.2	3.5	7.3	
	2003	-	-3.3	9.5	4.0	0.4	12.7	6.4	5.3	8.8	3.1	4.8
	2006	-	-3.3	9.5	4.0	0.4	12.7	6.4	5.3	8.8	3.1	4.8

Table 5: Average Annual Growth by Economic Activity

4.1.3.7 Consolidation and Expansion of the Manufacturing Sector (metal, energy and construction sectors)

The manufacturing sector has been identified as a priority sector that has the potential to substantially contribute to employment and economic growth, and to promote broad-based industrial growth characterized by greater levels of participation by historically disadvantaged people and marginalized regions in the mainstream of the economy (Source: RIDs, 2007).

Below is an illustration of the evolution of a biggest employer in the region over a period of 82 years which is now heavily threatened by global competitiveness, import pricing strategy and its effect on steel and recent global financial meltdown.



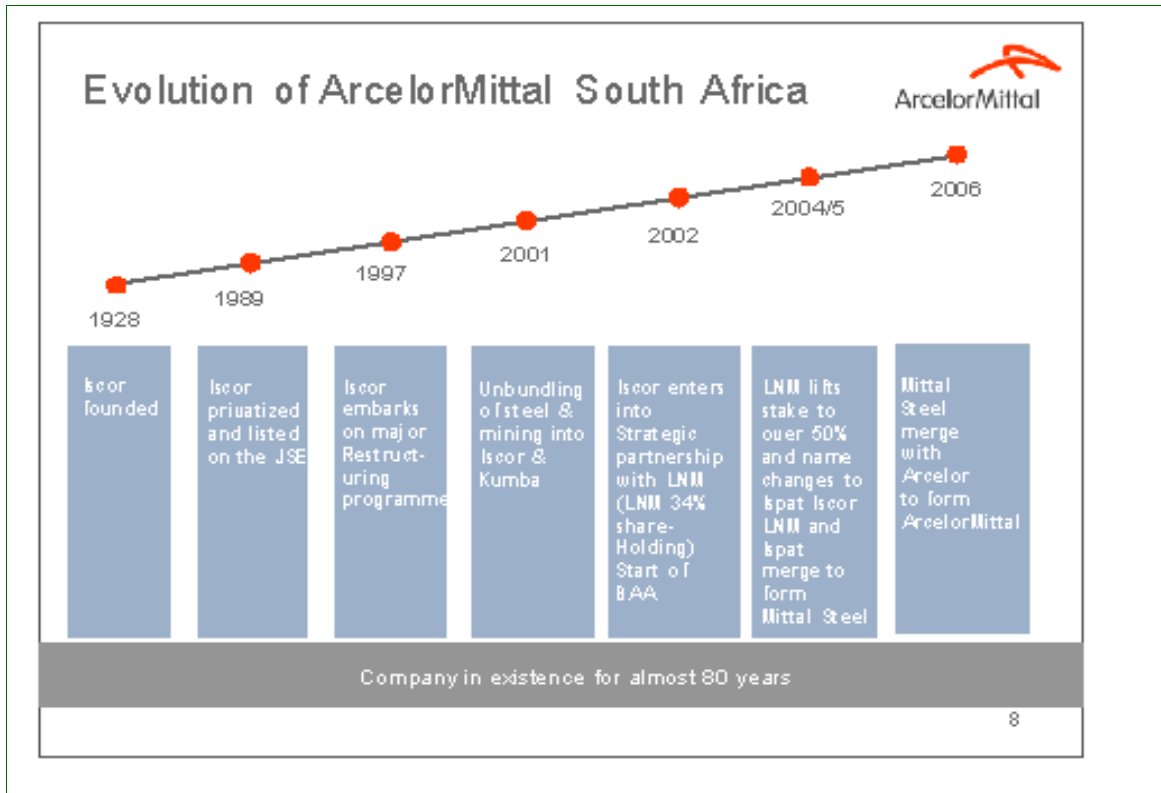


Figure 2: Evolution of Arcelor Mittal South Africa

Source: Arcelor Mittal South Africa

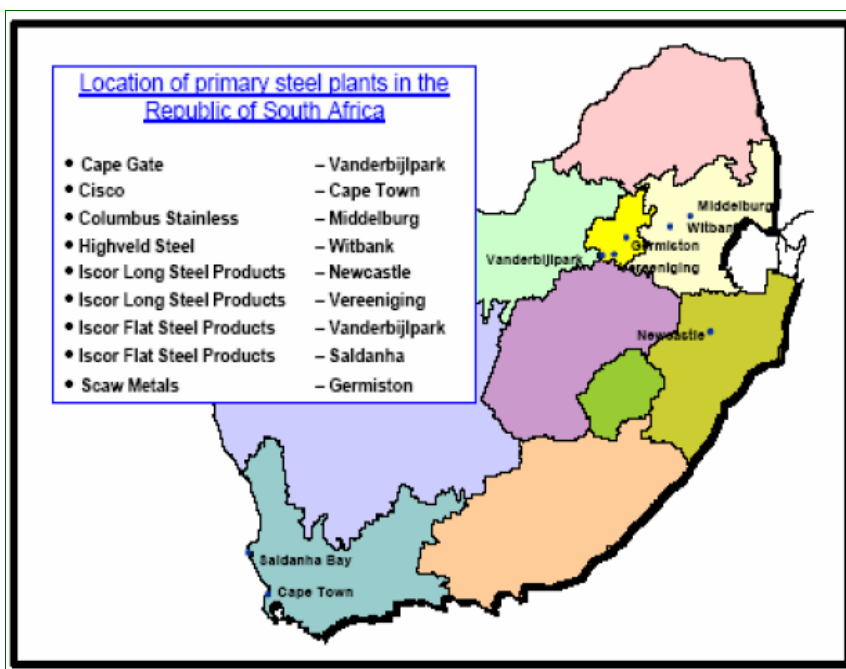
The metals, energy and construction sectors have been identified as the main manufacturing sub-sectors in the Sedibeng District. Sedibeng offers a comparative cost advantage in the provision of non-metallic mineral products, metal products, machinery, household appliances, electrical machinery and apparatus that comprise a total of 32% of the total exports of Sedibeng. This means that the region is doing better than South Africa as a whole in producing these products (Source: Global Insight, 2004). This contributes to the strong industrial development in the Sedibeng.

4.1.3.8 Metals Sector (Steel industry)

Below is a map illustrating six primary steel producers in South Africa. These include the following”

- Cape Gate;
- Cisco;
- Columbus Stainless;
- Highveld Steel and Vanadium;

- Scaw Metals; and
- Arcelor Mittal Steel.



Map 3: Showing Six Primary Steel Producers in SA

In total there are nine (9) primary steel plants in South Africa, with three (3) of the steel plants located in Sedibeng. The district further hosts the African division of Arcelor Mittal Steel with its head quarters also located in the district.

Downstream industries that undertake the further transformation of basic metals include workshops, foundries, manufacturing plants and enterprises. Both employment levels as well as value for the finished products are significantly greater in downstream activities than in primary operations. Stages of beneficiation and levels achieved from carbon steel are 30% to finished manufacture it is 15% (Source: Department of Trade and Industry, 2005). This clearly demonstrates that most of the carbon steel is destined for the export market and finished goods are subsequently imported.

4.1.3.9 Tourism Products

About two hundred and two (202) tourism related sites and products were identified in the Sedibeng District. In general the area contains a diverse range of tourism attractions and sites, providing for adventure, heritage, art, nature, sport, business and educational tourism. The bulk of tourism related sites consist of accommodation (34%), with the next largest being heritage & art sites and leisure & entertainment sites making up 26% and 22% respectively. The bulk of sites (50%) are located within the Vanderbijlpark/Vereeniging areas. The second concentration of sites is located in Heidelberg and the

surrounding areas. Generally the area is well supplied with accommodation which appears to be well distributed and includes a range of quality and affordable levels, from luxury hotel and resort accommodation to self catering, B&B, caravanning and camping accommodation.

There are 74 tourism sites (excluding accommodation and amenities) identified of which only 14% to 19% could be defined as full tourism products. The majority of those identified could not be defined as ready tourism products in terms of the definition of a tourism product as they lack support facilities. Access to the various sites was generally adequate; however, there is a need for better signage throughout the area.

Resorts

There are approximately 20 resorts in the Vaal area including the Vaal Dam Resorts. The resorts mainly provide self catering chalets (in most cases less than 20 units) and caravan and camping stands. The resorts provide access to leisure activities and water sports, such as powerboats, jet skis, rafting, rowing, skiing, angling, fly fishing and sunset booze cruises. Nature based activities are becoming more important to the market and accordingly facilities such as guided trails, game drives, trails for 4x4s, quad bikes, mountain bikes, bird watching are provided.

The provincial Suikerbosrand Reserve, as well as two Aventura Resorts, falls within the region. The Aventura resorts offer mainly caravan and camping and day visitor facilities, while the reserve has limited overnight accommodation and conference facilities aimed at the lower income market.

4.1.3.10 The Global Credit Crunch (recession) on Sedibeng District Municipality Economy

The impact of the slow economic growth on the wider economy will in the future be difficult to fathom on our steel industry in the district especially the automobile manufacturing considering the global credit crunch that is negatively affecting the economy. This has in no doubt exacerbated downturns in the manufacturing, mining, automotive, properties and financial sectors to a very large extent and thus have impact both cascading and escalating effect on the economy. Furthermore our economy might find itself in unfavorable positions, for instance:

- Good value mortgages could become more difficult to find as borrowing rates have soared.
- Most of our consumers employed in the steel industries (Mittal Companies) and the automobile sector would not be in a position to purchase houses through loans and/or access vehicle finance from financial institutions without having to pay high interest rates. Lenders have become stringent when offering finance. Moreover:
 - **Financial Institutions:** Camouflage bad debt to make it appear as good debt by setting up subsidiaries that get high credit ratings from major credit ratings agencies.
 - **Pension funds:** Investments of policy holders have rules and regulations that limit the type of investments they can make and many of them are able to invest only in financial assets with high credit ratings.



- **These financial assets:** are derived from loans made to individuals and businesses with debt problems but are presented as safe, low-risk financial assets and offer relatively high returns on these deceptively packaged financial assets.
- **Interest Rates:** they are high in our country and may get worse. Unfortunately, there are strong indications that the global credit markets are going to continue experiencing a downturn. We may be forced to pay even higher interest rates in the future, not only because of inflationary pressures, but also because of a continued global credit crunch.
- **Focus on Finance:** banks and the financial services industry as a whole has taken a conscious decision to continue to invest in IT and to cut the cost base associated with it, this means for example less IT recruitment. However to retain competitiveness, these institution will keep the essential existing jobs. New projects regardless of their potential benefit are being shelved. The use of XML an ecommerce standard in the mortgage industry, set to benefit the industry in a long term.

In General the:

- Global credit crunch and recession will in the near future impacts negatively on the Sedibeng District's economy especially on the steel industry, automobile, finance and IT institutions which will eventually lead to staff retrenchments and job losses. Other indicators could be a decline in car-sales, bond sales, less credit accumulation from financial institution and less IT internship or learnerships for students with mathematics, science and commerce subjects.
- Future problems could be related to investors having lost confidence in their ability to correctly value financial assets and the low credibility of credit ratings. This uncertainty and lack of trust have left many global investors very cautious about their future investments.

4.2 Our People

4.2.1 Population

Our region of Sedibeng is moderately populated and the below mentioned statistics and comparative analysis of this district provide a base on which development within the municipality's area of jurisdiction can be made. The 2007-2011 IDP estimates that the total population in Sedibeng District is at 843 006 as per NSDP (2006). According to DBSA (2007) projections which are based on the Statistics SA Census 2001 population figures, the total population for Sedibeng District Municipality is 908 107 people. According to Statistic SA Community Survey 2006, with its limitations, the total population of Sedibeng 800 819.



Table indicating population and total households (CS2007)

MDBName	Name	Population	Population as % of District	Population as % of Province	No. of Households	Households as % of District	Households as % of Province
DC42	Sedibeng District Municipality	800819	100	7.6	241223	100	7.5
GT421	Emfuleni Local Municipality	650867	81.2	6.2	196480	81.4	6.1
GT422	Midvaal Local Municipality	83445	10.4	0.7	24265	10	0.7
GT423	Lesedi Local Municipality	66507	8.3	0.6	20479	8.4	0.8

Table indicating population shifts 2001 - 2007 (CS2007)

MDBName	Name	Total Population 2001	Total Population CS2007	Pop change 2001 - 2007	% Growth - 2001 - 2007
DC42	Sedibeng District Municipality	796746	800819	4073	0.5
GT421	Emfuleni Local Municipality	658417	650867	-7550	-1.2
GT422	Midvaal Local Municipality	64640	83445	18805	22.5
GT423	Lesedi Local Municipality	73689	66507	-7182	-10.8

Table 6: Population in Sedibeng

4.2.1.1 Distribution of Population per Municipality and Sub area

Emfuleni Local Municipality represents 81.2% of the entire Sedibeng District Municipality population, which effectively means that more people reside in the Emfuleni area. This indicates that 8 out of every 10 people living in the Sedibeng region reside in Emfuleni. Approximately 27.6% land cover of the total district is made up of the townships where a majority of the population resides. Although Emfuleni represents the largest population of SDM, it is Lesedi that has the biggest land/geographic space followed by Midvaal. There is a great potential for these municipalities for investment that still require land.

According to Statistic SA, the following community survey indicates the total population figures per local municipality in the Sedibeng region:

Race and Gender		DC42: Sedibeng District Municipality	GT421: Emfuleni Local Municipality	GT422: Midvaal Local Municipality	GT423: Lesedi Local Municipality
Black	Male	319,837	269,218	26,944	23,666
	Female	336,270	287,309	25,936	23,023
Coloured	Male	2,031	1,212	533	307
	Female	2,379	1,544	563	263
Indian or Asian	Male	6,930	6,667	50	99
	Female	6,930	6,733	50	153
White	Male	61,668	37,351	15,122	9,187
	Female	64,886	40,832	14,254	9,808
Grand Total		800,819	650,867	83,445	66,507

Table 7: Total Population of Sedibeng District Municipality and its Locals



(Source: Stats SA, 2007 Community Survey)

4.2.1.2 Migration

Growth in population is influenced through a triangulation of fertility (babies that are born), mortality (deaths) and migration (people moving in and out of the area). Migration plays an important role, especially in Gauteng, the largest recipient of in-migration in South Africa. Yet, unlike Gauteng as a whole Sedibeng is no longer a major recipient of new migrants and there are indications that young people are leaving the area to look for better work opportunities elsewhere in the Gauteng Province and the other Provinces.

Historical patterns of migration into Sedibeng region came from Free State in the main, as this area/region is the first stop into Gauteng. Major migration into the region comes primarily from farm dwellers and poor people from rural areas, who migrate because of all sorts of abuses in the farms, thus migrate to seek better opportunities, especially jobs, better wages, improved amenities and housing as well as security of tenure.

The current trends of migration at present show that the majority of people coming to this region are students who come to study at the Vaal University of Technology, North West University -Vaal Campus and Sedibeng Colleges. The latter serve as higher education institutions as well as offering tertiary education for those who do not qualify immediately after matriculation or those whose parents cannot afford university fees.

This influx of students migration into SDM has had a positive impact in the regional and provincial economy, since even the national trends indicate that after successful completion or even drop out of their studies, students hardly returns to their respective homes but seek jobs in that area.

The strategic and competitive advantage this migration has is that, scarcity of skills is not a major concern in this area as there are diverse skills provided by institutions of higher learning to grow the economy. Investors can get skills and attract other professionals in the area since property and accommodation is comparatively cheaper as compared with the rest of the Gauteng Province.



Statistics South Africa Migration 2007 Table 1 Year moved by Province of previous residence for Person weighted, DC42: Sedibeng										
	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Limpopo	Mpumalanga	Northern Cape	North West	Western Cape	Outside RSA
2001	27	57	497	-	86	-	-	-	-	-
2002	108	562	10,048	479	231	201	-	298	162	162
2003	66	1,448	18,701	899	502	984	53	238	89	400
2004	292	1,188	14,107	167	348	349	189	404	45	228
2005	840	2,043	17,761	883	277	656	60	261	497	365
2006	500	4,130	29,795	521	856	347	286	1,080	1,130	772
2007	337	785	5,019	364	857	394	-	438	214	504
Unspecified	293	1,407	5,733	210	150	358	-	344	222	391
Not applicable/Institutions	-	-	-	-	-	-	-	-	-	-
Total	2,463	11,618	101,662	3,524	3,306	3,290	588	3,063	2,359	2,822

Table 8: Migration Patterns for Sedibeng

(Source, Stats SA Community Survey)

4.2.2 Literacy rate

There is a 29% of non attendance of school or other educational facilities in Sedibeng. Children are exposed to Early Childhood Development through the introduction of grade – R in most of the primary schools and the Department of Social Development is funding crèches whilst the Department of Health is providing subsidies for nutrition in 290 crèches out of the 960 informal crèches.

Training is offered to the care-givers to address literacy – rate. The Department of Education is providing A.B.E.T in all its institutions.

4.2.3 HIV and AIDS

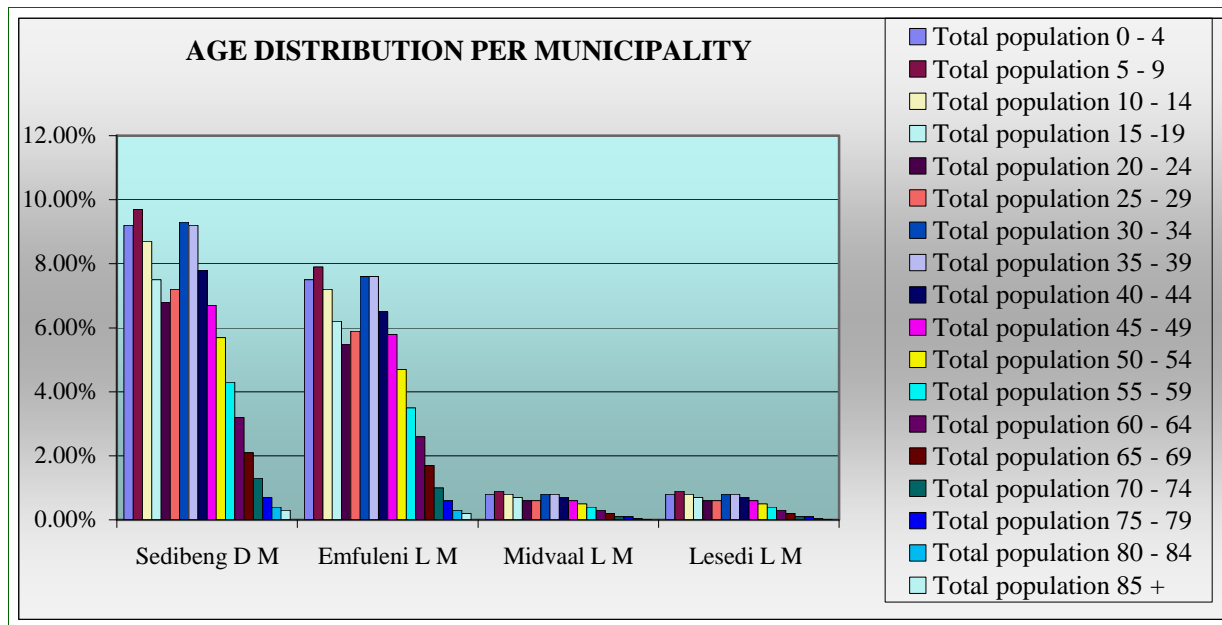
The District has developed a strategy that is aligned to the National Strategic Plan and Provincial Strategic Plan. The programme of action has been adopted by Council and the necessary intervention has been done in assisting to reduce HIV and AIDS Prevalence rate from 35% to 33.8% .All structures are put in place and AIDS Council is functional.

4.2.4 Age

The 0-14 year category is the largest category. This implies that over time there will be a significant introduction of new employable individuals to the potentially economic active population i.e. the labour force. The 30-39 year category is the second largest category implying that the HIV/AIDS epidemic had a



significant impact on the youth over the past decade. The third largest group was the 20-29 year category which was not significantly affected by the HIV/AIDS epidemic.



Graph 1: Showing Age Distribution in Sedibeng per Local Municipality

4.2.5 Economic Active People/MLL

4.2.5.1 Employment/Unemployment

The highest number of employment is concentrated in the manufacturing sector. Arcelor Mittal and SASOL are the major employers in the region. According to DBSA (2006) there has been a decrease in unemployment in Sedibeng from 52.3% in 2001 to 50.1% in 2006 while the Statistics SA Community Survey 2007 indicates that the unemployment rate in Sedibeng is 32%. This figure is slightly higher than the Gauteng unemployment rate of 28% for 2006.

The manufacturing sector has been showing an increase of 26.8% in employment. The construction sector increased its employment figures with 47.2% from 2001 to 2006. The Whole Sale and Retail Sector also increased its employment levels with 22.1%. Transport, storage and communication recorded an increase of 2.3%. There has been a total increase in employment of 17.7% and an increase of 12.5% of the labour force from 2001 to 2006.

Below is a graph depicting the employment rate in Sedibeng in 2007:

Statistics South Africa Labour Force 2007 Table 1 Gender by Industry for Person weighted, DC42: Sedibeng													
	Agriculture; hunting; forestry and fishing	Mining and quarrying	Manufacturing	Electricity; gas and water supply	Construction	Wholesale and retail trade	Transport; storage and communication	Financial; insurance; real estate and business services	Community; social and personal services	Other and not adequately defined	Unspecified	Not applicable/ Institutions	Grand Total
Male	1,121	1,993	34,151	3,002	10,312	15,505	5,452	12,883	11,416	8,666	16,682	144,128	265,309
Female	356	560	10,089	523	1,546	15,218	1,735	9,102	17,384	17,537	11,854	194,323	280,227
Grand Total	1,477	2,553	44,240	3,525	11,858	30,723	7,187	21,985	28,800	26,202	28,536	338,451	545,536

Table 9: Employment per Industry in Sedibeng

(Source: Statistics SA Community Survey 2007)

The table below depicts monthly income for households in the Sedibeng region.

	Black	Coloured	Indian or Asian	White
No income	345,347	2,124	6,216	48,452
R 1 - R 400	90,268	332	-	1,761
R 401 - R 800	30,332	136	238	3,101
R 801 - R 1 600	79,942	471	906	10,098
R 1 601 - R 3 200	32,637	236	911	7,893
R 3201 - R 6 400	21,707	77	1,323	13,639
R 6 401 - R 12 800	9,780	366	1,263	13,556
R 12 801 - R 25 600	3,348	159	748	6,983
R 25 601 - R 51 200	986	58	210	2,657
R 51 201 - R 102 400	124	-	163	564
R 102 401 - R 204 800	193	-	165	379
R 204 801 or more	139	-	52	432
Response not given	34,791	247	1,504	14,899
Institutions	6,515	191	57	2,143

Table 10: Monthly Income by Population Group



4.2.6 Type of Dwelling

The table below illustrates the spread of the different types of dwelling in the Sedibeng region.

Statistics South Africa Dwellings 2007 Table 1 Type of dwelling by Household size for Household weighted, DC42: Sedibeng											
	01	02	03	04	05	06	07	08	09	10+	Grand Total
House or brick structure on a separate stand or yard	18,703	28,454	33,965	38,074	24,801	12,127	6,878	3,260	2,178	1,943	170,383
Traditional dwelling/hut/structure made of traditional materials	126	266	324	359	64	108	-	69	83	-	1,399
Flat in block of flats	2,095	2,412	2,006	1,276	676	130	-	123	-	-	8,719
Town/cluster/semi-detached house (simplex: duplex: triplex)	1,292	1,945	875	734	308	57	-	-	-	-	5,210
House/flat/room in back yard	3,696	3,286	2,304	2,249	1,325	666	273	320	41	171	14,331
Informal dwelling/shack in back yard	3,404	3,930	3,749	2,878	2,589	1,014	690	328	201	136	18,921
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	2,643	3,525	2,920	2,089	1,937	1,090	502	200	58	169	15,134
Room/flatlet not in back yard but on a shared property	1,179	156	446	130	143	53	-	-	-	-	2,107
Caravan or tent	243	134	108	105	-	-	-	-	-	-	589
Private ship/boat	-	-	-	-	39	-	-	-	-	-	39
Workers hostel(room)	1,306	500	733	459	111	258	-	-	-	-	3,366
Other	460	215	98	143	68	-	-	-	-	40	1,023
Grand Total	35,146	44,822	47,528	48,496	32,063	15,502	8,343	4,301	2,562	2,459	241,223

Table 11: Type of Dwelling by Household Size

4.3 Our Institution

4.3.1 Institutional Development and Transformation

The Sedibeng District Municipality was born out of the new system of local government, which, came into being between 1998 and 2000, when the Parliament of South Africa enacted a number of statutes which entirely transformed the systems, institutions and processes of local government. For the majority of the population this was a dawn of a new era, in which local government will include their voice and inputs in government activities for the first time.

Government put in place a vision of municipal structures that would be both democratic and developmental, and which would aim to fulfil government's constitutional mandates. The government transformed the entire systems, institutions and processes of local government, to enable this sphere closest to the communities which were previously disadvantaged; to have easy access to services as a whole, to have people oriented administrative structures and political office bearers.

- While addressing the vast service delivery challenges and backlogs created by the legacy of the past, the new municipal structures also had to face the challenges posed by rapid urbanization and in-migration unleashed by the collapse of the apartheid's vision of spatial segregation and the increasing expectations for a better life for all South Africans.
- Government had to bring about new establishments, organizational structures and organizational designs which will have capacity to deliver municipal services and all delegated responsibilities as well as continuously build capacity to deliver.

On the basis of empirical studies on local government's achievements and challenges, institutional development and transformation are identified as strategic challenges that municipalities have to address

now and in the future. Municipality's performance will be assessed on the basis of institutional development and transformation during this period until towards the 2011 local government elections. Performance Management Systems (PMS) for the institution and staff need to be aligned to the strategic objectives of the organization as this will also form part of the assessment of each municipality.

4.3.1.1 The Legislative Framework

A number of statutes were enacted by Parliament between 1998 and 2003 to transform local government, amongst these were the Municipal Structures Act (1998), the Municipal Demarcation Act (1998), the Municipal Systems Act (2000), the Local Government Elections Act (2000) and the Municipal Finance Management Act (2003) which also redefined the financial framework for municipal operations.

4.3.1.2 Capacity Issues

Local government structures had to expand their capacity to deliver a range of social services and decentralized functions from other spheres of government. This resulted in the need to recreate and develop structures, capacity and policy frameworks that will ensure achievement of objectives and mandates set out by the legislative frameworks and decentralization of functions.

The targets set by the national government are cascaded to municipalities with an expectation to meet these targets and deliver services to all citizens. However there are sometimes challenges faced by municipalities with regard to implementation due to gaps between the skills required to perform and the existing capacity of these municipalities.

The SDM has successfully achieved and managed to overcome a challenge of restructuring the organisation, then process was concluded in 2008 and the new organogram was adopted and approved by Council. The organizational structure was amended to ensure effective service delivery as well as accommodate new functions the municipality is expected to perform in line with the implementation of the Growth and Development Strategy (GDS) as well as flagship projects such as the Vaal 21 and Precincts development. The alignment of the IDP and the GDS is an important aspect to ensure growth of SDM's local economy and establishment of the region's competitive edge. More resources need to be invested in this endeavour.

4.3.1.3 Staffing

Attrition rate of senior management pertains to the Region's inability to retain administrative leadership and enforce completion of contracted period by incumbents due to individuals' constitutional rights, lack of commitment and fear of the unknown. Senior management attrition rate prior to completion of the term period has become common in both the District and its Locals. This requires effective interventions if the region is to achieve long term objectives of rendering good quality service to the community.



4.3.1.4 Unfilled Posts

In 2005, the number of unfilled posts was approximately 30%. In 2007 this was addressed through the approval by Council and implementation of the new organisational structure. Although the municipality faced challenges with regards to the evaluation of job descriptions and SALGA grading processes, the municipality has managed reduced the number of unfilled posts.

- The brain drain of staff impacted seriously on the service delivery within them health sector in particular at the local municipality level in District.
- Labour relations issues and resultant suspensions and dismissals of staff added to this high staff turn-over thus creating an impression that the issue of unfilled post is worse in SDM, whereas it is not.

In terms of functions performed year on year since 2002 to 2008, the functions performed by the SDM have decreased from 16 in 2002 to 8 in 2008 as the District decentralized the implementation authority to Locals as required by the powers and functions. See the Municipal Demarcation Board Report below on capacity assessment for the period 2008/209.

MDB Code	Municipality Name	2002	2003	2004	2005	2006	2007	2008
DC 42	Sedibeng DM	16	12	17	18	11	7	8
GT421	Emfuleni LM	27	24	23	23	27	30	28
GT422	Midvaal LM	26	27	26	23	24	20	26
GT423	Lesedi LM	25	25	27	24	31	24	27

Table 12: Number of Functions Performed by SDM – Year on Year

The functions of the District which now include planning, facilitation and coordination have decreased from 47.06% in 2002 to 21.05% in 2008. According to the DPLG, linked to the problem of unfilled post are the deficiencies in the professional and technical skills that municipalities require to effectively execute their capacities. The analysis of skills shortages by occupation for all municipalities indicates the greatest shortages in the technical and associated professional categories at 7.1% and 4% respectively.

The quality and effectiveness of the new institutional framework, organizational and political systems are the focus of the IDP and PMS in this political term. These should become useful tools for ongoing municipal management, service delivery and pro-active community development.

Another challenge is to attract technical proficient skills to local government to build a cadre of local government professionals who are highly skilled and capacitated. This could be achieved through capacity building programs linked to personal development plans of the performance management and development system.

4.3.2 Employment Equity Plan

The institutional arrangements within Council for the period under review are as follows:-



Cluster	Structures
Office of the Speaker	10
Office of the Executive Mayor	11
Office of the Chief Whip	5
Municipal Manager's Office	7
Corporate Services	195
Treasury	28
Community Services	260
Planning Economic Development & Housing	46
Infrastructure Transport & Environment	158

Table 13: Breakdown of Structure within Clusters

Functional Area	Filled	Vacant	Total
Office of the Speaker	7	2	9
Office of the Mayor	4	-	4
Office of the Chief Whip	2	3	5
Office of the Municipal Manager (OMM)	-	-	-
Corporate Services	13	-	13
Community Services	17	11	28
Treasury	-	-	-
Transport Infrastructure & Environment	1	35	36
Planning Economic & Development Housing	1	-	1
New Positions / Contract Employees	87	-	87

Table 14: Staffing Positions per Functional Area

4.3.3 Workplace Skills Plan -WSP

The table below illustrates organisational capacity building and skills development undergone by the Employees of SDM as part of the WSP.

Training Course	No of Employees	Staff Levels
1. Customer Service	39	Clerk / Administrators
2. Managing Development in Municipal Finance	1	Senior Management & Top Management
3. Public sector reform	2	Councillors
4. Labour Law	2	Senior Management
5. Examiner of Vehicle	2	Clerk / Administrators
6. CCTV Training	14	Supervisors
7. Assessor Training	15	Supervisors
8. Business Writing Skills	24	Clerk / Administrators



Training Course	No of Employees	Staff Levels
9. Best Practice in Pay Roll	2	Clerk / Administrators
10. National Health Safety	2	Senior Management
11. Public Relations	6	Clerk / Administrators
12. International Classification Diseases	2	Top Management
13. Records Management	5	Supervisor
14. Care and Growth	27	Top Management & Semi Skilled
15. Batho Pele	20	Clerk / Administrators
16. Project Management	1	Senior Management
17. Ms Office : Advance Excel	3	Clerk / Administrators
18. EAP supervisory	95	Senior Management & Top Management
19. Quidity Software for Records	61	Top/ Senior Management
20. PMS	345	All Employees
21. Project Management	1	Clerk / Administrators
22. Basic Life Support refresher	29	Basic Life Support Attendants
23. Basic Life Support for health care providers	19	Basic Life Support Attendants
24. Advance Cordial Life Support	1	Advance Life Support Attendants
25. Paediatric Advance Life Support	1	Basic Life Support Attendants
26. Hazmat Awareness	39	Basic Life Support Attendants
27. Rope Rescue 1	9	Basic Life Support Attendants
28. Rope Rescue	3	Basic Life Support Attendants
29. Driver Training	14	Operators
30. Intro to Project Management	34	Clerk / Administrators
31. Disciplinary Hearing	73	Senior Management
32. Programme in Management Development	1	Senior Management
33. Health & Safety Management	1	Senior Management
TOTAL NUMBER OF PEOPLE TRAINED	931	

Table 15: Workplace Skills Plan

4.3.4 Performance Management and Development System

According to the Municipal Systems Act 2000, Chapter 6 (38) the municipality is required to establish a performance management and development system (PMDS). Therefore the municipality must establish a performance management system that is:

- Commensurate with its resources;
- Best suited to its circumstances; and



- In line with the priorities, objectives, indicators and targets contained in its IDP.

Promote a culture of performance management among its political structures, political office bearers and councillors and in its administration. The **Municipal Performance Management Regulations, 2001** describes the nature of a performance management and development system that municipalities must develop and implement. Furthermore it is stipulated in the **Municipal Financial Management Act no 32 of 2000, Chapter 6** that municipalities must:

- Establish a performance management and development system; as well as
- Develop a performance management and development system;

The PDMS sought to achieve the following:

- To link the Sedibeng Growth and Development Strategy (GDS) 2025 and the IDP to departmental teams and individual performance;
- To fulfill all applicable national, provincial and local government legislative requirements on performance management;
- To improve the organisational performance by improving team and individual performance;
- To clarify expectations of what teams and individuals are required to achieve;
- To develop the skills, competencies and abilities of individuals within the organisation;
- To develop a sound working relationship between managers and Employees through the development of agreed objectives, the provision of feedback, counseling and coaching;
- To identify and reward staff who render exceptional performance;
- To identify staff who render unsatisfactory performance and provide appropriate remedial action;
- To provide a mechanism for identifying and linking training needs to performance management;

In this regard SDM has implemented a fully functioning performance management and development system. To ensure effective implementation of the system, performance management system training was conducted to all the departments during the financial year of 2007/2008.

All Section 57 employees signed their performance management contracts and were assessed through the quarterly reviews process and annual assessment process as required by legislation and their performance scores were submitted to the Remuneration Committee to decide on performance bonuses.

A total of 40 Non- section 57 Senior Managers signed their Performance Agreements and were also assessed for the financial year of 2007/2008.

Further training and consultation is taking place within the departments to assist with the signing of performance agreements as well as development of individual performance plans for the financial year of 2008/2009.

Monitoring and reviewing of performance management and development system is essential. Performance management is an ongoing process where the Manager/Supervisor and Employee work together to plan, monitor, and review an employee's work objectives or goals and overall contribution to the organization.

To ensure successful implementation of the PMDS, all stakeholders including Labour Representatives were consulted to establish a common vision and understanding of the PMDS policy, system and procedures. PMDS workshops were conducted with all the departments within the Council to deepen their understanding and to ensure that Employees and Managers/Supervisors know how to complete the five annexures in the PMDS template, namely:

- Performance Agreement;
- Individual Performance Plan;
- Personal Development Plan; and
- Quarterly Performance Reviews.

PMDS for Section 57 employees is guided by Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers. For Non section 57 employees the PMDS is guided by the PMDS Policy adopted on 04 April 2007 and it includes Directors, Managers, Contractors, Project Managers, Consultants and General Staff.

SDM has made great progress in implementing the PMDS where about 90% of the Council employees have signed their performance contracts and have been through assessment process for 2007/2008 financial year. SDM will continue to instil a performance – oriented culture throughout the organization and annually review the PMDS policy to accommodate identified shortcomings during the implementation phase.

4.3.5 Number of Employees

The total number of Employees in SDM is 739. See the tables for a breakdown.

Occupational Levels	Male			Female				White Male	TOTAL
	African	Coloured	Indian	African	Coloured	Indian	White	White	
Top management	7	2	2	2			1	2	16
Senior management	19	1	1	6			6	15	48
Professionally qualified and experienced specialists and mid-management	13		1	11	2		1	3	31
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	41	1	1	58	1	2	17	16	137
Semi-skilled and discretionary decision making	128	2	2	117	2		9	7	267



Unskilled and defined decision making	51			41					92
TOTAL PERMANENT	259	6	7	235	5	2	34	43	591
Non – permanent employees	65	2		82	1	2	3	10	165
GRAND TOTAL	324	8	7	317	6	4	37	53	756

Table 16: Number of Employees in SDM

Category	Councillors	Males	Females	B/F
Section 57	0	3	1	4
01	0	2	2	4
02	0	8	1	9
02P	0	1	0	1
03	0	15	5	20
03A	0	2	0	2
03P	0	1	0	1
04	0	19	11	30
05	0	11	1	12
06	0	13	13	26
07	0	32	34	66
0706	0	2	2	4
08	0	20	5	25
09	0	37	46	83
10	0	123	141	264
11	0	7	5	12
12	0	6	1	7
13	0	79	60	139
14	0	1	0	1
17	0	1	0	1
	42	21	21	42
Con	0	43	16	59
YCC	0	2	1	3

Table 17: Breakdown of Number of Employees per Levels



4.4 Our Resources

4.4.1 Human Settlement

4.4.1.1 Infrastructure

Sedibeng is amongst the leading areas of Gauteng in providing sustainable human settlement patterns in which a lot of capital investment has gone into building of housing for the poor on one hand, and the mixed as well as private sector driven housing development and higher end property development on the other hand. These developments have equally increased a number of community facilities such as schools, clinics, police stations and other public facilities and Sedibeng has adequate provision of water, sanitation, electricity consistent with our growth and plans are in place to meet rising demand of these provisions to be in line and to meet the targets of Millennium Development Goals. Sedibeng District Municipality has done well in terms of the establishment of human settlements, although the demand and supply factor appear to negate this. The Demand Database launched in SDM proved that the demand to establish more settlements is a necessity. The barrier to new residential establishments is land acquisition and land ownership which will have to be addressed by government and private landowners. The human development strategy for human settlements should meet the following:

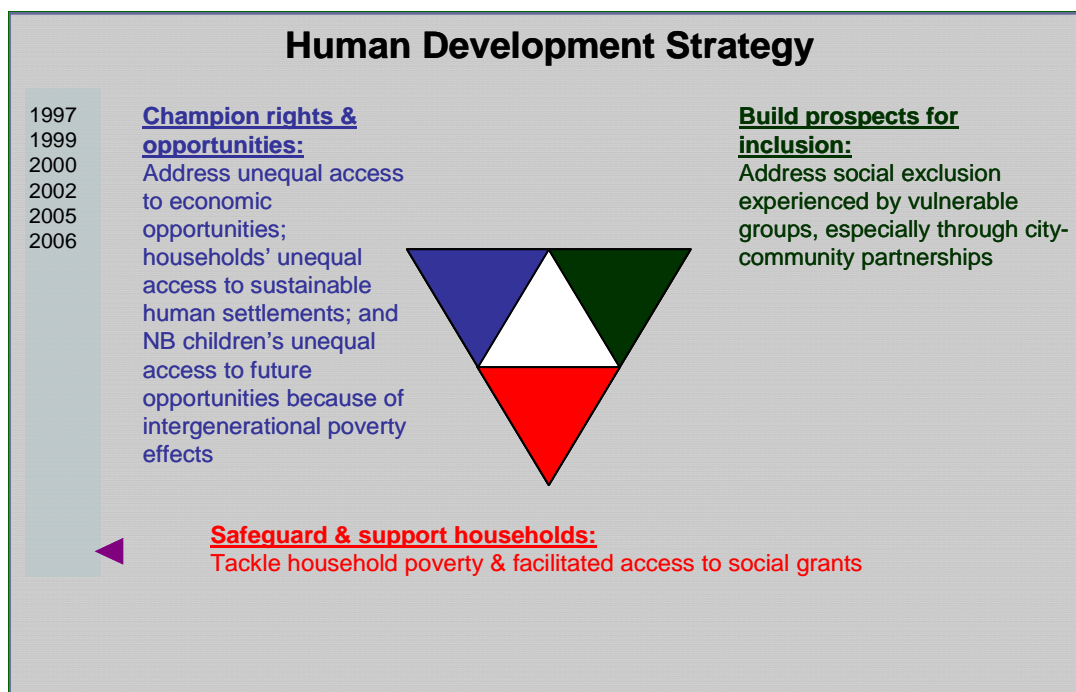


Figure 3: Human Development Strategy

4.4.1.2 Service Levels

Sedibeng District Municipality has high water service levels, with 97.5% of the households having access to RDP water services. Emfuleni Local Municipality has the highest RDP water service levels at 98.1%,

Our area, our people, our institution and service delivery

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followed by Lesedi Local Municipality at 95.9% and then Midvaal Local Municipality with water service levels of 94%. Sedibeng has a water backlog of 2.4%, which accounts for 8.9% of the provincial backlog. Midvaal has the largest water backlog of 5.9%, which accounts for 24.5% of the district backlog and 2.1% of the provincial backlog. Emfuleni has the smallest water backlog in the district (1.8%), contributing 61.2% to the district backlog and 5.4% to the provincial backlog. The Statistics SA Community Survey of 2007 indicates that Sedibeng has high sanitation service levels, with 98.4% of the households having access to sanitation. Emfuleni has the highest sanitation service levels in the district (99.1%), followed by Midvaal (98.3%) and then Lesedi with 91.7% of its households having access to sanitation. Sedibeng has a sanitation backlog of 1.5%. Lesedi has the largest backlog in the district, of 8.2% and contributes 44.8% to the district backlog and 1.7% to the provincial backlog. Emfuleni has the smallest backlog (0.8%) and contributes 44.2% to the district backlog and 1.7% to the provincial backlog.

The Community Survey 2007 indicates that 92.1% of the households in Sedibeng have access to electricity. Emfuleni has the highest percentage of households with access to electricity (93.4%) and Lesedi has the lowest percentage of households with access to electricity (81.4%). Sedibeng has an electricity backlog of 7.8%. Lesedi has the largest electricity backlog in the district (18.5%) and contributes 19.9% to the district backlog and 0.7% to the provincial backlog. Emfuleni has the smallest electricity backlog (6.5%), accounting for 67.1% of the district backlog and 2.4% of the provincial backlog. In terms of refuse removal, 84.8% of the households in Sedibeng have access to refuse removal. Emfuleni has the highest refuse removal levels (85.8%), followed by Lesedi with (82.6%) and then Midvaal with 78.2% of its households having access to refuse removal services. Midvaal has the largest refuse removal backlog (21.7%) and contributes 14.4% to the district backlog and 1.1% to the provincial backlog. Emfuleni has the smallest refuse removal backlog (14.1%) and accounts for 75.8% of the district backlog and 6.2% of the provincial backlog. The information is illustrated in the below table:



Table indicating the CS2007 service levels for the core function -Water

MDB Name	Municipality Name	RDP Water service levels (Actual number of households) CS2007	HH with RDP Water service levels (%)	RDP Water backlog (%) within municipality	RDP Water backlog as % of district total	RDP Water backlog as % of province total
DC42	Sedibeng District Municipality	235297	97.5	2.4	100	8.9
GT421	Emfuleni Local Municipality	192848	98.1	1.8	61.2	5.4
GT422	Midvaal Local Municipality	22810	94	5.9	24.5	2.1
GT423	Lesedi Local Municipality	19840	95.9	4	14.1	1.2

Table indicating the CS2007 service levels for the core function-Sanitation

MDB Name	Municipality Name	RDP Sanitation levels (Actual number of households) CS2007	RDP Sanitation service levels (%)	RDP Sanitation backlog (%)	RDP Sanitation backlog as % of district	RDP Sanitation backlog as % of province
DC42	Sedibeng District Municipality	237485	98.4	1.5	100	3.9
GT421	Emfuleni Local Municipality	194818	99.1	0.8	44.2	1.7
GT422	Midvaal Local Municipality	23854	98.3	1.6	10.9	0.4
GT423	Lesedi Local Municipality	18795	91.7	8.2	44.8	1.7

Table indicating the CS2007 service levels for the core function-Electricity

MDB Name	Municipality Name	RDP Electricity CS2007 (actual)	RDP Electricity (%)	RDP Electricity backlog (%)	RDP Electricity backlog as % of district	RDP Electricity backlog as % of province
DC42	Sedibeng District Municipality	222175	92.1	7.8	100	3.5
GT421	Emfuleni Local Municipality	183686	93.4	6.5	67.1	2.4
GT422	Midvaal Local Municipality	21818	89.9	10	12.8	0.4
GT423	Lesedi Local Municipality	16672	81.4	18.5	19.9	0.7

Table indicating the CS2007 service levels for the core function-Refuse removal

MDB Name	Municipality Name	RDP Refuse removal CS2007 (actual)	RDP Refuse removal (%)	RDP Refuse removal backlog (%)	RDP Refuse removal backlog as % of district	RDP Refuse removal backlog as % of province
DC42	Sedibeng District Municipality	204680	84.8	15.1	100	8.2
GT421	Emfuleni Local Municipality	166767	85.8	14.1	75.8	6.2
GT422	Midvaal Local Municipality	18980	78.2	21.7	14.4	1.1
GT423	Lesedi Local Municipality	16933	82.6	17.3	9.7	0.8

Table 18: Service Levels

4.4.1.3 Housing

Approximately 81.8% of the population has access to formal housing and 18.2% has access to informal housing. The majority of new low cost housing developments have been located in Emfuleni. Large housing developments which have been implemented within the SDM primarily focussed on subsidized housing to eradicate existing housing backlog. Larger subsidized housing developments are being established on the periphery/or as natural extensions to historically disadvantaged areas. The following is a breakdown of formal housing delivery in Sedibeng as per municipal area:



Emfuleni Local Municipality Townships

Activity	Tshepiso North Ext 1	Tshepiso North Ext 3	Tshepiso Proper	Lakeside Ext 4	Boipatong (Old Xhasa)	Boipatong Ext 3	Kanana	Eatonside & Evaton Estate	Sebokeng Zone 24
Construction Of Houses/Units	295	1500	540+500	380	1098	498	2053	1599	511
Houses completed& allocated	None	261	540	344	194	None	1398	800	12
Houses Completed	None	1000 Roof level	125	344	552	126	430	500	34

Table 19: Breakdown of Formal Housing in Emfuleni Local Municipality

Lesedi Local Municipality Townships

Activity	Kaydale	Impumelelo Ext 2	Ratanda Ext 1,3,5 6 & 7	Tokolohong Agrivilage	Hedelburg Ext 23	Kwazenzele Rural Projects
Construction Of Houses/Units	2290	1259	130	290	95	240
Houses completed& allocated	Process is unfolding	168	Allocation Process has been completed	None	95	None
Houses Completed	None (awaiting EIA processes to be completed)	168 (1091) outstanding	98 units only but no land available for completion of project (32 outstanding)	287	95	4 show houses completed

Table 20: Breakdown of Formal Housing in Lesedi Local Municipality

Midvaal Local Municipality Townships

Activity	Lakeside Estate Ext 1	Sicelo Shiceka Proper	Klipriver	Mamello
Construction Of Houses/Units	1247	1089	620	500
Houses completed& allocated	1245	38 Temporarily occupied 1051 Allocated	Suitable Land still needs to be Identified	None
Houses Completed	1245	1089		None

Table 21: Breakdown of Formal Housing in Midvaal Local Municipality



4.4.1.4 Informal Settlements

Informal residential settlements can be defined as settlements that do not have any formal town-planning structure and have limited access to basic engineering services such as water, sewerage and electricity. There are thirty five (35) informal settlements in Sedibeng with six (6) being in the process of being formalized.

4.4.1.5 Rural Housing

Currently farm workers do not have access to formal housing, reason being there's no township establishments as these areas are being regarded as being outside of the urban edge. The consequence is that farm workers are staying in informal settlements in main. Provincial authorities do not want to support the establishment of townships for farm workers as this is "outside the Edge."

Housing Infrastructure Projects

Our area, our people, our institution and service delivery

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2007/8 HOUSING				
MUNICIPALITY	PROJECT NAME	PROJECT DESCRIPTION	AMOUNT	PROJECT STATUS
Sedibeng District Municipality	MEC Kanana Ph 1		R12,472m	85 % of houses completed
Sedibeng District Municipality	Lakeside Proper (Consolidation) Phase 1		R8,793m	Construction started
Sedibeng District Municipality	Ratanda 226	Hostel redevelopment	R5,471m	Construction started
Sedibeng District Municipality	Heidelberg Ext 23		R -	Completed
Sedibeng District Municipality	Tshepiso North Ext 1		R2,312m	Contractor appointed
Sedibeng District Municipality	Tshepiso South Ext 1		R6,506m	Contractor appointed
Sedibeng District Municipality	Bophelong Chris Hani 1		R117m	Planning stage
Sedibeng District Municipality	Impumelelo Ext 2		R5,319m	(Construction 50%)
Sedibeng District Municipality	Obed "Mtombeni" Nkosi Ph 1(Prev Mose)		R18,533m	Planning stage, land acquired and tender process concluded
Sedibeng District Municipality	Sicelo Shiceka Ext 5		R1,140m	Planning and relocation in progress
Sedibeng District Municipality	Sonderwater		R528m	Planning stage
Sedibeng District Municipality	Tshepiso North Ext 3		R528m	45% Houses completed
Sedibeng District Municipality	Tshepiso North Ext(Old Mayibuye)		R16,541m	89% Houses completed
Sedibeng District Municipality	Tshepiso North Ext 4		R31,000m	Planning stage and land acquired
Sedibeng District Municipality	Tshepong Proper (Vlakfontein)		R1,520m	65% of houses completed
Sedibeng District Municipality	Evaton Small farms		R8,091m	Planning stage and under Evaton Renewal Programmes
Sedibeng District Municipality	MEC Evaton North Ph 1		R1,156m	Contractor appointed

Table 22:

Housing Infrastructure Projects is SDM



4.4.2 20 PTP

4.4.2.1 Urban Renewal

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.

4.4.2.2 Evaton Urban Renewal

The Evaton area, in view of its historical significance, huge services backlogs, imbalanced social- and economic opportunities, housing backlogs and land restitution process was identified and declared an Urban Renewal project. Below is a brief summary on the Evaton Renewal Programme:

Focus Area	Status quo
Town planning	The Evaton Spatial Development Framework (SDF) has been completed and all outstanding projects from the previous year have been completed.
Improvement of sanitation	A total of 6587 stands in Evaton and Small farms were surveyed. 5615 stands have waterborne sanitation while 87 stands are without waterborne sanitation and but without portable water connections. The specifications of the sewer connections were completed and the budget allocated. The Evaton Renewal Programme will be used as a vehicle to address any remaining challenges relating to sanitation. Work to resume in due course.
Waste Management	A Waste Management Programme was launched.
Sanitation, Water and Electricity	Flush toilets that are connected to a sewer network are the most common form of sanitation provision. The existing out fall sewers are under capacitated which results in an overflow. Approximately 12 000 households used this system based on census 2001 study. 11 000 households used Pit Latrines which constitute a health risk especially if used over a long period of time. This statistics reflected that sanitation was of a greater urgency in Evaton than the water network. Evaton townships has backlog in connections water estimated at 23 000, Sanitation estimated at 15 000and Electricity estimated at 4 000 by year 2004.
Road infrastructure	The road network of Evaton is approximately 103.0 km long consisting of the following : <ul style="list-style-type: none"> • Asphalt Surfaced Roads = 28.6 km (27.8%) • Seal Surfaced Roads = 10.7 km (10.4%) • Grave Roads = 63.8 km (61.8%) Total = 103.0Km (100.00) A total of 6 roads have been identified for upgrading and will be funded through NDPG.
Housing	According to the census 2001, there 11 000 formal houses in Evaton area, these were followed by 7 000 backyard shacks and 4 000 informal shacks. Evaton Central and Evaton small farms carrying the largest number of households in all categories measured. Although a largest component within Evaton constitutes formal houses, there remains a historic housing shortage of housing within Evaton, There was a housing backlog of 14 000 units the year 2004. The aim of the development framework is find a balance between densification and preservation of the character of Evaton. Like many townships, there is very little commercial activity happening in Evaton.



Education, Health, Sports and Environment	Evaton has a reasonably well developed social infrastructure network. Evaton has 16 primary schools and 5 secondary schools; 4 health clinics, 2 libraries and 1 community centre, 1 police station and 1 emergency services. A number of sports and recreation facilities are also available even though some of them are in a very bad state.
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Table 23: Evaton Urban Renewal Focus Areas

4.4.2.3 20 PTP Townships Projects

Significant progress is witnessed regarding the 20 PTP, with hope that the milestone will be achieved to beautify and change the lives of the communities in the region. Below is breakdown of the programme as it unfolds throughout the district.

Lesedi

Area	Project Description	Status
Lesedi	Install protective meter kiosk in Ratanda	5% Completed
Lesedi	Upgrade Eskom Bulk supply Ratanda	15% Completed
Lesedi	Build of a Early childhood centre Ratanda	10% Completed
Lesedi	Building of new roads & Stormwater Ext 4	80% Completed
Lesedi	Building of sidewalks in Ratanda	80% completed
Lesedi	Electrical Reticulation for 1259 stands and high mast lights	85% Completed
Lesedi	Building roads in Impumelelo	85% Completed
Lesedi	Fencing sports ground	R2 m to complete
Lesedi	22kV Substation	5% Completed
Lesedi	Upgrade Sports grounds Ratanda	New
Lesedi	Upgrade Ext7 sport grounds included new high mast flood lights and youth centre	New
Lesedi	Upgrade Jameson Park Sport grounds	New
Lesedi	Round 14, Riverfront Development Ratanda	New
Lesedi	Building a link road between Ratanda and R42	New
Lesedi	Upgrade sport grounds KwaZenzele, ablution facilities, fencing & irrigation	New
Lesedi	Installation of a new park between Ext 8 and 1	New
Lesedi	Upgrade Parks in Ratanda and Ext 23	New
Lesedi	New Library Vischkuil	New
Lesedi	Install more CCTV camera in and around Lesedi	New
Lesedi	Building of roads and Stormwater, 13km	New
Lesedi	Upgrade water pump station and water supply line	New

Table 24: Status of 20 PTP in Lesedi

Emfuleni

Area	Project Description	Status
Emfuleni	Bophelong, Bokwe Street. Tarring and Stormwater	New
Emfuleni	Bophelong, Mqhayi Street. Tarring and Stormwater	New
Emfuleni	Bophelong, Thema Street. Tarring and Stormwater	New
Emfuleni	Bophelong, Vilikazi Street. Tarring and Stormwater	New
Emfuleni	Bophelong, Mosaka Street. Tarring and Stormwater	New
Emfuleni	Boipatong, Malebogo Street. Tarring and Stormwater	New
Emfuleni	Boipatong, Mshoeshoe Street. Tarring and Stormwater	New
Emfuleni	Boipatong, Thembu Street. Tarring and Stormwater	New
Emfuleni	Boipatong, Dr Nkomo Street. Tarring and Stormwater	New



Emfuleni	Boipatong, Mamelodi Street. Tarring and Stormwater	New
Emfuleni	Sharpeville, Nkomo Street. Tarring and Stormwater	New
Emfuleni	Sharpeville, Sanuku Street. Tarring and Stormwater	New
Emfuleni	Sharpeville, Hulwana Street. Tarring and Stormwater	New
Emfuleni	Sharpeville, Mbatha Street. Tarring and Stormwater	New
Emfuleni	Sharpeville, Road SV99 (Memorial Ext). Tarring and Stormwater	New
Emfuleni	Sebokeng, Rathebe Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Mohale Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Mampoi Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Road 23Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Road F Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Road A Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Main rd Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Ladzidze Street. Tarring and Stormwater	New
Emfuleni	Sebokeng, Magoma Street. Tarring and Stormwater	New

Table 25: Status of 20 PTP in Emfuleni

Proposed Projects for Neighbourhood Development Partnership Grant

Area	Project Description	Budget Proposal
Ratanda	Upgrade Sports grounds, New Stadium with ablution facilities/last phase of Multi Purpose Hall	R50 000 000 (refer to Table 32: Projects in Ratanda for a breakdown)
Ext 7	Upgrade Sport grounds including new High Mast Flood Lights and Youth Centre.	R15 000 000
Jameson Park	Upgrade Sports grounds	R10 000 000
Impumelelo	Upgrade Sports grounds, Fencing & High Mast Lights	R30 000 000
Ratanda	Round 14, Riverfront Development	R20 000 000
Ratanda and R42	Building a Link Road	R25 000 000
Kwanzenzele	Upgrade Sport grounds, ablution facilities, fencing & irrigation	R10 000 000.
	Installation of a new park between Ext 8 and 1	R5 000 000
Ratanda and Ext 23	Upgrading of Parks	R 4 000 000
Vischkuil	Building New Library	R5 000 000
Lesedi	Install more CCTV Cameras in and around Lesedi	R15 000 000

Table 26: Proposed Projects - NDPG

Funded Projects: Impumelelo

Area	Project description	Budget	Progress
IMPUMELELO	Electrical Reticulation for 1 259 stands	<ul style="list-style-type: none"> Dept. of Minerals & Energy (DME) Funds: R5 000 000 	Project 80% Completed,



	and High Mast Lights	• Council Funds: R3 065 000	waiting for houses.
	Building roads Impumelelo	R800 000	(85% completed)
	Fencing sport grounds	R600 000	R2 000 000 needed to complete project
	Building of Houses	(DPLG)	
	22 kV Substation	R1 000 000	(5% completed)
	Upgrade landfill site	R 2 500 000	

Table 27: Funded Projects in Impumelelo

Unfunded Projects: Impumelelo

Area	Project description	Budget Needed
IMPUMELELO	Building of Roads and Stormwater, 13 km	Funds needed - R42 000 000 Lesedi Local Municipality committed R4m
	22 KV Substation	Need extra R2 000 000 to complete projects
	Upgrade Water Pump station and Water Supply line	R10 000 000
	Upgrade Landfill site	Need extra R 2 500 000 to complete project

Table 28: Unfunded Projects in Impumelelo

The following is a breakdown of projects from all sectors (housing, social development, sports, arts and culture):

Sharpeville	George Thabe Stadium Phase 1	R 20,000,000.00
All Townships	Tarring of streets	R 39, 776, 721.00
All Townships	Refurbishment of schools & new	R127, 354, 846.00
All Townships	MIG(Bulk electricity, water & sanitation & sidewalks)	R 62, 497, 441.00
Sharpeville	Upgrading of Road 1	1,117,634
Sharpeville	Upgrading of Road 2	2,273,316
Sebokeng	Upgrading of Thulare Street & Bjatladi Roads, Unit 7	8,959,327
Sebokeng	Upgrading of Kgaketla Street, Unit 11	3,650,053
Sebokeng	Construction of sidewalks and stormwater on Hlalefang Street, Unit 13	3,307,554
Ratanda	Upgrading of Oupa Qinheba Street and adjacent cul-de-sacs	5,908,255



Ratanda	Construction of sidewalks on Protea, Blesbok and Mahomo Str	2,803,076
Boipatong	Upgrading of Bakoena & Batswana Streets	10,027,809
Ratanda	New OVC	R5m
Ratanda	New old Aged day centre	R5m
Ratanda	Satellite office maintenance	R285,300.00
Sebokeng	Old Age home upgrade	R161,900.00
Sebokeng	Satellite office maintenance	R87,000.00
Ratanda (PHP)	Mixed Housing Development (awaiting additional funding to complete the project)	R 2,610,360
Ratanda	Ratanda	R 3,042,400.00
Boipatong (backyard upgrading)	Backyard upgrading	R 33,916,500.00
Boipatong	Alternative tenure	R 19,447,182
Boipatong (Xhosa ATC)	Boipatong (Xhosa ATC)	R 900,000
Boipatong Hostel	Alternative tenure	R 26,103,600
Boipatong (Kubela Meladi)	Eradication of informal settlements	R 5,769,632
Sebokeng Ext.24 (zone 19)	Construction of houses	R 12,383,630.00
Sebokeng Ext.24 (Thubelisha)	Construction of houses	R 6,423,824.00
Sebokeng Hostel	Alternative tenure	R 44,028,072
Sebokeng Ext 24(old)	Eradication of informal settlements	R 8,810,384
Sebokeng Ext 24(285)	Eradication of informal settlements	R 974,600
Sebokeng Ext.3,6,7,13,	Eradication of informal settlements	R 1,000,000
Bophelong Chris Hani(LA)	Eradication of informal settlements	R 8,483,670
Sharpeville	Craft Hub Satellite	R1,3m

Table 29: Breakdown of Projects from All Sectors

Projects	Budget
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<ul style="list-style-type: none"> Land for the erection of the Multipurpose Centre in Ratanda (ECD) Infrastructure for Informal Traders Fencing of Ratanda Extension 2 Upgrading of the main substation Installation of new meter kiosk Installation of CCTV Cameras Small Farms Development Development of Integrated IT Network Development Nodal Points Upgrading of parks 	<ul style="list-style-type: none"> R 100 000 R 500 000 R 300 000 R 1 438 000 R 300 000 R 86 000 R 500 000 R 500 000 R 200 000 R 150 000
<ul style="list-style-type: none"> TOTALS 	R 4 254 000

Table 30: Projects Undertaken

Projects (Emfuleni Local Municipality)

PROJECT NAME	TOWNSHIP INCLUSIVE EXT & ZONES	SOURCE OF FUNDING	AMOUNT
Construction of Thomas Nkobi Str, Bophelong x9	Bophelong	ELM Own Funds	R4,176,000
Erection of Boipatong Highmasts Lighting	Boipatong	ELM Own Funds	R1,200,000
Upgrading of Zone 13 Library	Sebokeng	MIG	R4,500,000.0
Construction of MPCC in Sharpeville (new)	Sharpeville	Elm Own funds	R 2,000,000
Upgrading of Multi purpose sport facility in Zone 3	Sebokeng	Elm Own funds	R 500,000
Construction of Ramps for the disabled	Sharpeville,	Elm Own funds	R 39,000
	Sebokeng and Tshepiso		
Concept for Cleaner Air (Basa Njogo Magogo)	Sebokeng / Evaton	MIG	R 600, 210

Table 31: Projects for Emfuleni Local Municipality

The Sebokeng Precinct Plan entails the following:

- Creation of sustainable communities by creation of Commercial and Community node;
- Study area around Houtheuwel station in Sebokeng; and
- A draft proposal prepared and awaiting the municipal input and ultimately council approval.

With regards to the beautification initiative:



- Audit in all townships on the state of parks and open spaces and identification of projects have been undertaken; and
- Sebokeng audit report to be completed soon.

Ratanda

Project Name	Cost Estimates
Entrance 1(Heidelberg Rd)	R750 000
Entrance2 (Protea Rd)	R750 000
Cemetery	R600 000
Ratanda stadium	R1 350 000
Community centre	R850 000
Library & Municipal centre	R550 000
Old hall	R350 000
Community Project Centre	R200 000
Swimming pool	R250 000
Park 1 (Heidelberg Rd)	R650 000
Park 2 (Cnr Moloji & Mofokeng st)	R450 000
Pensioner & Youth centre	R850 000
Park 3	R850 000
School (Lehoko str)	R900 000
Total	R9 350 000

Table 32: Projects in Ratanda

Bophelong

Project Name	Cost Estimates
Entrance	R 2 2000 000
Intersection	R 175 000
Disability Centre	R 150 000
Community Library	R 100 000
Seeiso Primary	R 1 300 000
Large park	R 1 800 000
Bophelong Sports Stadium	R 1 300 000
Soccer field	R 750 000



Community Hall & Park	R 250 000
Total	R 8 025 000

Table 33: Projects in Bophelong

Boipatong

Project Name	Cost Estimates
Entrance	R 250 000
Community Hall	R 250 000
Intersection	R 750 000
Soccer field	R 750 000
Soccer facility	R 1 500 000
School pavement	R 250 000
Multi-purpose Sports Centre	R 500 000
Cemetery	R 350 000
Park 1	R 300 000
Park 2	R 1 250 000
Park 3	R 650 000
Total	R 6 800 000

Table 34: Projects in Boipatong

Sharpeville

Project Name	Cost Estimates
Entrance 1	R 750 000
Entrance 2	R 450 000
Park 1 (Ngali Dr)	R 1 250 000
Park 2 (Vilakazi St)	R 250 000
Park 3 (Dlamini st)	R 300 000
Park 4 (Hulwana St)	R1 500 000
Park 5 (Nkomo Dr to Seeiso st)	R 1 500 000
Park 6 (Nkomo Dr)	R 300 000
Park 7 (Seeiso St)	R 750 000
Park 8 (Nhlapo St)	R 550 000
George Thabe Precinct	R 4 500 000



Sharpeville H.R Precinct	R 250 000
Large Traffic circle	R 450 000
Small traffic circle	R 300 000
Total	R 13 100 000

Table 35: Projects in Sharpeville

Below is a list of issues that must be considered when implementing infrastructure projects:

- Sustainability of services
 - Bulk supply capacity;
 - Maintenance of services;
 - Proper planning;
 - Community ownership and empowerment; and
 - Cost recovery measures.
- Improving governance
 - Land use management schemes;
 - Spatial development and communication;
 - Development of by-laws; and
 - Management of crime.

The following challenges with regards to implementation of infrastructure projects were identified:

- Projects implemented do not totally reflect the challenges on the ground – Budget; i.e.: Road backlog;
- Addressing of soft issues of social upliftment of the local people; and
- Coordination between the district & locals can be improved.

The survey conducted by SAICE around Gauteng including Sedibeng (Midvaal and Emfuleni Local Municipalities) on the municipal service delivery performance indicates satisfaction among communities. An poor performance area that was identified in Emfuleni according to the survey is Traffic control/calming, storm water control, parks, recreation and community facilities, road maintenance, transport planning and upkeep of road surrounds. In respect of Midvaal, street lighting was identified as a poor performance area and received marginally above average on policing/community safety.



4.4.2.4 Health Facilities

There are 3 public hospitals in the Sedibeng District Municipality, namely Kopanong Hospital in Vereeniging, Sebokeng Hospital in Sebokeng and the Heidelberg Hospital in Heidelberg. In addition to the public hospitals, there are five private hospitals in the district, of which four are located in Emfuleni and one which is located in Heidelberg.

As far as primary health care clinics are concerned, these are clustered in urban and service centers, while rural areas are served through mobile units. Emfuleni has a total number of 27 clinics, 19% of which are capable of providing basic comprehensive primary health care services. In Midvaal there are five clinics, two in Meyerton, one in Randvaal, one in De Deur, one in Eikenhof and a satellite clinic at Vaalmarina. In Lesedi there are six clinics clustered in the service centers of Heidelberg/Ratanda, Devon/Impumelelo and Vischkuil.

It seems that Midvaal and Lesedi are relatively well catered for in terms of existing health facilities, while the backlogs are mostly concentrated in Emfuleni.

A range of environmental health services and social work services are rendered by all the local municipalities in the district. All MOUs and Hospitals are managed by Provincial Health Department and all primary health care clinics provide a comprehensive Primary Health Care Package.

The tables below illustrate the number of health facilities in the district per municipality and the type of services that a rendered at the facilities:

4.4.2.5 Facilities

Sub-Districts	Satellite clinics	Mobile units	Clinics	CHCs	District /Regional Hospitals	District Total
Emfuleni	0	3	21	4	2	30
Lesedi	1	3	7	0	1	12
Midvaal	0	3	4	0	0	7
Total	1	9	32	4	3	49

Table 36: Showing the Number of Facilities per Local Municipality

4.4.2.6 Education

Given the importance of education in the development of human capital for our developmental state, it is appropriate to consider some of the crucial ways on how to increase the general level of education as well as to change the distribution of skills in this region. According to Global Insight, the most equitable and the most cost-effective investment the state can make in education is the provision of general schooling, especially primary schooling.

There are a total of 315 schools in the Sedibeng District Municipality, 206 in Emfuleni, 53 in Midvaal and 56 in Lesedi.



Some of the schools, especially those in the previously disadvantaged township areas and the rural areas, have various upgrading needs, eg. More teachers, access to water and sewerage, access to electricity, road access, and upgrading of buildings.

As far as tertiary education facilities are concerned, the most important one is the satellite campus of North West University situated in Vanderbijlpark. Other tertiary education facilities include the Sedibeng College and the Vaal University of Technology.

Approximately 12% of schools or 38 schools exceed the recommended learner to educator ratio. Non – attendance is at 29% for school and other educational facilities in Sedibeng. Children are exposed to Early Childhood Development (E.C.D) through Grade-R in Primary Schools to decrease levels of illiteracy; A.B.E.T was also introduced by the Department of Education in schools.

The following table is a breakdown of all the schools in Sedibeng

Number of Schools					
District	Primary	Secondary	Independent	Farm Schools	LSEN
D7	74	28	16		6
D8	89	44	6	7	3
Total	163	75	22		9

Table 37: Number of Schools in SDM

(Source: Department of Education)

There are formal and informal crèches which are funded by the Department of Social Development and Health Department is assisting with nutrition of 290 out of 960 children that needs this support

4.4.2.7 Libraries and Community Halls

There are a total of 19 libraries and 22 community halls within Sedibeng. Midvaal and Lesedi are reasonably adequately provided for in terms of libraries and community halls, however serious shortages of these facilities exist within the more densely populated areas of Emfuleni. Furthermore there is a lack of these types of facilities, particularly libraries, within the rural areas, exacerbated by distance to urban areas and the lack readily available public transport.

4.4.2.8 Public Safety Services

There are 13 police stations situated in the district, 6 in Emfuleni, 4 in Midvaal, and 3 in Lesedi. There is a shortage of police stations, especially in the more densely populated urban areas in the western portion of the district.



As far as traffic licensing is concerned, there are at present 4 licensing offices within the boundaries of the district. These are located in Vereeniging, Vanderbijlpark, Meyerton and Heidelberg.

As far as fire and emergency services are concerned, there are 3 emergency call centers in the district, located in Vereeniging and Heidelberg. Ambulance and emergency response services are dispatched from the provincial hospital in Vereeniging, Meyerton and the Heidelberg control room. Fire fighting services for the whole of Sedibeng are located principally in Vereeniging and in Heidelberg. A satellite emergency services station has recently been erected in Devon, but is not yet fully operational.

4.4.3 SRAC&H

4.4.3.1 Heritage Routes and Sites

The SDM has a rich and diverse cultural and political history. Promoting and developing the heritage of our region is a key priority area for Sedibeng to attract more people to the area. There are eight (8) heritage routes identified in the district. One (1) heritage route has been developed. One (1) heritage route has been launched. There are currently thirty five (35) heritage sites in the district namely two (2) operational museums (Vaal Teknorama Museum and Sharpeville Human Rights Precinct) and 33 well maintained heritage sites. Below is a breakdown of the number of visitors per quarter to the heritage sites as per local municipality:

Lesedi	Midvaal	Emfuleni
Heidelberg Klip Church	Witkop Blockhouse	Vaal Teknorama Museum
Heidelberg Bakoond	Diepkloof Farm Museum	Sharpeville Human Rights Precincts
Heidelberg Old Jail	Redan Rock Engravings	Maccauwei Golf Course (Anglo Boer War)
Heidelberg Volksskool (Primary & Secondary)	John le Roux On & Off Ramp	Peace Negotiation Site
De Rust Victorian Manor	Dr. Verwoerd Laerskool-Water Reservoir	Concentration Camp Cemetery
Heidelberg Standard Bank (60 Strydom Street)	Old Railway Bridge	Graves of Leslie Family
Heidelberg Club (HF Verwoerd Street)		Mine Disaster Cenotaph
Heidelberg: A. G. Visser House		Constitution Square
St. Ninians Anglican Church Complex		G.W. Stow Memorial
Methodist Church		Peace Monument
Triumvirate Monument & Town Hall		Vereeniging Klip Church
		Night Vigil Massacre Site
		Boipatong Massacre Site
		Macamel Church
		Wilberforce Community College

Table 38: Breakdown of Number of Visitors per Quarter

All the sites have their own significant history. A description of a few well known sites is as follows:



4.4.3.2 Sports Facilities

According to a facility audit conducted on all sport facilities in Sedibeng, the following was a finding:

Emfuleni Local Municipality	Lesedi Local Municipality	Midvaal Local Municipality
21 x facilities	5 x facilities	5 x facilities

Table 39: Audit of Sports Facilities in SDM

Sedibeng District Municipality currently has 31 sports facilities many of which require upgrading. It is clear that there is an under-provision of sports fields and facilities, especially in the townships and rural areas. Sedibeng has a youth population (15-34 years) of 263 902 of which 131 116 youth are male and 132 786 youth are female. The percentage of sports facilities to the youth population is 0.12%.

4.4.4 2010 FIFA World Cup Offerings

Sedibeng launched its 2010 FIFA Strategic launch on the August 2007. Sedibeng while not a host city is positioning itself for opportunities to contribute in the Gauteng Province's hosting of 2010 World Cup in ways that can ensure that the mega event creates a legacy for its people and is also a catalyst to advance many of its growth and development programmes and strategies.

This section gives us a précis of the initiatives and current status of 2010 preparations within the Sedibeng region. It outlines the various strategic projects /programmes proposed and/ or adopted by key stakeholder departments responsible for the delivery of the region's 2010 programme. This follows the August, 08th 2007 launch of the Sedibeng's 2010 FIFA World Cup which outlined the following as key focus areas:

- 2010 Precincts Development ;
 - 2010 viewing sites;
 - Upgrade of sports facilities; and
 - Urban regeneration (Vereeniging CBD, Sharpeville, Vaal River).
- Tourism plan for Sedibeng;
- Safety and security;
- Soccer development; and
- Transport management.

Different teams were appointed in 2008 to assess feasibility of these programmes and to develop concepts further. Currently, these initiatives are at different stages of development, some more advanced than others. It should be noted that at present the key focus from a management perspective,



is to establish a platform to coordinate, drive, project manage and monitor progress towards a common goal of delivering Sedibeng's 2010 offering.

The 2010 precincts projects has so far emerged as potentially the most critical driver for Sedibeng's 2010 programme. Both sites identified for 2010 viewing (Constitution Square and Dickenson Park) form part of the precincts development. Selection and further development of "quick wins" in the precinct development has added some much needed impetus to a process marked by delays in an effort to comply with development, funding and legal requirements. The following quick wins have been identified:

- Dickenson Park Precinct;
- Sharpeville Precinct:
 - Constitution Walk;
 - Cemetery upgrade; and
 - Formalisation of Sports precinct.
- Vereeniging CBD Precinct
 - Beatification of Market Street; and
 - Upgrade of Constitution Square and Peace Monument.

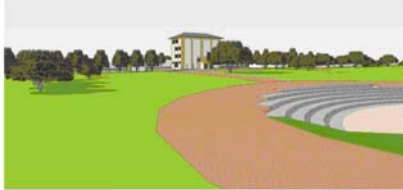
Dickenson Park Precinct



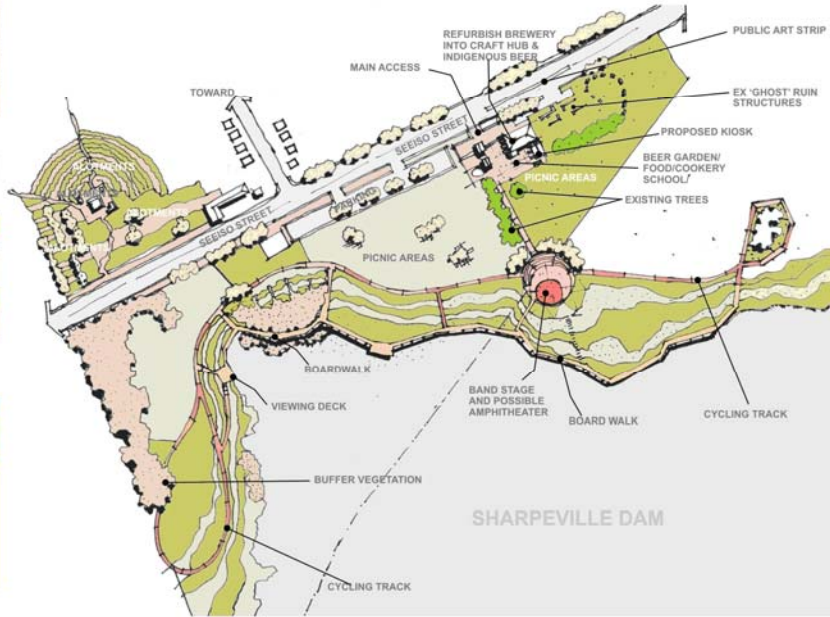


Sharpeville gateway

Public art



Views of the Brewery in relation to amphitheater:



Sharpeville Dam Precinct

Figure 4: Dickenson Park

Sharpeville Precinct



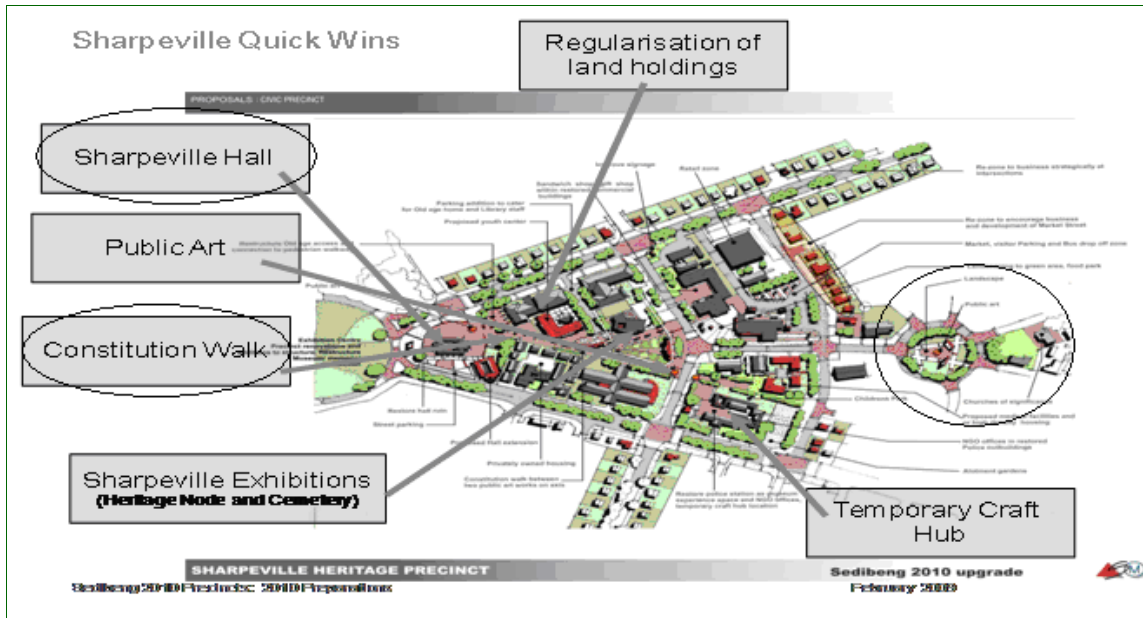


Figure 5: Sharpeville Precinct

Vereeniging CBD Precinct

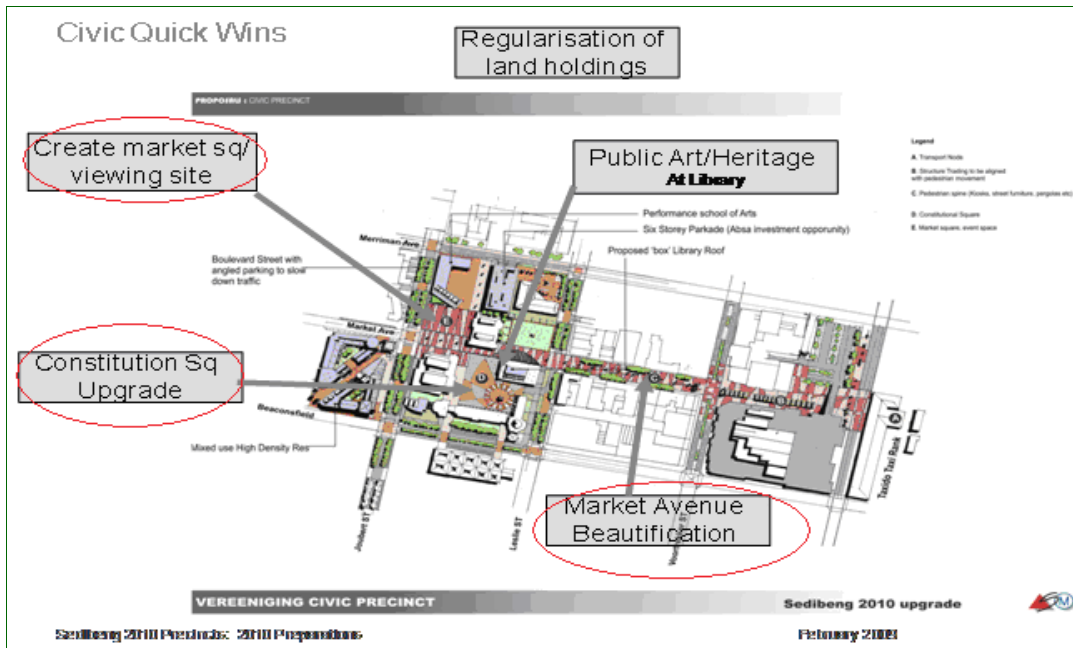


Figure 6: Vereeniging CBD Precinct

It is estimated that these infrastructure projects will be completed by March 2010. Sedibeng's 2010 programme has then been built around these facilities to offer the following main events:

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- Viewing Sites & Fan Parks;
 - Two main viewing sites / fan parks (Dickenson Park and Constitution Square);
 - Secondary Viewing sites in Midvaal and Lesedi;
 - Viewing sites organised by the private sector; and
 - Community viewing sites organised by clubs, individuals etc;
- Human Rights Festival (50th Anniversary of Sharpeville Massacre); and
- African Festival (During World Cup).

Plans around marketing and communication of these special events and the region have been proposed and also other key functions including tourism, safety and security plan; disaster management plan and transport plan.

4.4.4.1 Marketing

Although not officially a Host City, Sedibeng Region aims to position itself to take advantage of the many opportunities of the 2010 FIFA Soccer World Cup™ and promote the region as a tourism destination pre and post 2010. In order to achieve this vision Sedibeng appointed a service provider to give both strategic and operational support, providing marketing and communications engagement to ensure greater connectivity to local and international tourists and investors. The strategies proposed to achieve these objectives include:

- Branding and positioning involves unveiling new brand for the region and creating and launching a new website which will act a central portal for information on the region.
- Marketing, advertising and public relations campaigns and
- Special events:

Three major marketing events are planned for 2010 and these include:

- **Human Rights Festival**- the festival will take place during the month of March 2010 to mark the 50th anniversary of Sharpeville massacre. This will be a festival with a mixture of poetry, politicians, intellectuals, human rights activist, drama and music from Africa and abroad. A concept document for this festival still needs to be developed for launch on March 21st 2009. This could be a joint event with the National/ Provincial Department of Arts and Culture.
- **African Festival** to run during the world cup period and show case African culture, food, music and fashion.

Two public viewing sites: Dickenson Park and Constitution Square to provide outdoor and indoor viewing sites.



4.4.4.2 Tourism Initiatives

The focus of tourism initiatives in the region include:

- Identifying and compiling a comprehensive list of tourist products on offer in the region
 - The region offers a number tourist attraction like out door sports (water sports/ quad biking/ four by four tracks) and these are mainly controlled by private sector. Other tourism products include heritage and township tours; cultural events and these are mainly operated by the Municipalities. A list of products and operators is being compiled and will be included in the new website and produced into a booklet as part of marketing campaign.
- Doing an audit of available accommodation and assisting providers with grading of their facilities where possible
 - **Accommodation:**
 - 19 establishments signed up with MATCH
 - 59 establishments have already been graded and 90 have been identified for grading. It is anticipated that graded establishments will sign up with MATCH.
 - Approximately 1807 beds have been identified for 2010 the target is 2500.
 - Continued efforts to ensure that the 2500 target is met and grading of facilities will ensure quality control.
 - **Food Outlets**
 - There is about 48 Restaurants and an ongoing audit of food outlets. The aim is to compile a complete data base of all outlets and register with MHS.
 - **Skills Development**
 - Tourism has formed partnerships with DEAT and Vaal University of Technology for skills development programme which includes training of tour guides and tour operators, and training in foreign languages. Eight Tourism awareness workshops were hosted in Boipatong, Evaton, Bophelong, Sharpeville and Sebokeng.
 - Partnered with Department of Labour to train 140 SMME in business skills, customer care and catering

Partnered with THETA and trained 40 stakeholders in legalities and compliance for tourism role players and another 40 trained on quality compliance in the tourism industry

The table below indicates the type and number of beds available as well as tourism products for 2010 and beyond:



Accommodation	Status
Hotels (Premier Hotels, 3&4 Star Hotels)	<ul style="list-style-type: none"> ▪ 1 X 5 Star (Riviera Hotel : 89 Beds) ▪ 3 X 4 Star Emerald Hotel: 144, Resort: 269 Sharing Lodge: 10 Sharing. ▪ Riverside : 300 Sharing ▪ Vaalnest Boutique hotel : 24 Sharing ▪ 1 X 3 Star (Protea Suikerboschrand : 64 Sharing) ▪ 1 x 2 Star Shakespeare Inn : 24 beds ▪ Ungraded hotels <ul style="list-style-type: none"> ▪ Lapeng : 32 beds ▪ Formula 1 Hotel : 120 beds ▪ TOTAL BEDS : 1052
Guesthouses & B&B's	<ul style="list-style-type: none"> ▪ 2 x 5 Stars ; Ducks; Feathers; ▪ 14 x 4 Stars : Asante, Aark Guest Lodge, La Rose, Amadeus; Chocolat; Homestead; Little Eden; Marochelle; Tropicana Lodge; Stonehaven; The Village; Rocky Mountain Ridge;Tropicana; Van Dyks; Victorian Lodge ▪ 13 x 3 Stars: Avon; Nozi's, Hanayni Country Stay; Ingwe Guest Lodge; Knotted Routes; Le Bonheur, Lapa on Vaal; Plaaskombuis; La Manzi TRP Lodge; Waterfront; Suikerboschrand Gastehuis; Tropicana Lodge ▪ 3 X 2 Stars : Malangeni; Connies; 23 A George Street ▪ TOTAL GUEST HOUSES AND B&B's 101 ▪ Approximately 1807 beds
Budget Accommodation incl Camp Sites	<ul style="list-style-type: none"> ▪ Quest: 44 beds, North West University signed with Match. ▪ Vereeniging Hoërskool, Hoër Volkskool and VUT has shown intent to sign up. ▪ Protea Suikerboschrand signed up with Match. ▪ Group Camp 100 beds ▪ 240 Caravan & Camp sites ▪ TOTAL : 388 beds
Tourism Products	Status
Watersports	<ul style="list-style-type: none"> ▪ Canoeing, River Rafting, Sailing, Boating; Fishing; Wakeboarding; Headquarter of Powerboat development Programme; Ice Block Formula 1 Power Boat Grand Prix; Polar Bear run
Heritage	<ul style="list-style-type: none"> ▪ Township Tours; Heritage tours; Educational Programmes; Museums
Entertainment (eg hot air balloon flights etc) Quad bikes; four by four tracks	<ul style="list-style-type: none"> ▪ Establishments organise their own entertainment, e.g. Stonehaven, Riviera, Suikerboschrand etc.
Other Products	<ul style="list-style-type: none"> ▪ 48 Restaurants in region excluding Midvaal; Theatres; Beauty Pageants; Weddings;



Accommodation	Status
	<ul style="list-style-type: none"> ▪ Horse Cart Rides; Cultural events
Tour Operators	<ul style="list-style-type: none"> ▪ Tour operators not organized, Operating ad hoc basis
Routes	<ul style="list-style-type: none"> ▪ 11 Tour routes
Arts & Crafts	<ul style="list-style-type: none"> ▪ Keletso and other crafters are working in isolation ▪ 64 Crafters trained to ensure better quality

Table 40: Type and Number of Beds Available

4.4.4.3 Safety and Security

The responsibility of this work stream is to ensure a safe environment for visitors and residents during the world cup period. The team is in the process of creating a coherent and integrated safety and security plan for Sedibeng with the following elements:

- Identifying and grading all risks to the region before, during and after the World Cup;
- Drafting strategies to mitigate the identified Risks;
- Promoting safety and security awareness to both visitors and locals;
- Environmental design for crime prevention especial event and accommodation venues;
- Collaborating with other law enforcement and safety agencies within the region (SAPS, traffic officers, Community volunteers, private security companies and Justice department) to achieve safety and security objectives;
- Designing (together with disaster management) an incident Command System; and
- Recruitment and training of volunteers to help with crime prevention and crowd control.

To date the recruitment drive by SAPS has started and all station will be fully staffed before the World Cup and 50% of SAPS from the region will be redeployed to the Host City (JHB).

4.4.4.4 Disaster Management - 2010 FIFA World Cup

This work stream is responsible for designing strategies to prevent, reduce, mitigate and prepare for effective response (post disaster recovery) to any disasters that may occur during the 2010 World Cup tournament within the region of Sedibeng.

- To reduce risk
 - Promote safety compliance and threat identification;



- Provide input into infrastructure developments and events design (Fan Parks/ Viewing sites etc); and
- Promote informal and formal initiatives to encourage risk avoidance behaviour.
- Emergency Preparedness
 - Prioritise the development of the Disaster Risk Management Centre for the region; and
 - Identify and address capacity issues relating to emergence response.
- Effective Response to major incidents
 - Develop effective response plans;
 - Develop incident Command System and appropriate training;
 - Implementation of line function response plans; and
 - Training on and testing of response plans.
- Capacity Building / Training
 - A total of 123 Fire and Rescue personnel have been trained;
 - 24 in Hazmat Technician;
 - 40 in Hazmat Operation;
 - 7 in Swift Water Rescue;
 - 20 in Skipper License;
 - 12 in fire fighter one and two;
 - 20 in fire investigation;
 - 20 Communication personnel trained in ESS; and
 - 50 Advisory members trained in Disaster Management.

4.4.4.5 Transport Plan

The integrated transport plan (ITP) for Sedibeng 2008 to 2013 is focused on developing transport infrastructure and operational plan for the region for 2010 and beyond. Significant progress has been made in rolling out ITP. Below is a summary of progress made to date:

- Collection and collating information on transport facilities location, utilisation and capacity;



- Analysing routes and services;
- Collating information relating to operating licenses and subsidised bus transport information;
- Cordon Surveys done;
- Reviewing relevant legal framework;
- Analysis of planned developments; and
- Review of Gauteng's 2010 Transport Plan which has three levels:
 - Inter Provincial Services;
 - Inter City Services; and
 - Local or Intra-city services.

Sedibeng's ITP is fully supportive of the principles and content of the Gauteng's 2010 Transport Plan which we need key corridors that will feed into the Gauteng plan are R59 and R82 and major roads that need maintenance and or upgrade will be identified. Transport needs (network and mode) for 2010 visitors/ tourists still needs to be considered and operational planning for transport management during events still needs to be developed.

SDM adopted a 2010 strategy which identified areas of opportunity that will enable the people and communities in SDM to benefit from 2010 FIFA Soccer World Cup during the tournament but more importantly to use the opportunity of the World Cup to leave a lasting legacy.

4.4.5 Disaster Management

4.4.5.1 The Context of Disaster Risk Management in the Sedibeng District Municipality

The area of the Sedibeng District Municipality is constantly threatened by hazards of natural, technological and environmental origin. It is increasingly exposed to the devastating effects of a range of severe hydro meteorological events including severe storms, floods, tornadoes, informal settlement fires and veld fires. The incidence of epidemic diseases of biological origin affecting humans and livestock are also apparent in the area. Transportation accidents and hazardous material accidents continue to pose major challenges as National/Regional/provincial Routes criss-cross the Sedibeng District Municipality area.

The cities of Vereeniging and Vanderbijlpark are located along the Vaal River, and from a disaster risk perspective, the extensive industrial activities pose severe threats of a specific nature to the economic and environmental well being of the Sedibeng District Municipal area as a whole.

4.4.5.2 Disaster Management Policy Framework



Sedibeng District Municipality has developed and adopted the Sedibeng Disaster Management Policy Framework, which addresses the four key performance areas:

- KPA 1: Integrated Institutional Capacity for DRM;
- KPA 2: Disaster Risk Assessment (DRA);
- KPA 3: Disaster Risk Reduction; and
- KPA 4: Disaster Response and Recovery.

This policy framework, which establishes the policy of the council of the Sedibeng District Municipality for the management of disaster risk in its jurisdiction, is constituted in terms of the Disaster Management Act, 2002; is consistent with the National Disaster Management Framework, 2005; with the Policy Framework of the Gauteng Province; and is compliant with all applicable legislation, regulations, standards, codes and practices for DRM in the Sedibeng District Municipality.

4.4.5.3 Sedibeng Disaster Management Advisory Forum

An arrangement to enable stakeholder participation and engagement of technical advice to the municipality is critical. Sedibeng District Municipality has established the Disaster Management Advisory Forum, which composes of representatives of all key DRM stakeholders. The forum must function in accordance with terms of reference which define the minimum composition and scope of its operations. The forum sits quarterly.

4.4.5.4 Sedibeng Emergency Communication Centre

In addressing issues related to the Sedibeng Disaster Management Framework, performance enabler 1 (Information Management and Communication) Sedibeng District Municipality revamped the current Communication Centre with high tech equipment to be in par with the latest technological developments. The Emergency Communication Centre is currently being linked to the Provincial Emergency Communication Centre.

4.4.5.5 Public Awareness, Education and Training

Comprehensive mechanisms for addressing public awareness, education and training has been put in place:

- PIER program;
- Capacity initiatives for Disaster Management responders; and
- Early Warning System on floods.



CHAPTER 5. SPATIAL DEVELOPMENT FRAMEWORK

5.1 Introduction and Background

The purpose of the Sedibeng District Municipality Spatial Development Framework (SDF) is firstly to assess the position of the District in relation to Provincial and National perspective and secondly to serve as a guide for the Local Municipalities in order to ensure that the Spatial Development Framework of the Local Municipalities are linking to the overall development perspective of the District. The main objective will therefore be to ensure that the Local Municipalities contribute towards the orderly spatial development structure of the District and the Gauteng Province.

The SDF is included into the IDP in terms of Chapter 5 of the Municipal Systems Act that states that each local authority in South Africa is required to compile an Integrated Development Plan for its area of jurisdiction and in Section 26 of the Municipal Systems Act it is furthermore stated that the SDF forms the core components of an Integrated Development Plan.

5.2 SDF Objectives

The spatial objectives and the spatial development principles need to be promoted. Seven main spatial objectives have been formalized for the district and are as follows:

- **A continuous and sustainable open space network** should be created throughout Sedibeng District, utilizing the natural features within the area, such as the ridges, rivers, nature reserves, etc. The two major elements within this system will be the greater Suikerbosrand area, as well as the Vaalriver area.
- **A system of functionally defined activity nodes** needs to be promoted within the district. The main activity node will be Vereeniging/Vanderbijlpark, while two secondary nodes already exist, namely Meyerton in Midvaal and Heidelberg/Ratanda in Lesedi. In addition to these nodes a number of rural service nodes should be promoted throughout the district.
- **Linkages** between the identified nodes in the district **should be optimized**, as well as linkages between the disadvantaged communities and the main employment centres. In this regard a number of main road linkages have been identified, including Routes R29, R42, R59, R82, R54 and R553. The current commuter rail linkages should be promoted as the main public transport corridors within the district and mixed use high density development should be promoted along the routes.
- **An urban development boundary/ urban edge** should be demarcated and enforced in order to strengthen the existing urban areas and nodes, to contain urban sprawl, to promote more compact urban development and to protect the agricultural and ecological potential of the rural hinterland within the district. Future urban development should consist primarily of infill and densification within the proposed urban edge.



- The existing **major development opportunities** in the district **should be maximized**, namely tourism development opportunities around the Suikerbosrand and along the Vaalriver, and economic development opportunities along Provincial Routes R59. The area abutting Route R59 is seen as a major future economic development corridor.
- **High density** development should be **promoted along main public transport** links.
- **Upgrading of services** should be focused primarily on **previously disadvantaged township** areas.

A large number of the respective strategies have been and are continuously being implemented in the District as well as in Local Municipalities on an ongoing basis.

5.3 SDF Report Structure

The SDF report will be structured in a hierarchical manner to provide plans that will guide the municipality with guidance for development and land use control. The plans are the following:

- **The District Spatial Development Framework**, which should be regarded as a strategic tool, providing broad spatial direction and context to development in the district as a whole.
- **Local Municipality Spatial Development Frameworks**, which will need to be refined and aligned with the district SDF and which will contain the overall spatial objectives and strategy of the district followed through to the local level.
- **The Urban edge** delineation policy, which will need to be refined and aligned with the district SDF and which will contain extent of the urban development within the district.
- **Precinct Development Plans**, which are development policies/land use plans for specific areas within local municipality, and are refinements of the SDF proposals and policies. A number of areas within the district, which are subject to development pressure and are of strategic importance, requiring detail planning, have been identified and undertaken by the Neighbourhood Development Project Grant (NDPG).
- **Economic Growth and Development** and the Growth and Development Strategy (GDS) for the district and the Local Municipalities.

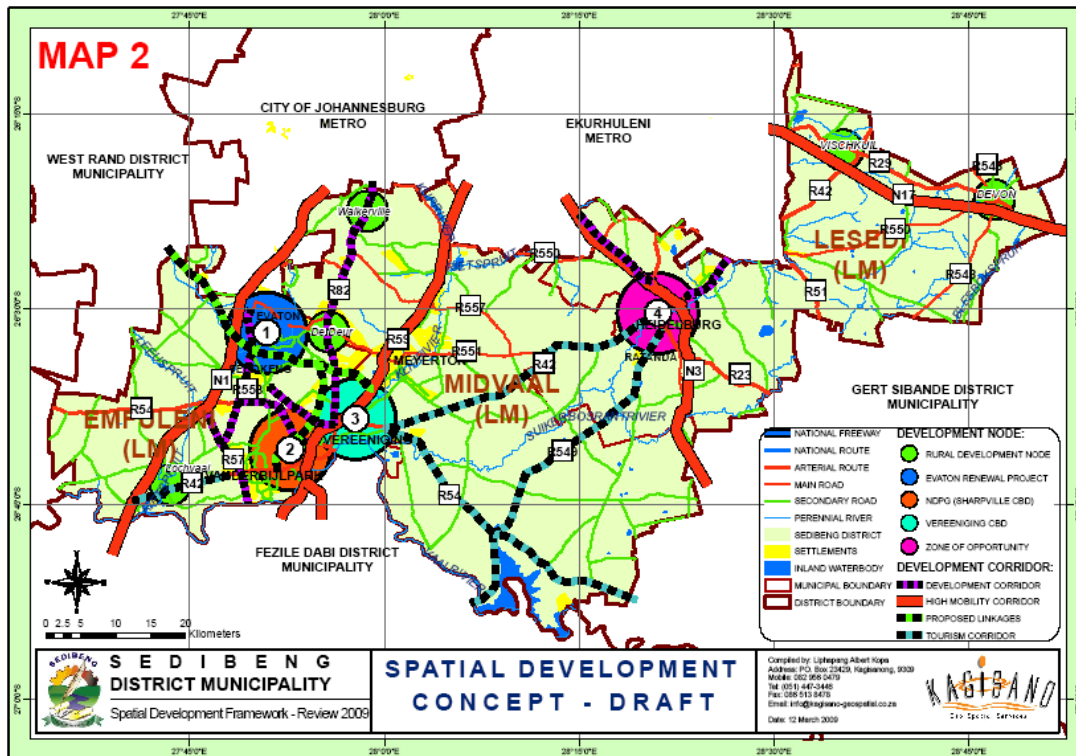
5.3.1 Proposed Spatial Development Concept

A broad spatial development concept was formulated with due regard to the development objectives outlined above, and is illustrated on Map 2. The main urban node in the district will remain Vereeniging/Vanderbijlpark, supported by the lesser urban nodes of Meyerton and Heidelberg while major economic development corridor is proposed along route R59.



Route R42 is seen as a secondary activity spine over the long term. Evaton/Sebokeng will be the focus area for future reconstruction and redevelopment initiatives. Tourism development will be prioritized along the Vaal River and the Suikerbosrand/Heidelberg area.

Existing rural nodes as indicated on Map 2 should be strengthened and consolidated.



5.4 Spatial Composition and Land Use

The main land use within the Sedibeng District is briefly discussed hereunder.

5.4.1 Urban Residential Areas

Residential land use includes both formal and informal residential townships. The defined residential areas within Emfuleni include the areas of Evaton, Sebokeng, Bophelong, Boipatong, Tshepiso, and Sharpeville, which are all previously disadvantaged township areas, as well as the previous white suburbs of Vanderbijlpark and Vereeniging.

Residential areas in Midvaal include Risiville, Meyerton and its extensions and Henley-on-Klip, which are all situated along the eastern side of the R59 freeway. Some informal settlements occur along the western side of the R59 freeway in Midvaal.

Residential development in Lesedi is confined to Heidelberg/Ratanda and Impumelelo/Devon, while a number of informal settlements occur in and around the previously disadvantaged township areas in the whole district.

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In view of the above, it is submitted that the majority of new housing development in the study area over the short to medium term will be subsidy-linked housing schemes initiated with state funding – private sector housing development will play an insignificant role in respect of generating additional infrastructural and community services demands. The total area of residential development is ± 13 392 ha, which makes up ±2,9% of the total area in the district.

5.4.2 Industrial/Commercial Development

Industrial/commercial development which relatively takes large amount of land around Emfuleni Local Municipality. These industrial activities are mainly around Vanderbijlpark and Vereeniging and relate to the steel and petro-chemical industries.

There is also a line of industrial activity along the R59 from Kliprivier to the Meydustralia area. The most important industry in this area is Samancor. It must be noted that most of the industries in the Meyerton/Vereeniging/Vanderbijlpark area are heavy/noxious industries and thus potentially have a high environmental impact on the residential areas in the proximity.

The other significant industrial activity in the district takes place in Heidelberg, consisting of the BAT cigarette manufacturing plant, the Eskort/ Karan Beef meat processing plant and some other lesser industrial concerns.

5.4.3 Commercial Activity

Commercial activity which can be defined as warehousing, distribution and transport businesses is found interspersed with industries in all the major industrial areas. A new industrial/commercial industry is Heineken Brewery along the R59 corridor, which is strategically located to boost job creation and employment opportunities in the Midvaal Local Municipality region.

The total area taken up by industrial/commercial land uses in the district is ±3 920 ha. [0,8% of the total area].

5.4.3 Retail/ Business

Retail/business is mostly concentrated in and around the existing CBD's of Vanderbijlpark, Vereeniging, Meyerton and Heidelberg, as well as some suburban shopping centres. This land use makes out only ±1% of the total area of district.

The CBD's of Vereeniging and Vanderbijlpark show significant signs of urban decay and are in need of urban renewal initiatives.



5.4.4 Rural Residential [Small Holdings]

The rural settlement pattern in the district is characterized by a large number of small holdings/small farms settlements ranging from 1 – 5 ha properties located around the fringes of the urban areas, especially in the western part of the district, in Midvaal and Emfuleni. Agricultural holding areas in Lesedi are limited to the Vischkuil/Endicott area in the northern part abutting the N17 national road, and some settlements on the edges of Nigel northeast of Heidelberg/Ratanda.

Diverse land uses are found on the agricultural holdings, ranging from rural residential, through small scale farming to extensive, informal industrial and commercial activities. A relatively large proportion of the agricultural holdings are vacant.

Rural residential areas make up $\pm 4,0\%$ of the total area of the district [$\pm 18\,582$ ha.].

5.4.5 Commercial Agriculture

Commercial agriculture takes up the largest area within the district and makes up $\pm 33\%$ of the total land usage. Agricultural activity in the district is dominated by large scale commercial farming operations [crop production including maize, grain, sorghum, wheat, soya and dry beans, ground nuts, sunflower seeds and vegetables, and animal production including milk, beef, mutton and lamb, eggs and poultry]. Sedibeng is a very important resource to Gauteng in terms of food production, and this fact should be taken into consideration in the spatial planning of the area.

The performance of the agricultural sector is very dependent on climatic conditions and may fluctuate from year to year. The agricultural sector does however present opportunities for downstream economic activities and job creation in terms of further processing of agricultural produce [e.g. Karan Beef, Eskort, Floracadia, all of which are going concerns within Lesedi].

5.4.6 Nature Reserves

There are two proclaimed nature reserves in Sedibeng district, namely the Suikerbosrand Nature Reserve in Midvaal/Lesedi jurisdiction and the Alice Glockner Nature Reserve in Lesedi.

- The Suikerbosrand Nature Reserve, and
- The Alice Glockner Nature Reserve

5.4.7 Vacant Land

The provincial eLand decision support system indicates that there is $\pm 98\,000$ ha of developable vacant land situated in Sedibeng District. $\pm 4\,900$ ha of this developable vacant land is situated within the urban edge as currently demarcated by Gauteng Province.



A more detailed vacant land audit was undertaken within the urban edge as part of the SDF exercise, based on 2001 aerial photography augmented by physical site visits. In terms of this more detailed land audit, developable vacant land within the current provincially – demarcated urban edge amounts to ±6220 ha, of which 4544 ha [73%] is situated in Emfuleni, 1085 ha [17,5%] is situated in Midvaal and 591 ha [9,5%] is situated in Lesedi. More detailed results of the vacant land audit are included in Annexure “A” to this Report.

Abovementioned figures indicate that there is enough vacant land within the current urban edge to accommodate substantial future urban development within the district.

5.5 Spatial Economy Development

The economy of Sedibeng District Municipality is dominated by manufacturing, which contributed ±32.4% to the local economy during 2001. There are two main subsectors of manufacturing, namely fabricated metal and the chemical sector. The Mittal [former ISCOR] steel plant and the ferro - manganese plant of Samancor are the two main large basemetal plants in the region. With regard to the chemical industry, SASOL is the company presenting this sector.

Some of the abovementioned sectors do present opportunities for further local development and economic growth, as briefly summarized hereunder:

5.5.1 Agriculture

Agriculture as an economic sector has a great deal of potential, not only in percentage contribution to the local economy but also in terms of employment opportunities and linkages with other sectors. The possibility of sustainable SMME development also exists in terms of raw products that can be developed further and effectively marketed.

5.5.2 Tourism

Although tourism is not an economic sector in its own right it is included due to the potential that exists in this sector. Sedibeng District Municipality has a variety of tourism attractions and resources that remain largely undeveloped or poorly promoted. The district offers a number of tourism features and includes sites of significant historical and natural value, e.g.:

- Sharpeville memorial site as an icon of the struggle against apartheid;
- Boipatong – a site of intense political conflict during the height of the community’s struggle against apartheid;
- The South African Anglo Boer war peace site and monument marking the end to the Anglo-Boer war;



- Signing of the RSA Constitution by the President;
- Sites of Hottentots stone-art;
- The Suikerbosrand Nature Reserve, Kareekloof and Heidelberg Kloof;
- Teknorama Museum;
- Vaal River, Emerald Casino, Riviera Resort and various other facilities offering water based sport, recreation and entertainment;
- Vaal River Barrage;
- Heidelberg Transport Museum; and
- Heidelberg CBD.

5.6 Corridors, Networks, Linkages and Nodes

The approach that is required to support the development of the Sedibeng District Municipality needs to be well serviced by a well-established network of roads (North / South and East / West) and rail.

The SDF will highlight networks of the three local municipalities and how they influence economic growth.

5.6.1 Emfuleni Local Municipality

The Emfuleni Local Municipality is characterized by a number of strategically linked transportation corridors and potential development nodes (N1, R553, R57, R82, R28, K11, R59 and the proposed N17, R42 and R23), which need to be defined and structured to create economic opportunities. These corridors and nodes in are herein further discussed in detail.

5.6.1.1 Activity Nodes

Activity “nodes” are “point” developments and are most often located at intersecting or transfer points in the transfer system. They predominantly accommodate business activity combined with a high-density residential component. The identified areas are as follows:

Sebokeng

The proposed node is situated coincidental to the hospital and taxi ranking facilities. For all intents and purposes, it shows all the characteristics of an activity node in the making. It currently comprises an agglomeration of various complementary land use such as health, commercial, retail and light industrial activities. Further, it is located along the most important and busiest road in the area (Moshoeshoe Road), and is also close to an active rail line. If the node is to be developing as hoped, the current land use must be supplemented with formal retail and banking facilities.

Evaton

This node is situated adjacent to the Golden Highway. Apart from providing retail and commercial facilities this node could also accommodate community facilities like a post office, clinic and police station. The proximity of the node to the Golden highway and Moshoeshoe Roads suggest that a public transport facility would be particularly appropriate.

Vacant Land to the North of Tshepiso and Boipatong.

There is vacant land to the North of Tshepiso and Boipatong, and South of the R54. It is suitable for economic activity, which thrives on high levels of passing trade, easy access and high visual exposure. Employment and services provided by a node situated at this point will not only cater for the need of Sharpsville, but will also serve the Steel Park area and its proposed extensions.

The development of this activity node will probably form the best first step in the development of a development corridor along the R54.

Rust-ter-Vaal / Roshnee

The development of an activity node on the R82 in close proximity to Roshnee and Rust-ter-Vaal will serve the northern rural areas, the adjacent communities and the proposed developments.

General Hertzog / Voortrekker Street Intersection.

The development node is earmarked to the West of Mario Milan Road on both sides of railway line in the vicinity of General Hertzog road.

Intersection of the R57 and R42 Roads (South eastern quadrant). The developments of this area are in progress.



5.6.1.2 Activity Corridors

Development corridors are urban phenomena and vary in scale. They feature a combination of transport services and supporting infrastructure in parallel and denser mixed land use integrated with the transport system, which include land uses such as retail, residential, service industries, commercial, activities, social, agricultural related uses and recreation. The proposed development corridors is as follows:

Moshoeshoe Road, Sebokeng

Moshoeshoe Road has already been earmarked for corridor development with all the development objectives that would be associated with such development, namely densification, transport facility and service concentration, etc. In the specific case of the Moshoeshoe Road corridor densification efforts are particularly recommended to the East of Moshoeshoe Road itself, up to and over the rail line.

R54, Between Sebokeng and Vereeniging

The R54 forms a very important link between Sebokeng, the largest residential area in the Emfuleni Local Municipality area, and Vereeniging. Being situated adjacent a relatively under-utilized rail line and numerous packets of undeveloped land, this road provides a natural spine for an activity corridor.

Along the R59 Between Meyerton and Vereeniging (partial development only)

The R59, and the rail line that runs adjacent to it, forms a natural opportunity for a corridor. In fact, previous studies have recognized it for this potential. However, because of the underlying geology and relative remoteness from the largest population concentrations in the area we would recommend that it only enjoy partial development. The siting of industrial activities, which are incompatible with residential land uses, would be ideal.

Generally speaking, the best opportunities lie to the West of the R59, especially when one considers the industry type that is recommending. The existing local road running to the West of the R59 is ideally situated to serve as a frontage road and provide direct access to potential development sites.

R82, Between Vereeniging and De Deur.

This corridor is likely to become a prospect over the long term. The development of residential land uses should be sensitive to this eventually, but ought not to be initiated under an illusion that such a corridor is an imminent possibility.

Barrage Road, between Vereeniging and Vanderbiljpark.



This road carries large traffic volumes between Vereeniging and Vanderbiljpark, and for such reason presents the opportunity to be developed more intensely.

K174, Extension of Barrage Road to the N1.

Although this section of road runs through an area characterized by smallholdings it also provides access to the tourism corridor along the Vaal River South of the K174 and to the smallholdings North of the K174, which is under development pressure. Complimentary non-conflicting activities could be developed along this corridor.

General Hertzog Boulevard (Three Rivers).

Johannesburg Road / Adams Street (Evaton)

This link through Evaton and Ironsides to the R82 (Johannesburg) could provide an effective link over the long term.

R57 from the N1 Southwards

With the development focus of higher income developments in a westerly direction and the development of the node (K174 and R57), activities along this road could increase to provide different development options.

5.6.2 Lesedi Local Municipality

The Lesedi Local Municipality is characterized by a number of strategically linked transportation corridors and potential development nodes (N3, N17, R42 and R23), which need to be defined and structured to create economic opportunities. These corridors and nodes in further discussed in detail.

In view of the extensive nature of Lesedi Local Municipality, the development and definition of the respective roads in the area is of utmost importance. Apart from the functionality of the respective roads, the linkage between the roads will be important for the following reasons:

- Accessibility to remote settlements need to be improved which will have an impact on economic growth;
- Access between respective settlements need to be improved which will facilitate improved public transport systems, efficient access to community services and the establishment of economic opportunities;



- Spatial development options will be identified ; and
- Large areas within Lesedi Local Municipality have development opportunities from an agricultural and tourism perspective. With the establishment of effective linkages, these areas could present various economic opportunities.

A development corridor can be defined as “a linear strip of land or area, connecting large activity nodes, traversing urban or inter-urban areas, surrounding a major transport facility or facilities, providing an appropriate regional level of mobility and accessibility to adjacent areas, and containing a high concentration of population and mixed land uses (job opportunities)”.

The following inter-and intra regional linkages are proposed:

5.6.2.1 Primary Corridors (National Roads)

The two major development corridors within the Lesedi Local Municipality are the N3 and the N17 Freeways. As the design parameters along these corridors are restrictive in terms of access and building lines, the sheer volume on these roads should be utilized to the advantage of Lesedi Local Municipality.

Although the total length of these corridors within Lesedi Local Municipality will not be feasible to develop, the focus will be to attract potential investors to invest at certain focussed areas (accessibility) and to create economy of scale advantages.

The development proposals along the respective Freeways are as follows:

N3 Freeway

The development focus along the N3 freeway should be a combination of Nodal development and corridor development in order to maximize investment opportunities. The existing accesses and entrances to the N3 with the R23, R42 and the R550 should be strengthening by nodal development.

Apart from the frontage (visual impact) along the N3 between the respective nodal areas which should be utilized (subject to available areas) for “clean” service industries, the development strip between the N3 and the R103 presents the ideal opportunity for the establishment mixed land uses, with the focus on industries, office parks and manufacturing. This area could become the new locality for investors, which are dependent on the Gauteng/ Kwazulu Natal and Free State link.

N17 Freeway



The N17 Freeway is located within the northern section of the Lesedi Local Municipality and creates a link between Gauteng and Mpumalanga Province. Although the R29 Road (between Endicott AH and Devon) runs parallel to the N17, the distance between these roads is too far to provide an effective development corridor. It is proposed that development nodes be established at the intersection of the R42/N17 and R550/N17. These development nodes could act as catalysts for the development of Endicott/ Vischkuil and Impumelelo / Devon.

5.6.2.2 Secondary Corridors (Provincial Roads)

There are a number of very important inter-and intra roads within Lesedi Local Municipality which should be defined and linked to function and activities. The secondary development corridors are as follows:

R 42 Route – This road provides an important linkage between the Lesedi Local Municipality and the remainder of the Sedibeng District Municipality towards the South and Northwards through Heidelberg towards Endicott / Vischkuil. Although it would be impossible to develop the total corridor, emphasis should be given to certain sections of the road.

The following areas along the R42 should receive priority:

- The section South of the Suikerbosrand Nature Reserve towards Heidelberg CBD. The type of activity should focus on tourism, arts and craft, recreational, hospitality and environmental related activities. It would also be important to provide an access point to the Suikerbosrand Nature reserve along the route;
- Section through the Heidelberg CBD (refer to CBD Study);
- Intersection of the R42/N3 where the opportunity zone has identified and planned.
- Section between the N3 and Nigel which should focus on the establishment of service industries (mixed activities) ;and
- Section between the N17 and R29 which should focus on mixed land uses (service industries, housing, social and manufacturing).

R23 Route – This road links Heidelberg with Dipaleseng Local Municipality and should be strengthened as from the intersection with the N3 Freeway towards Heidelberg and between the N3 northwards through the Spaarwater A.H.

R549 Route – This route links the Lesedi Local Municipality with the Vaal Dam (Vaal Marina and other resorts) which is an important tourist destination. This route should be upgraded by providing proper signage.



The section between Ratanda and Heidelberg should be promoted for mixed land use activities.

R103 Route – This route runs parallel to the N3 and would provide the ideal access road for development between the N3 and R103.

Development should only occur to the South of the R103.

R550 Route – This route provides an East /West link throughout the Lesedi Local Municipality area. Sections on this road where nodal or corridor development should be considered, include the corridor development within the Hall Gate AH and between the N17 and the R548 intersection.

Heidelberg Road (Ratanda) – Heidelberg Road functions as the primary transportation spine (buses and taxis) traversing Ratanda. This road based public transportation spine can be considered the most valuable asset contributing to the development potential of Ratanda, enabling the development of higher-density and mixed land uses. To ensure land use and transportation integration, it will be necessary to construct a Taxi Rank at the intersection of Heidelberg Road and Protea Road, within the Ratanda CBD, which need to be integrated with the surrounding land uses.

Although specific areas have been identified for corridor development along the respective routes, some tourism activities could be established along the routes, subject to legislative and technical requirements.

5.6.2.3 Tourism Corridors

With the locality of Heidelberg/Ratanda centrally along the N3, the Suikerbosrand Nature Reserve, cultural and historical assets; the linkage to-and from other urban concentrations and areas of natural significance should be strengthened as tourism corridors.

The following roads have been identified to provide some tourism focus:

- R42 Road – Linking Heidelberg with Vereeniging (Vaalriver) and Meyerton past the Suikerbosrand Nature Reserve; and
- R549 Road – Linking Heidelberg with the Vaal Dam and associated resorts.

It is not the intention to develop the total corridor, but rather to focus at establishing tourism related activities (hospitality, arts and craft; and eco-tourism) along the route at certain areas.



5.6.2.4 Development Nodes

The Lesedi Local Municipality Spatial Development Framework proposes a nodal structure within the area with the purpose to concentrate similar and supporting uses in a particular area, thereby stimulating economic forces. Activity nodes are most often located at intersections between important roads, within strategically located land in urban areas or at intermodal transfer activities. The predominantly accommodate business activities, associated with a number of complimentary land uses (higher density residential, social / recreational activities and public transport activities).

Within the Lesedi Local Municipality area, the following development nodes have been identified:

- Primary Activity Node: Heidelberg CBD;
- Secondary Activity Node: Ratanda CBD and Devon CBD; and
- Transport Related Activity Nodes:
 - R23/N3 (Commercial and Service Industries);
 - R42/N3 (Mixed Activities);
 - R42/R29 (Mixed); and
 - Tertiary Activity Nodes: Jameson Park, Shalimar Ridge.

5.6.3 Midvaal Local Municipality

The Midvaal Local Municipality is characterized by a number of strategically linked transportation corridors and potential development nodes (R82, R59, R54, R549, R42, R557, R551 and K11), which need to be defined and structured to create economic opportunities. These corridors and nodes in further discussed in detail.

The development of nodes along the R59 and parts of the R82 is clear. **Development corridors or development spines** are characterised by mixed land use patterns of complexity and diversity. Movement flows along these corridors and attracts the establishment of various activities along them. The accessibility associated with the linear nature of activity spines is particularly important in the restructuring of the urban system. Foot-bound populations will be able to gain ready access to the facilities and activities located along these spines and public transport routes along these spines will provide them with ready access to the wider system. Midvaal Local Municipality is in the process to promote and market the R59 Corridor. Support from Sedibeng District Council and the Provincial Administration need to assist in the development of the R59 Corridor.

Activity spines also have the potential to act as “tendrils of development” combining the diverse parts of the urban fabric together by stimulating infill development around them.

A large agricultural area exists between Meyerton and Vaal Marina in the South next to the Vaal Dam. This vast agricultural area makes the provision of services for small communities living in the area



expensive and difficult. Settlements in the Midvaal Local Municipality area are dispersed, implying that many communities have to travel long distances to reach basic social services.

The Strategic Development Rationale for the Midvaal Local Municipality is therefore to develop the area with a **hierarchy of nodes**. These nodes will form the focal points for development and service provision, to ensure access to social and economic opportunities for the entire sub-region. The concentration of activities in and around nodes will stimulate a higher order of activities and development, particularly in former dormant residential areas. A nodal system supported by linkages between nodes will provide impetus for an **effective movement network and passenger transport** system at sub-regional level. This nodal system will ensure functional integration of the area and create connectivity, which stimulates economic and social interaction. The principle of concentrating activities in nodes recognises that access enables empowerment.

The following hierarchy of nodes is proposed:

- Primary Node: Meyerton/Sicelo;
- Secondary Nodes: Henley-on-Klip, Walkersville, De Deur, Vaal Marina;
- Tertiary Nodes: Mamello and Kliprivier; and
- Proposed Multi-Purpose Community Centres: Kliprivier and Lakeside.

Existing concentrations of non-residential development, particularly industrial and commercial in Randvaal, Highbury and Valley Settlements are also recognised as growth points along the R59 Highway.

The Secondary and Tertiary Nodes are seen as the prime areas for intensification of business and commercial uses. The high population densities just outside the western boundary of Midvaal Local Municipality in Orange Farm were also considered in the Spatial Development Framework. The development of commercial/industrial uses on this boundary (supplemented by the provincial road and Stretford station) is supported. Heavy industrial and commercial uses should be promoted to locate in this district, while light industries and secondary economic activities should be promoted in the Economic Spine along the R59.

Retail, commercial, business, secondary industries and light industrial uses are further promoted in the Sub-regional Nodes, to limit travel distances between place of residence and place of employment and reduce dependency on a very costly transport system. Retail outlets and tourism related activities are promoted in the District Nodes.

5.6.4 Promotion of a Strong Movement Network

A strong movement network is required to create regional and local linkages and promote connectivity between nodes. The R59 is the most prominent road in the Midvaal Local Municipality area. This road should be promoted as an Economic Spine, with economic uses along the road, as well as the promotion of public transport and transport facilities along the road. The R59 should be promoted as a movement



corridor within the Midvaal Local Municipality area and a link with surrounding nodes, service centres and tourism attractions.

The location of the R59, Morris Road and the railway line as parallel movement networks in close proximity to each other lends itself to corridor development; therefore the Economic Spine is promoted along this potential corridor. Ribbon development along other roads is however not promoted, as these impacts on the mobility of the movement network. The R82 also provides for movement in the western part of the area.

5.6.5 Corridor Development Framework

The proposals and guidelines along the R59 Road are expanded below:

The Johannesburg /East Rand Complex and Vaal Triangle will remain the **major nodes** in the development corridor. Development should aim to capitalise on the inherent economic energy associated with Johannesburg and specifically the City Deep and Wadestown / Alrode Blue IQ projects. Economic regeneration of the Vaal Triangle is very important to the success of the development corridor.

Four nodes were earmarked as designated development areas along the corridor (beads on a string). Each of these nodes was earmarked for a specific purpose, to allow for the clustering of uses. These nodes and the proposed uses are detailed below:

Meyerton: This will be the primary node along the corridor, with a mix of land uses. This area can accommodate heavy industries, large-scale manufacturing, commercial uses, retail, general business and urban residential uses.

The Nampak/Everite area: This node is situated at the gateway of the corridor and should therefore be protected in terms of the type of uses and aesthetic appearance. Light industrial uses, mini-factories, offices, warehouses and commercial uses are proposed for this node.

Daleside/Witkop: This is an existing node, in need of upgrading and renewal. Commercial uses (such as transport uses), manufacturing, industrial uses and service industries for agriculture are proposed.

Henley-on-Klip: This node has strong residential and tourism development potential. Residential uses and hospitality uses in support of the tourism industry are proposed.

Specific **development guidelines** will be applicable to land uses fronting onto the R59, to protect the aesthetic appearance of the Corridor. These guidelines will be applied through the approval of site development plans, addressing aspects such as access, landscaping, signage and fences.



The development of a **road network** to support the development corridor and nodal structure is essential. The R59 fulfils the function of a Mobility Spine, while the K89 acts as an Activity Spine. To complete the road network, the implementation of an Activity Street East of the R59 is required, to provide direct access to land uses and unlock the potential of this area. The construction and upgrading of roads West of the R59 is not supported in the short to medium term, or at least until the area East of the R59 is fully developed.

The development of the four nodes should be strongly focused on the **stations** to support passenger transport. This implies that there should be a concentration on non-residential uses and higher residential densities in and around stations.

In the short to medium term the area West of the R59 should be reserved for **agricultural purposes and rural residential uses**, to strengthen the development corridor. Emphasis should be placed on exploring the opportunities in the agricultural sector, through production and local processing of products for the export market. Non-residential uses in these areas should only be permitted with the consent of the local municipality, subservient to the residential use. Incentives should be provided to encourage non-residential uses to upgrade and relocate to formal business/industrial premises on vacant land in Meyerton. In the long term it is envisaged that this area will also come under pressure for development and this should be supported once the area East of the R59 becomes saturated.

The rural character of the area and proximity to the major economic opportunities in the province, make the area attractive for residential and tourism development. Rural residential estates, equestrian centres and hospitality uses would be supported throughout the area and especially in Henley-on-Klip. These developments should however be sensitive towards the rural character and appeal of the area.

The Klip River is earmarked as the main **open space system** through this area. The river should be protected, especially from effluents from industrial development and should be incorporated as a design feature in developments. Agricultural and rural residential uses should be promoted along the river, to protect it from pollution.

R82 Development Framework

The following principles were applied in deciding on desirable and permissible land uses along the R82 Activity Spine:

- Protect the existing major nodes in the region, specifically the CBDs and industrial areas of Meyerton, Vereeniging and Vanderbijlpark;
- Protect the corridor status of the R59 and prevent competition between the R59 and R82;
- Limit and manage development permitted along the R82 to ensure that the road is upgraded to improve safety and service standards as well as protect the mobility function of the route;
- Protect the existing rural character and associated tourism potential of Midvaal Local Municipality;



- Limit land use changes for business purposes to properties directly fronting onto the R82 Activity Spine. The highest order land uses should be directly adjacent to the road, with a decline in the intensity and scale of uses away from the road;
- Protect the farms and agricultural holdings in the area for agricultural and rural residential purposes; and
- Promote the development of alternative North/South routes, which could compliment the R82 and R59, specifically the K47 and K77.

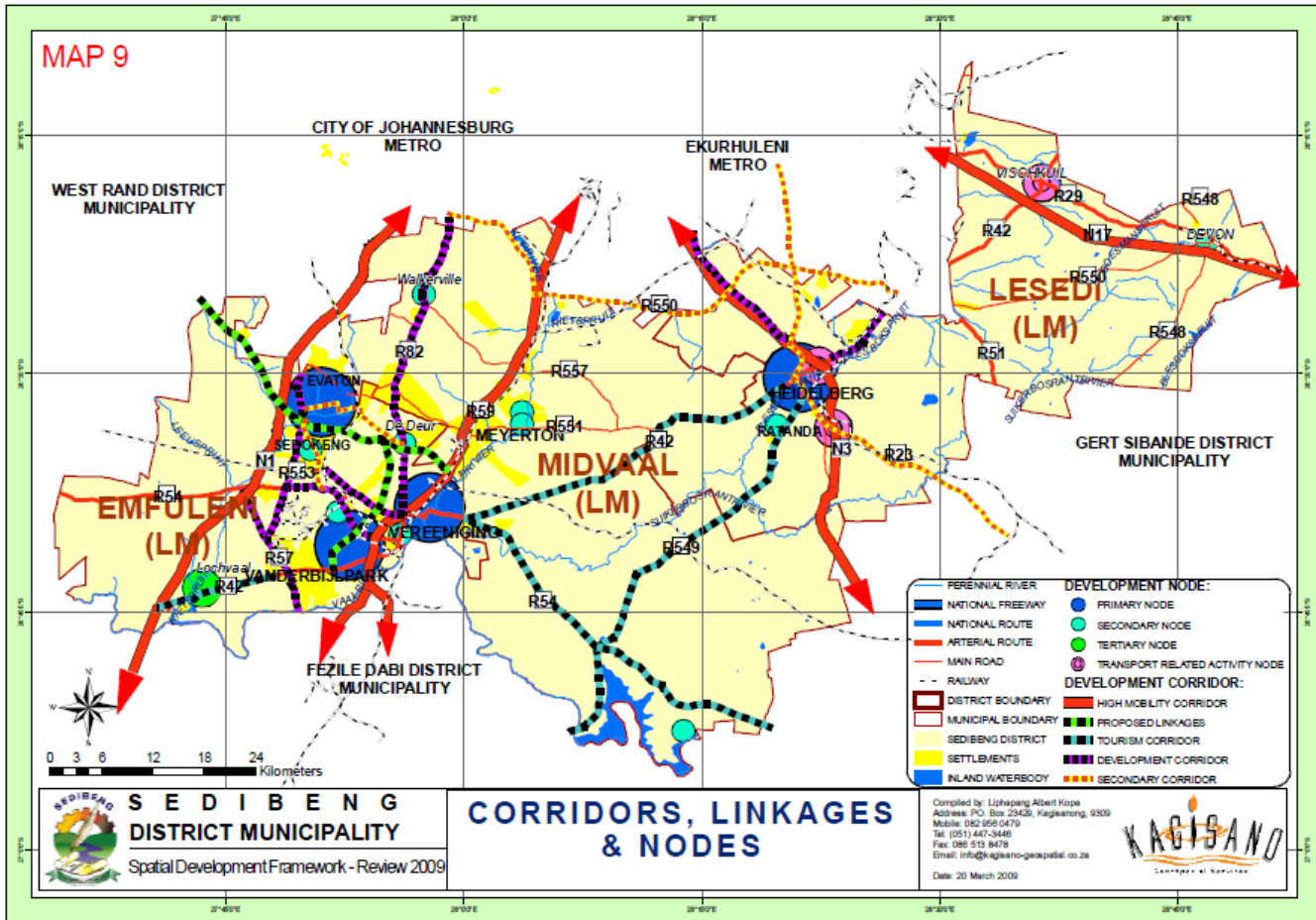
5.6.6 Proposed Nodes

The Framework Plan proposes a nodal structure with a differentiation in uses between the various nodes. The purpose of the nodes is to concentrate similar and supportive uses in specific areas, thereby stimulating economic forces. Due to the fact that the land uses are attracted to the R82 to make optimal use of the road frontage, the nodes are linear in form.

5.6.7 Implementation Considerations

When developing and implementing a **node or corridor**, a number of considerations are important. Firstly, the decentralized node must not impact negatively on local business areas. Usually, areas are older forms a business centres and have provided retail and related services to its region for many areas. Consequently, they are usually entrenched as the primary business nodes within a region. To ensure that an existing business area retains its symbolic and practical function, as well as to continue to utilize the infrastructure investment made in these areas over the years, it is important that they be managed in a way that will ensure their continued viability.





5.7 Social Services and Community Facilities

Communities in lower income areas are generally in greater need of social services and community facilities, because of the ill effects of poverty and limitations to access private facilities and services. The history of development in South Africa has tended to privilege some communities while others have been neglected, leaving inequitable distribution of facilities.

5.7.1 Cemeteries

Major cemeteries in the district include the following:

- Palm Springs regional cemetery serving Stretford, Evaton, Sebokeng and surrounding areas;
- Boipatong Cemetery;
- Sharpeville Cemetery;

- Vanderbijlpark Cemetery;
- Old Vereeniging Cemetery;
- Jacobskop Cemetery West of Rust-Ter-Vaal;
- Various Cemeteries in Midvaal [Rothdene, Kookrus, Meyerton, etc.]; and
- Two regional cemeteries in Lesedi, one South of Heidelberg and one West of Devon.

The Palm Springs regional cemetery is almost full and a new cemetery for the Sebokeng/Evaton communities needs to be developed.

5.8 Housing

One of the main focus areas of Gauteng Department of Housing strategy is to formalize all informal settlements capable of being formalized by 2009, increase density of existing locations, redevelop all hostels in Gauteng by the year 2009, seek and provide alternative accommodation, regenerate urban areas through integrated development strategies.

The overall scope and objectives of the Strategic Plan are defined by the Department of Housing as follows:

- Promoting better or well located locations for human settlement in Gauteng;
- Promoting effective and efficient use of infrastructure;
- Promoting spatial integration and cohesion of the urban form;
- Strengthening of activity and economic linkages to the Targeted Development Zones; and
- Optimising the development potential of suitable development zones.

5.8.1 Informal Settlements and Housing Backlog

There are a number of informal settlements, which vary in extent, situated in Sedibeng District. Because of the predominantly rural environment, various small, scattered settlements occur throughout the area. A map indicating the location of informal settlements in the district will be attached. The map will show informal settlements in the three Local Municipalities, i.e. Emfuleni, Midvaal and Lesedi.

5.8.2 Land Invasions

- Land invasions should be actively discouraged by, inter alia, the following measures:



- Comprehensive audit of all informal settlements in Lesedi Local Municipality;
- Demarcation of transit areas where temporary informal settlement will be allowed;
- Ongoing communication with landless people through the relevant Council structures. (Section 80, Section 79 Committees, Ward Committees, etc.); and
- Implementation of legal procedures for eviction where required.

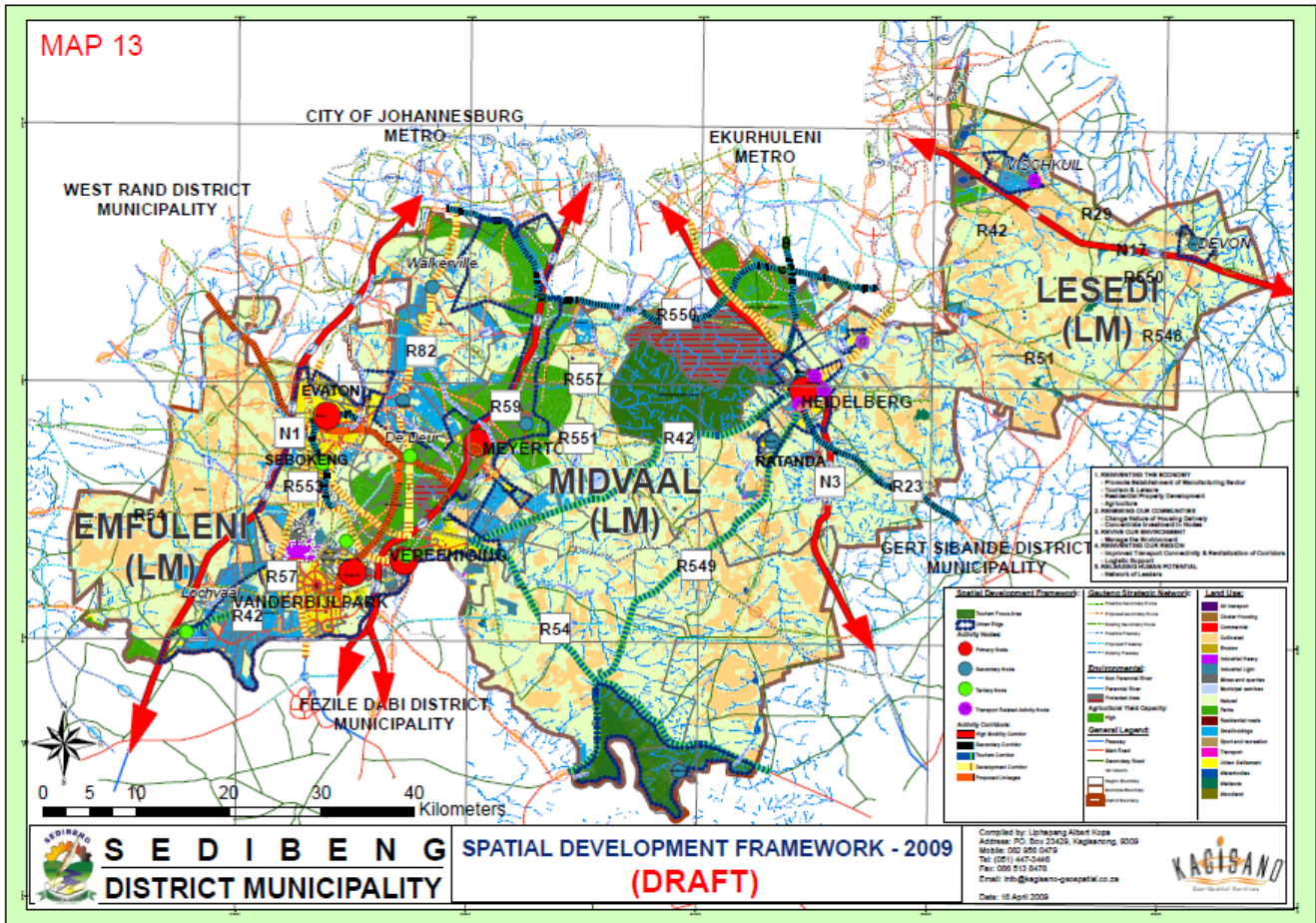
5.8.3 Roads and Transport

Sedibeng District is undertaking to develop Integrated Transport Plan (ITP) that will be the basis for the regional Transport Master Plan. The inputs of the SDM ITP will be incorporated into the SDF to outline the overall perspective of transport within Sedibeng District.

5.8.4 Proposed Spatial Development Framework

The proposed Spatial Development Framework for the district is a refinement of the development concept outlined above, and is illustrated on Map 26 (hereto attached as annexure).





5.9 Urban Edge Delineation

The objective of the Urban Edge is 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. Due to growth and developmental pressure over the last 7 (seven) years, a large number of applications outside the existing urban edge are being approved by the respective Local Municipalities. This excludes illegal activities presently being exercised on the periphery of the urban environment.

The urban edge delineation process thus welcome the opportunity to make proposals for a revised Urban Edge, which while continuing to limit urban sprawl and expansion also acknowledges developmental pressures of a growing economy and population.

The Sedibeng District Municipality, in conjunction with the Local Municipalities of Emfuleni, Lesedi and Midvaal, annually submit one (1) joint proposal for the delineation of the Urban Edge. This proposal is based upon the approved Sedibeng District Municipality Spatial Development Framework, which is contained in the IDP 2007-2011.

The annual proposal urban edge amendment is based on the following criteria:

Our area, our people, our institution and service delivery

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5.9.1 Conservation of the Environment

Sedibeng has environmental resources which can contribute to among other things, 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. However, 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.

5.9.2 Optimal Utilisation of Engineering Services

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.

5.9.3 Optimisation of Public Transport

The Sedibeng SDF focuses development along the major transportation corridors of the N1, N3, 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 densification of 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).

5.9.4 Prevention of Urban Decay and Promotion of Urban Integration

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.

5.9.5 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.

5.9.6 Creating New Well Located Urban Hubs

Within the parameters of the existing urban structure, the establishment of new well located urban hubs on green-field 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.

5.9.7 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, Uitvlucht, Barrage 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.

CHAPTER 6. PROGRESS ON KEY PRIORITY AREAS IN 2008/09

There are seven Key Priority Areas (KPAs) that were adopted in the 2007 – 11 IDP for the Sedibeng region. Subsequently a number of strategies were formulated to deliver on these KPAs. Key deliverables were then identified to realise these strategies. In this section we report on the progress made in 2008/09 on these KPAs which are:

- Reinventing our economy;
- Renewing our communities;
- Reviving a sustainable environment;
- Reintegrating our region;
- Releasing human potential;
- Good and financial sustainable governance; and
- Vibrant democracy.

6.1 Strategies & Key Deliverables

Below is the progress made in 2008/09 in the implementation of the strategies and deliverables per KPA as adopted in the 2008/09 IDP.

6.1.1 Reinventing our Economy

There are six strategies identified to guide development and implementation of key deliverables to **reinventing our economy** in the Sedibeng region through consolidating the existing sectors and exploring new sectors of growth.

6.1.1.1 Strategy: Support the Consolidation and Expansion of the Metal, Energy and Construction Sectors

Six key deliverables were identified to ensure successful implementation of the strategy to support the consolidation and expansion of the metal, energy and construction sectors.



KEY DELIVERABLES	PROGRESS
<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; 	<ul style="list-style-type: none"> Discussions held with GEDA to partner in respect of steel industry. Workshop held to set up a steel Forum; and GEDA tender awarded to develop a Sector Strategy.
<ul style="list-style-type: none"> 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); 	<ul style="list-style-type: none"> Tender on the study on binding constraint issued and awarded.
<ul style="list-style-type: none"> Establish a steel industry forum to ensure partnership in the growth of this sector; 	<ul style="list-style-type: none"> Strategy in respect of steel industry may need to be evaluated in light of changing economic conditions. We may need to consider 'social plan' measures as well as promoting new investment; and The steel industry forum not yet established.
<ul style="list-style-type: none"> Conclude the development of an incentive policy and implement incentives together with local municipalities to attract and retain industries 	<ul style="list-style-type: none"> The Incentive Policy developed and currently being decentralised to Locals.
<ul style="list-style-type: none"> Explore and if feasible initiate and support the establishment of an industrial development zone; and 	<ul style="list-style-type: none"> The process of establishment of an Industrial Development Zone in the manufacturing based industries to support light steel industry is in process.
<ul style="list-style-type: none"> Implement incentives together with local municipalities to attract and retain industries; 	<ul style="list-style-type: none"> No significant progress reported.

6.1.1.2 S

Strategy: Promote and Develop Tourism and Leisure Sectors

Six key deliverables were identified to ensure successful implementation of the strategy to promote and develop tourism and leisure sectors.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Implement tourism and directional signage including identified tourism routes; 	<ul style="list-style-type: none"> Tourism signage plan handed over to the department of Infrastructure for implementation. Handed over to Infrastructure for Implementation; 45 Signs Erected for Individual Product owners (15 Establishments) in conjunction with GTA;
<ul style="list-style-type: none"> Revive tourism associations in Midvaal and Lesedi; 	<ul style="list-style-type: none"> TORS developed for Implementation of the Gauteng Institutional Framework. Advertisement in Newspaper; Compulsory briefing session held, 3 Tenders Received; Technical Evaluation completed. Bid Evaluation. Bid Adjudication; Interim arrangement: Joint meetings with Emfuleni Tourism Association; Coordinator : Institutional and Special projects appointed; Meeting with Emfuleni, Infrastructure Development, Sedibeng Tourism and Environment to align plans



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Grow water related tourism products together with private sector and other spheres of government; 	<p>(Riverfront Development Plan and Precinct plans);</p> <ul style="list-style-type: none"> Intention by Blue IQ established to engage with SDM on water related projects; Regular Meetings with Product Owners and stakeholders; Successful Stakeholder briefing session on Vaal 21 held at Riviera Hotel; Water Related Products have been identified along the river at Arboretum Guest Farm, Goose Bay Canyon Conference Centre and Karma Game Ranch; Tourism opportunities communicated to interested product owners and emerging tourism entrepreneurs; and Tourism opportunities linked to the Civic Precinct identified and communicated to Tourism workgroup and Forum.
<ul style="list-style-type: none"> Implement a tourism marketing plan linked to the Vaal 21 initiative and brand; 	<ul style="list-style-type: none"> Visited Protea, Riviera, Riverside and Emerald and also to assist and familiarize with facilities and communicate 2010 strategy and opportunities; 85% of accommodation establishments identified and catalogued; List of accommodation to be graded submitted to GTA and grading Council; and Connectivity Forum Established and Tourism needs identified
<ul style="list-style-type: none"> Promote business tourism in the area including through a proposed business exhibition centre linked to the civic precinct; and 	<ul style="list-style-type: none"> Facilitated meetings with MATCH, GEP, TEP and Grading Council with product owners; Audit of Establishments completed and submitted to MATCH; Coordinate and facilitate training programmes e.g. SA host, hospitality, legality in partnership with DEAT, DOL, GEP, TEP; Attend and exhibit at Durban International Indaba Advertised in Local Newspapers, In-flight magazines and Tourism Publications; Advert in Vaal Meander; Promotional Video completed and distributed; Articles submitted to GTA for publishing in GO Gauteng; Information collated for tourism website;
<ul style="list-style-type: none"> Implement the specific tourism and accommodation plan for 2010 in partnership with the private sector 	<ul style="list-style-type: none"> Awaiting Marketing Strategy to be compiled to promote 2010 offering;

6.1.1.3 Strategy: Promote and Develop the Agriculture Sector

Three key deliverables were identified to ensure successful implementation of the strategy to promote and develop the agriculture sector.



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Identify suitable land and crops for value adding agricultural activities and agricultural hubs. Implement in partnership with Rand Water and local municipalities and with expertise from ARC, GDACE and DoA; 	<ul style="list-style-type: none"> Meetings held with a number of stakeholders during site visits; Capacity to render assistance identified as a challenge; Facilitated farmers empowerment programme to assist Midvaal farmers facing farms auctions due to outstanding rates and taxes; Contribution to LRAD and PLAS beneficiaries; Technical support and advice given to farmers on access to LRAD and PLAS; Farmers who want to access LRAD and PLAS grants visit the office regularly for technical support and advice; Mediated in dispute between Lemohang Tlala Co-op; Ward Cllr; Sedibeng Training Centre and the absconding chairperson, continuously meeting with stakeholders; Facilitated the launch of Provincial YARD and assisted in the election process of the Sedibeng YARD Steering Committee on 16/09/2008 Plenary meeting with Emfuleni LED to establish APEX Body for regional cooperatives as a follow up on DTI National Conference; Consulting individual structures to discuss the possibility of establishing a regional structure; and Consultative meeting with Conservancy in Midvaal;
<ul style="list-style-type: none"> Continue support to Lesedi agricultural cooperative projects; and 	<ul style="list-style-type: none"> Meeting with Lesedi Organised Farmers.
<ul style="list-style-type: none"> Support the process of land restitution and promotion of BBBEE amongst black farmers including thorough auditing process of land sales. 	<ul style="list-style-type: none"> Meeting with Ulsano and Tseleng Co-operatives; Facilitated the involvement of Midvaal LED in the Homestead Food Garden roll out programme; Assisted farmer in Evaton West (Mr Pooe) with technical assistance on project management; Weed Buster Week event at Saul Tsotetsi for learners addressed by MEC for Environment; Coordinated training of 100 farmers on AgriBEE; Discussion held on the establishment of the Regional Agric Forum; DOL Training for farmers in Midvaal; MC/MMC meeting to enhance cooperative governance and service delivery; Launched Labour Force Survey; and Launched Ilima-Letsema campaign (world food day) at Tshwaraganang Primary School in Sharpeville by MEC for Agriculture.



6.1.1.4 Strategy: Promote Opportunities for Increased Inclusivity in the Economy

Seven key deliverables were identified to realise the successful implementation of the strategy to promote opportunities for increased inclusivity in the economy.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Update the SMME database for the region; 	<ul style="list-style-type: none"> Current database updated with Supply Chain Units and people attended BBBEE Summit.
<ul style="list-style-type: none"> Assist with the funding for cooperatives and other emerging small business formations; 	<ul style="list-style-type: none"> Continuously assisted by facilitating funding through relevant funding agencies.
<ul style="list-style-type: none"> 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); 	<ul style="list-style-type: none"> A number of programs for SMMEs in Agriculture and Tourism are in place.
<ul style="list-style-type: none"> Implement the outcomes of a BBBEE Summit held on 1 April 2008; 	<ul style="list-style-type: none"> BBBEE steering committee has been set up.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> No progress on establishment of local business forums. This has been promised a number of times publicly and action is now urgent.
<ul style="list-style-type: none"> Conclude on the future of Sedichem (either via a turnaround strategy or through a migration to GEP) as a part of SMME support; and 	<ul style="list-style-type: none"> Sedichem functions have been absorbed into GEP and staff terminated. SDM managing remainder of fund and in discussions with SASOL, VUT and Arcelor Mittal re alternative use for Sedichem premises. Progress in this area has been slow in first six months. Should improve with appointment of new managers.
<ul style="list-style-type: none"> Ensure that the SDM supply chain policies, procedures and practices facilitate procurement to SMMEs and BBBEE. 	<ul style="list-style-type: none"> The SDM Supply Chain Policy was amended to: <ul style="list-style-type: none"> Accommodate Cooperatives; and Ensure 30% bias to local cooperatives, contractors and corporates if the tender is awarded to a non-local entity

6.1.1.5 Strategy: Ensure Integrated Economic Development and Investment Through the Vaal 21 Initiative

One key deliverable was identified to realise the successful implementation of the strategy to ensure integrated economic development and investment through the Vaal 21 initiative.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Review Second Generation GDS and IDP to integrate and align with the Vaal 21 initiative. 	<ul style="list-style-type: none"> No significant progress reported.



6.1.1.6 Strategy: Consolidate, Review and Monitor the Sedibeng Growth and Development Strategy (SGDS)

Four key deliverables were identified to realise the successful implementation of the strategy to consolidate, review and monitor the SGDS.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Complete the second Generation GDS and identify projects aligned to Vaal 21 projects; 	No significant progress reported.
<ul style="list-style-type: none"> Market and promote the SGDS with stakeholders, communities and investors locally, nationally and globally; 	No significant progress reported.
<ul style="list-style-type: none"> 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 	No significant progress reported.
<ul style="list-style-type: none"> Monitor and periodically review progress on the implementation of the SGDS. 	No significant progress reported.

6.1.2 Renewing our Communities

There are three strategies identified to guide development and implementation of key deliverables to **renewing our communities** in the Sedibeng region through provision of basic services, regeneration and property development to improve the quality of living for all.

6.1.2.1 Strategy: Ensure Integrated Spatial Development Planning and Promote Good Land Use Management

Five key deliverables were identified to realise the successful implementation of the strategy to ensure integrated spatial development planning and promote good land use management.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ensure updating and implementation of a Spatial Development Framework for the Region in such a way that it guides and direct long-term development and inform Master Plans for services; 	<ul style="list-style-type: none"> Updating on track; and In line with the annual IDP review. The IDP tender includes the review of the District wide SDF review (inclusive of Emfuleni LM, Midvaal LM, and Lesedi LM).
<ul style="list-style-type: none"> Ensure that the urban edge proposals are accepted by GPG and included in future land use planning; 	<ul style="list-style-type: none"> Parts of urban edge approved. Some under review; Delineation of the Edge based on certain criteria (a plan indicating the proposed delineation); Criteria for land uses to be permitted outside the Urban Edge; Measures for implementing and managing the



KEY DELIVERABLES	PROGRESS
	Urban Edge, namely: <ul style="list-style-type: none"> ▪ Statutory mechanisms to implement the Urban Edge; ▪ Procedures and criteria for managing the Urban Edge; and ▪ Implementation and methodology.
<ul style="list-style-type: none"> • 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; 	<ul style="list-style-type: none"> • Developed a fully-fledged GIS for Emfuleni and finalizing the implementation in Lesedi LM; • Midvaal LM GIS will be implemented in this financial year; and • MLM has a functional GIS which is not integrated yet.
<ul style="list-style-type: none"> • Conduct workshops with all stakeholders on Land Use Management in conjunction with locals; and 	<ul style="list-style-type: none"> • Several working group sessions were held between Provincial Government and Locals (including the Districts); • Spatial Working Group and the Land Use Working group are currently revising the Regulations in line with the Gauteng Planning and Development Bill and municipalities are required to make and inputs in this regard; • The accessible means of recording land use; • Registered rights to property; • Established the broad norms and guidelines for land use planning; • Effectively managed public land and develop a responsive client friendly land administration service; • Land use management guidelines finalized and ELM being assisted with new consolidated zoning scheme; and • Proposed time lines for the adoption of new Land Use Schemes are as follows: <ul style="list-style-type: none"> ▪ Upon gazetting , Municipalities will have 18 months to prepare their Land Use Schemes; ▪ Submit to the MEC and MEC has 90 days to assess compliance with the Norms and Standards; ▪ Submission of the revised to the MEC to be published as Interim Land Use Schemes for comments; ▪ Two years to do their verification of land uses and migrating to the new schemes; and ▪ Submission of the revised to the MEC to be published as Interim Land Use Schemes for comments. • Further 90 days for amendment and alteration and gazetting as Land Use Schemes.



6.1.2.2 Strategy: Promote Residential Development and Urban Renewal

Six key deliverables were identified to realise the successful implementation of the strategy to promote residential development and urban renewal.

KEY DELIVERABLES	PROGRESS
<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 such as Mamello, River Glen, etc; 	<ul style="list-style-type: none"> • A workshop was held and First Draft was developed; • Housing Co-ordination Forum has been established; • Workshop was held for Ward Councillors on Roll out campaign to communicate objectives of the Shack down programme to communities that are affected; and • Roll-out plan with Local Municipalities have been developed.
<ul style="list-style-type: none"> • Facilitate the Evaton Regeneration Programme and implementation of projects together with Emfuleni and the Gauteng Department of Housing; 	<ul style="list-style-type: none"> • Progress report on Evaton Renewal Programme progress report has served on the Section 80; • Proposal has been made for ERP to be incorporated into the entire Sedibeng Precinct; and • Appointed Evaton Coordinator.
<ul style="list-style-type: none"> • Facilitate the Top 20 Townships Programme especially with regards to spatial planning, infrastructure development and housing; 	<ul style="list-style-type: none"> • Five townships including Gauteng's top twenty prioritized projects; • In addition to Sharpeville precincts development, it has been approved by SDM and its local municipalities that other townships be included, e.g. <ul style="list-style-type: none"> ▪ Sharpeville; ▪ Sebokeng; ▪ Boipatong – pilot in progress; ▪ Bophelong; and ▪ Ratanda. • SDM regularly attend to 20PTP coordinators forum.
<ul style="list-style-type: none"> • Facilitate the implementation of Shack Down Programme together with the Gauteng Department of Housing and the local municipalities; 	<ul style="list-style-type: none"> • Technical advisors to develop business plan for Sebokeng, Boipatong, Bophelong, Lakeside/Doornkuil, Sicelo, Ratanda, Mamello, Impumelelo, Jameson Park, Kwanzenzele been appointed.
<ul style="list-style-type: none"> • 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; and ▪ A local development plan for the area in the surrounds of the Fresh Produce Market. 	<ul style="list-style-type: none"> • Good progress on detailed project planning for Sharpeville precincts and Dickenson Park done including: <ul style="list-style-type: none"> ▪ Detailed design framework/master plan for Dickenson Park; and ▪ Heritage overview and mapping of heritage sites in Sharpeville and Vereeniging. • Property survey of Vereeniging CBD; • Discussion with Gauteng Fund in respect of Waterfront Business Park; and • Commitment from SRAC on supporting SDM with R1.3 million for satellite art and craft hub has been offered. The report to request approval will be



KEY DELIVERABLES	PROGRESS
	done through appropriate council channels.
<ul style="list-style-type: none"> A local development plan for the Doornkuil area in Walkerville. 	<ul style="list-style-type: none"> Council resolution approved on funds and appointed project.

6.1.2.3 Strategy: Plan for Effective, Efficient and Sustainable Infrastructure for Water and Sanitation Services, and Provision of Electricity

Five key deliverables were identified to realise the successful implementation of the strategy to plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity.

KEY DELIVERABLES	PROGRESS
<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; 	<ul style="list-style-type: none"> SDM is continuing to play a strategic planning and regional coordination role at the levels of the Political, Technical, and Project Steering Committees. To date: <ul style="list-style-type: none"> The sewer plant site has been identified and approved for further technical studies, e.g. geotechnical engineering; The MSA Section 78(1) decision has been taken, i.e. assessment of direct/indirect costs and benefits, capacity, re-organisation, impact on development, and views of organised labour has been established; and The decision to establish and appoint the Project Management Office has been taken and the company appointed.
<ul style="list-style-type: none"> Support the development of master plans for bulk services in conjunction with locals to plan for future demand for water, sewer, roads, storm water and electricity and consolidate into an integrated regional plan; 	<ul style="list-style-type: none"> Draft Terms of Reference for the development of master plans for water and sanitation has been developed for consultation with the Local Municipalities
<ul style="list-style-type: none"> Bring together the different authorities to improve the management of the Vaal River system; 	<ul style="list-style-type: none"> Meetings are convened on a quarterly basis or as when the need arise.
<ul style="list-style-type: none"> Ensure improved sanitation in worst affected areas and eradication of bucket system within national target timeframes; and 	<ul style="list-style-type: none"> The monitoring of improved sanitation is monitored at the IGR: Basic Service Coordination Meeting. Poor sanitation goes hand-in-hand with informal settlements.
<ul style="list-style-type: none"> Ensure regional coordination and liaison in respect of basic services through inter-governmental relation forum. 	<ul style="list-style-type: none"> Meetings are convened on a quarterly basis or when there is a need.



6.1.3 Reviving a Sustainable Environment

There are four strategies identified to guide development and implementation of key deliverables to **reviving a sustainable environment** in the Sedibeng region through increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city.

6.1.3.1 Strategy: Ensure the Minimisation of Waste and the Maximize Recycling of Waste

Six key deliverables were identified to realise the successful implementation of the strategy to ensure the minimisation of waste and maximize recycling of waste.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Update our Integrated Waste Management Plan (IWMP) and develop a Waste Information System; 	<ul style="list-style-type: none"> Waste Management IGR to be initiated in April 2009. Development of the Terms of Reference (ToR) to review the IWMP will consider the new waste legislation.
<ul style="list-style-type: none"> Implement the Industrial Waste Exchange Programme (IWEX) together with the locals municipalities 	<ul style="list-style-type: none"> The ToR for the development of the IWEX has been agreed with the LMs, and has entered the procurement cycle.
<ul style="list-style-type: none"> Facilitate waste recycling with the locals municipalities; 	<ul style="list-style-type: none"> No significant progress regarding waste recycling.
<ul style="list-style-type: none"> Facilitate tyre recycling and re-use activities in the Sedibeng Region; 	<ul style="list-style-type: none"> No significant progress regarding tyre recycling.
<ul style="list-style-type: none"> Ensure that landfill space in the region are permitted and managed effectively and that recycling is prioritized above the development of new landfills; and 	<ul style="list-style-type: none"> The development of the support programme regarding permitting of landfill space will be discussed at the Waste Management IGR.
<ul style="list-style-type: none"> Ensure the development and implementation of a waste recycling strategy. 	<ul style="list-style-type: none"> No significant progress regarding development of the waste recycling strategy.

6.1.3.2 Strategy: Create a Healthy Environment through Effective Environmental Health Management

Ten key deliverables were identified to realise the successful implementation of the strategy to create a healthy environment through effective environmental health management.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ensure the delivery of effective and sustainable municipal health services; 	<ul style="list-style-type: none"> The report on the renewal of the SLA (09/10) for rendering of MHS by LMs has been approved by Council.
<ul style="list-style-type: none"> Ensure compliance to and the effective implementation of the SLA through good inter-governmental relations; 	<ul style="list-style-type: none"> The LMs are submitting their compliance reports on time as per the requirements of the SLA.
<ul style="list-style-type: none"> Improve air quality in residential areas through the implementation of DEAT's "Clean Fires" Programme in the Sedibeng Region; 	<ul style="list-style-type: none"> Successfully launched the Clean Fires Campaign in July 2008. Supporting the local BnM campaigns via business plan development for funding; and More than 300 community members and officials



KEY DELIVERABLES	PROGRESS
	from the Sedibeng Region, City of J'oburg, Fezile Dabi DM and Ekurhuleni Metro were trained on the basic principles of Basa Njengo Magogo. The BNM Methodology will be rolled out further at local municipality level.
<ul style="list-style-type: none"> Ensure the development and adoption of MHS bylaws; 	<ul style="list-style-type: none"> The GDACE has appointed a service provider to rationalise the MHS bylaws in Gauteng. Midvaal has developed MHS bylaws which are Midvaal specific. SDM is in the process of exposing the Midvaal Bylaws to stakeholder consultation with the intention to regionalise the bylaws
<ul style="list-style-type: none"> Ensure the development and adoption of the MHS Strategy; 	<ul style="list-style-type: none"> The tender for the development of the MHS Strategy has been awarded in April 2009.
<ul style="list-style-type: none"> Ensure the effective implementation of the Vaal Priority Area Air Quality Management Plan; 	<ul style="list-style-type: none"> SDM intends adopting the Vaal Priority Area Air Quality Management Plan as the Sedibeng DM Air Quality Management Plan, thereby ensuring the effective implementation of the plan. The Manager: Air Quality Management is representing the SDM at the Air Quality Officers Forum, and at the Multi-stakeholder reference group charged with the development of the Vaal Air Quality Plan; and The Vaal Airshed Air Quality Plan has been completed and in the process of been promulgated.
<ul style="list-style-type: none"> Support the development of the Highveld Priority Area Air Quality Management Plans; 	<ul style="list-style-type: none"> SDM is participating in the steering committee charged by DEAT to develop the Highveld Air Quality Management Plan.
<ul style="list-style-type: none"> Establish an effective Air Quality Licensing Authority in terms of the National Environment Management: Air Quality Act; 	<ul style="list-style-type: none"> Tender for the Air Quality Licensing Authority Study has been awarded in July 2008.
<ul style="list-style-type: none"> Develop and start implementation of an Energy Strategy for the Sedibeng region (including approaches to Energy Efficiency); and 	<ul style="list-style-type: none"> Identified intervention projects are at various stages of development, namely: undertaking of energy audits, identification of key road intersections for conversion to solar PV, identification of pilot sites for installation of energy efficient LED street lighting.
<ul style="list-style-type: none"> Ensure the development and establishment of an appropriate MHS system through good inter-governmental relations. 	<ul style="list-style-type: none"> The IGR: MHS has been established and is running smoothly.

6.1.3.3 Strategy: Build Partnerships to Ensure Integrated Environmental Awareness, Planning and Management

Seven key deliverables were identified to realise the successful implementation of the strategy to build partnerships to ensure integrated environmental awareness, planning and management.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Develop an updated database on environmental 	<ul style="list-style-type: none"> Status quo document tabled at the PSC in respect



KEY DELIVERABLES	PROGRESS
policy and legislative requirements of local government;	of EMF for SDM. EMF for LLM is being implemented and MLM is in final stages of being approved by their Council.
<ul style="list-style-type: none"> Continue to develop the Environmental Management Framework (EMF) and Plan for the region in partnership with GDACE, DEAT that will facilitate the speedy processing of EIA applications; 	<ul style="list-style-type: none"> The EMF process has been suspended by DEAT due to challenges with the Consultant.
<ul style="list-style-type: none"> Ensure effective implementation of the Environmental Action Plan (i.e. EPoA) through effective management and oversight; 	<ul style="list-style-type: none"> Work is beginning on second generation EPoA. However, there is not fast enough progress on the first EPoA.
<ul style="list-style-type: none"> Facilitate a cleaner production support programme for industry in Sedibeng to assist the private sector in implementing environmental best practice; 	<ul style="list-style-type: none"> There are discussions with the NGOs to identify projects with a potential to be driven by communities. The industrial outreach (visit) program has been developed
<ul style="list-style-type: none"> Ensure proper environmental planning and compliance through good inter-governmental relations; 	<ul style="list-style-type: none"> The IGR: Environmental Planning and Coordination has been established.
<ul style="list-style-type: none"> Run awareness programmes particularly around key events and days; and 	<ul style="list-style-type: none"> Participating in the National and Provincial awareness programs and events.
<ul style="list-style-type: none"> Ensure the development and implementation of an outreach strategy. 	<ul style="list-style-type: none"> No significant progress regarding the development of the outreach strategy.

6.1.3.4 Strategy: Promote Conservation of Environmental Resources and Biodiversity

Five key deliverables were identified to realise the successful implementation of the strategy to promote conservation of environmental resources and biodiversity.

KEY DELIVERABLES	PROGRESS
<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; 	<ul style="list-style-type: none"> No significant progress reported.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> Some meetings held regarding wetlands and biosphere conservation.
<ul style="list-style-type: none"> Facilitate key national/provincial environmental programmes/events; 	<ul style="list-style-type: none"> An annual environmental calendar has been drafted. National and Provincial events in the region are supported. Participating in the National and Provincial awareness programs and events.
<ul style="list-style-type: none"> Facilitate greening projects, Working for Wetlands, Working for Water and other EPWP projects in the area of conservation; and 	<ul style="list-style-type: none"> These are ongoing programmes in partnership with MLM, CoJ, GDACE, and DWAF.
<ul style="list-style-type: none"> Facilitate the development of a bio-sphere conservation area in and around Suikerbosrand. 	<ul style="list-style-type: none"> The Suikerbosrand Biosphere and the Sharpeville dam have been identified as areas with conservation potential by GDACE and have been included in the Provincial Conservation Plan as



KEY DELIVERABLES	PROGRESS
	either areas of high value or irreplaceable areas.



6.1.4 Reintegrating our Region

There are five strategies identified to guide development and implementation of key deliverables to **reintegrating our region** with the rest of Gauteng, South and Southern Africa through improving connectivity and transport links.

6.1.4.1 Strategy: Plan and Provide for Effective, Efficient and Sustainable Road Infrastructure

Four key deliverables were identified to realise the successful implementation of the strategy to plan and provide for effective, efficient and sustainable road infrastructure.

KEY DELIVERABLES	PROGRESS
<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; 	<ul style="list-style-type: none"> • Development of Road Master plan for ELM and MLM is 80% complete and accommodates public development (2010 precincts) and private development (e.g. Doornkuil); and • The SDM Section 80, the SDM Roads Managers, the LMs Roads Managers undertook a site visit in March 2009 to CSIR and Atteridgeville for the inspection of the use of Ultra Thin Reinforced Concrete design method for road construction.
<ul style="list-style-type: none"> • Work with provincial government and the local municipalities to ensure that outdated signs are removed, new signs including tourism signage are installed and maintained for all tourist attractions in our region; • 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; and 	<ul style="list-style-type: none"> • The tender for the Road Signage has been awarded in February 2009. The SDM Tourism division, the LMs, the DPTRW, and the Gauteng Tourism Authority are participating fully in the project implementation; and • The tender for the Road Signage has been awarded in February 2009. The SDM Tourism division, the LMs, the DPTRW, and the Gauteng Tourism Authority are participating fully in the project implementation.
<ul style="list-style-type: none"> • Ensure regional coordination and liaison in respect of road master planning through inter-governmental relation forum; 	<ul style="list-style-type: none"> • The IGR: Roads Management has been established and is fully functional.
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Constructed and completed 5 roads on the 20 PTP. Finalising final payment and technical problems, viz budget shortfall, construction time overruns, road damage following natural localised flooding. Secured additional funding for Ring Road and SANRAL Road. DPTRW have discontinued funding of the Siyakha programme.

6.1.4.2 Strategy: Plan and Develop Accessible, Safe and Affordable Public Transport Systems and Facilities

Six key deliverables were identified to realise the successful implementation of the strategy to plan and develop accessible, safe and affordable public transport systems and facilities.



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Develop a new Sedibeng Integrated Transport Plan (ITP) which should include sections on public transport, road and rail infrastructure freight, waterways and the appropriate role of our local airports, and logistics hub; 	<ul style="list-style-type: none"> ITP tender awarded and process plan in place to ensure delivery of ITP by mid 2009. Well attended workshops were held with transport stakeholders. Field work currently being conducted.
<ul style="list-style-type: none"> Ensure the development of a proper transport planning methodology through good inter-governmental relations; 	<ul style="list-style-type: none"> Established the transport planning IGR, where the ITP PSC has been integrated into.
<ul style="list-style-type: none"> Work with the SARCC/Metrarail on the upgrading of rail infrastructure; 	<ul style="list-style-type: none"> SARCC committed to upgrade Vereeniging Station.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> The ITP will provide the basis for the 2010 Transport Plans. When public fan parks have been identified, our plans will relate to them. The Provincial Strategy on the Confederation Cup will be used as the base for developing our strategy for 2010.
<ul style="list-style-type: none"> Develop and implement a turnaround 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; and 	<ul style="list-style-type: none"> Short-term measures being put in place to improve taxi rank management. No progress on turnaround strategy.
<ul style="list-style-type: none"> Identification of key intermodal facilities for upgrading and development as precincts/economic hubs including bus stops, Taxido Junction, Bophelong Rank and Mpumelelo Rank. 	<ul style="list-style-type: none"> No significant progress reported.

6.1.4.3 Strategy: Promote Efficient Movement of Freight

Four key deliverables were identified to realise the successful implementation of the strategy to promote efficient movement of freight.

KEY DELIVERABLES	PROGRESS
<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; 	<ul style="list-style-type: none"> No progress on freight. Awaiting finalisation of provincial study
<ul style="list-style-type: none"> Implement turnaround strategy proposals for Vereeniging and Heidelberg Airports; 	<ul style="list-style-type: none"> The projects for the turnaround strategy for the Vereeniging and Heidelberg airports are unfolding.
<ul style="list-style-type: none"> Work with Spoornet to increase the use of rail for the movement of freight; and 	<ul style="list-style-type: none"> No progress on freight. Awaiting finalisation of provincial study
<ul style="list-style-type: none"> Work with various stakeholders to ensure the safety of freight, pedestrians and private cars along the R59 industrial corridor. 	<ul style="list-style-type: none"> The Transport Division has been part of the Provincial Community Safety and Liaison in promoting safe crossing of people along the R59.



6.1.4.4 Strategy: Render an Efficient and Corruption Free Vehicle Registration and Licensing Service

Seven key deliverables were identified to realise the successful implementation of the strategy to render an efficient and corruption free vehicle registration and licensing service.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Improve the best practice model so that clients are better served and staff are more productive; 	<ul style="list-style-type: none"> Quality control conducted on an ad hoc basis; and Receiving public complaints, continuously, about the Meyerton LSC state of service. Currently, there is no intervention strategy in place.
<ul style="list-style-type: none"> Undertake a change management process and increase training and capacity building to improve the staff morale, capacity and productivity; 	<ul style="list-style-type: none"> Ongoing license services specific (technical) training; Training in Batho Pele; Currently, there is no strategy and approach on non-technical training particularly for senior management; Established a liaison and an engagement forum between License Management and the Unions Leadership; and Developed and implemented an action plan following the outcome of LSC teambuilding and restructuring workshops.
<ul style="list-style-type: none"> Install measures such as CCTV cameras to improve monitoring of staff and clients in all sections of the four License Service Centres; 	<ul style="list-style-type: none"> No significant progress reported.
<ul style="list-style-type: none"> Construct of a learner license examination hall and office accommodation at the Vereeniging License Service Centre; 	<ul style="list-style-type: none"> No significant progress reported.
<ul style="list-style-type: none"> Build undercover waiting areas for clients at all License Service Centres; 	<ul style="list-style-type: none"> No significant progress reported.
<ul style="list-style-type: none"> Support the establishment of a License Service Centre offering all the services in the northern area of Sedibeng; and 	<ul style="list-style-type: none"> Discussions held with the DPTRW regarding a possible new Licensing Service Centre as part of a motor city servicing vehicle owners and drivers including the taxi industry.
<ul style="list-style-type: none"> Ensure compliance to and the effective implementation of the SLA through good inter-governmental relations. 	<ul style="list-style-type: none"> eNatis operating at acceptable level. Minimal cash shortage recorded during period under review; and Six staff members at Vanderbijlpark LSC arrested for alleged corruption in December 2008. Working with DPTRW to take the necessary action.

6.1.4.5 Strategy: Improve ICT Connectivity in Sedibeng

Three key deliverables were identified to realise the successful implementation of the strategy to improve ICT connectivity in Sedibeng.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Develop an ICT connectivity master plan drawing on experiences of other cities in South Africa and elsewhere; 	<ul style="list-style-type: none"> Connectivity forum has been established within the Sedibeng District and its Locals linking it with the Gauteng Province (Delinked).
<ul style="list-style-type: none"> Review the implementation of CCTV cameras in 	<ul style="list-style-type: none"> No significant progress reported.



KEY DELIVERABLES	PROGRESS
Emfuleni to establish how it improve the service, leverage the provision of other services from the fiber optic cable already installed; and	
<ul style="list-style-type: none"> Explore providing a centralised call centre service for all municipal services. 	<ul style="list-style-type: none"> No significant progress reported.

6.1.5 Releasing Human Potential

There are seven strategies identified to guide development and implementation of key deliverables to **releasing human potential** in the Sedibeng region through accelerated investment in people and increased focus on the development of social capital.

6.1.5.1 Strategy: Nurture the Development of People's Potential through Sport, Recreation, Arts and Culture

Twelve key deliverables were identified to realise the successful implementation of the strategy to nurture the development of people's potential through sport, recreation, arts and culture.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Facilitate the establishment of District Sport Councils in identified sporting codes; 	<ul style="list-style-type: none"> Sport summit held in November 2008 to take forward proposals for formalisation of local Sport Councils. The report to Council was approved; and Regional Sports Council established; Fully participating in the Provincial Sports Committee activities represented by the Regional Sports Council's Chairperson.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Soccer Academy proposal aligned with the Sharpeville Precinct Development Programme was approved by Council and will be taken forward as part of George Thabe precinct proposal.
<ul style="list-style-type: none"> Establish and support a Regional Colours Programme as part of Mass Participation Programme for all communities in SDM; 	<ul style="list-style-type: none"> Sport tournaments and games as part of the Mass Participation Programme took place during Women's month and Transport Month; Aaron Mokoena Foundation as a partner with the Sports Academy to be launched; and Mass participation programme implemented through Multi – coded Hubs.
<ul style="list-style-type: none"> Develop a comprehensive water based sports program in partnership with the private sector, province and the local municipalities; 	<ul style="list-style-type: none"> Regional Sports Council identified a priority program to establish partnership with Provincial and private sector; Formula 1 Grand Prix Boat Race hosted in partnership with Formula 1 Boat Racing Association.
<ul style="list-style-type: none"> Implement a plan to nurture development and 	<ul style="list-style-type: none"> Plans to host U - 20 National Football Tournament



KEY DELIVERABLES	PROGRESS
interest in soccer in the run up to 2010 FIFA Soccer World Cup Plan, including a possible soccer academy hosting 2010 Soccer Teams and a dedicated school programme in partnership with GPG GDE;	are underway. Facilitating to host Confederation Cup Games in Civic Precinct Public Viewing Site; <ul style="list-style-type: none"> U – 17 tournaments hosted on 28th February as a build up toward 2010 FIFA World Cup Tournaments.
<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; 	<ul style="list-style-type: none"> Arts to the People implemented in line with commemorative days and special events; School of Arts framework aligned with Civic Precinct Development approved by MAYCO.
<ul style="list-style-type: none"> Implement a programme to support artists and crafters including support to ensure sustainability, identifying events and sites for markets and upgrading certain identified sites; 	<ul style="list-style-type: none"> Project Plan for SDM Regional Hub to be approved by Council and aligned with Precinct Development Project. Currently located in the old Sharpeville Police Station MOU and MOA have been signed and R1.3m funding is available.
<ul style="list-style-type: none"> Develop and implement a turnaround strategy for Vereeniging and Maphatlalatsane Theatres; 	<ul style="list-style-type: none"> Upgrading of Theatres done by Facility Management e.g. toilet facilities, lighting and purchase of new foyer furniture. Further development will be aligned with the Civic and Sharpeville Precinct Development Project
<ul style="list-style-type: none"> Develop a set of annual identified events and programmes e.g. choral festival, soccer festivals; 	<ul style="list-style-type: none"> Women’s Month supported by art and culture events.
<ul style="list-style-type: none"> The above series of events should culminate in an annual Human Rights Festival for March of each year; 	<ul style="list-style-type: none"> Vaal River Carnival supported by art and culture events including local festivals in Lesedi and Emfuleni and bringing of Cinderella and Umoja to Vaal.
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Human Rights Festival for 2009 was held; and Awaiting Provincial commitment before conducting planning for the Human Rights Festival for 2010.
<ul style="list-style-type: none"> Begin to plan for a multi cultural and focused 2010 Festival to happen during the 2010 FIFA Soccer World Cup. 	<ul style="list-style-type: none"> A Draft plan is included in this IDP refer to 2010 FIFA World Cup Offerings.

6.1.5.2 Strategy: Promote and Develop the Heritage of our Region

Six key deliverables were identified to realise the successful implementation of the strategy to promote and develop the heritage of our region.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Develop a comprehensive heritage strategy aligned to the 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 	<ul style="list-style-type: none"> Held Charlotte Maxheke commemoration in Evaton during Heritage Month; Database of Sharpeville survivors and victims compiled; Information on Boipatong, Ratanda bus massacre and Sebokeng still being collected; A discussion planned with the Catholic Church in respect of upgrading of Roman Catholic Church



KEY DELIVERABLES	PROGRESS
Catholic Church in Small Farms;	in Evaton; and <ul style="list-style-type: none"> Mostly, school based drama competition held.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> Workshop on Geographical Names held; Midvaal has set up Geographic Name Change Local Committee; and Lesedi and Emfuleni in the process of finalising Name Change Local Committees.
<ul style="list-style-type: none"> Arrange a programme of appreciation for veterans and survivors in SDM region; 	<ul style="list-style-type: none"> Boipatong Journey of Appreciation to Namibia and Angola postponed from December due to difficulties in getting passports and visas in time.
<ul style="list-style-type: none"> 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; 	<ul style="list-style-type: none"> Development aligned with Sharpeville Precinct Development Project. Follow-up will be done with Gauteng Province regarding the Boipatong Renewal programme.
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Development for Vaal Teknorama and Sharpeville Museum are in progress as part of the Sharpeville Precinct Development Project; and In process of negotiating with Johannesburg Metro to open the Heidelberg Museum as a satellite of the James Hall Transport Museum.
<ul style="list-style-type: none"> Develop and implement a marketing strategy to increase the number of local residents, school students and tourists visiting our heritage sites and museums 	<ul style="list-style-type: none"> Will be included in the 2010 Marketing Strategy of SDM and the Precinct Development Heritage and Tourism Strategy / Programme. A meeting was proposed for Service Providers to agree on the approach.

6.1.5.3 Strategy: Promote a Safe and Secure Environment

Nine key deliverables were identified to realise the successful implementation of the strategy to promote a safe and secure environment.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Support and facilitate provincial victim empowerment centres through measuring impact and monitoring progress; 	<ul style="list-style-type: none"> Audit has been conducted at 11 VEC. Regional Victim Empowerment Centre was officially opened on the 8 December 2008 at Itsose Primary School in Sharpeville. 35 Volunteers trained.
<ul style="list-style-type: none"> Co-ordinate and monitor social crime prevention programmes including community awareness and school based programmes; 	<ul style="list-style-type: none"> 60 Volunteers trained in Trauma Counselling (35 by Province and 25 by the District.
<ul style="list-style-type: none"> Support and co-ordinate of volunteers to improve visible policing and enhance crime prevention; 	<ul style="list-style-type: none"> Regular Community safety Forum meetings have been held. To date 10 meetings and workshops have been held which include Safety Forum, 2010 Safety and Security Forum and Crime Prevention meetings; Women and Child Safety Audit training was conducted during the period 26 – 28 July 2008 in Bophelong and Evaton areas and 25 volunteers were trained; Hlayiseka Schools Safety Training was conducted



KEY DELIVERABLES	PROGRESS
	<p>with the Education Department and Provincial Community Safety department</p> <ul style="list-style-type: none"> • 1200 Community Patrollers are deployed at Police Stations within the District. 5 CPFs and Youth Crime Prevention Desks induction workshops were conducted within the district; and • 8 CPFs and Youth Crime Prevention Desks induction workshops were conducted within the district.
<ul style="list-style-type: none"> • 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; 	<ul style="list-style-type: none"> • CCTV Expansion and Integration Report submitted and approved by Council. Prospective suppliers have been appointed; • Service Provider appointed; and • CCTV Memorandum of Understanding has been finalized.
<ul style="list-style-type: none"> • Implement the SDM approved community safety strategy and monitor progress quarterly, six monthly and annually; 	<ul style="list-style-type: none"> • Programs have been implemented in relation to the Five Pillars of the Strategy, namely; <ul style="list-style-type: none"> ▪ Inter-governmental Relations (4 Community Safety Broader Forum meetings have been held); ▪ Environmental Design (Cleaning Campaigns conducted and CCTV Expansion); ▪ Public Education; (Pamphlets on Robberies and Safety Plan printed and distributed) ▪ Law Enforcement (35 Joint Operations meetings held); and ▪ Social Crime Prevention (35 Programmes held within the district).
<ul style="list-style-type: none"> • Develop and update district wide integrated disaster management and business continuity plans according to risk profiles; 	<ul style="list-style-type: none"> • Risk Assessments completed and currently being reviewed and updated; • Currently assisting local municipalities in developing their risk profiles; • All public and private hospitals were visited to assist with the development of Disaster and Evacuation Plans; • Sedibeng Disaster Management Macro plan under review; • River Rescue program developed; • Water Safety Task Team thereof established; • Task Team on disaster management awareness established; and • Disaster Management nodal points identified and agreed upon by local municipalities to deal with disaster management issues.
<ul style="list-style-type: none"> • Perform the disaster management function efficiently; 	<ul style="list-style-type: none"> • CCC Coordinator is being appointed; • Effective stakeholder participation has been established and fully functional; • Contingency plans for known priority risks have been developed; and • Procedures on dissemination of early warnings of some onset hazards established.



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Co-ordinate fire fighting and rescue, run awareness programmes on fire and rescue and ensure training of local fire fighting officials; and 	<ul style="list-style-type: none"> MOU on specialized fire fighting services for Lesedi completed and signed; 12 fire personnel trained in Hazmat technician; 12 fire personnel trained in confined space rescue; and 30 personnel trained in Aircraft fire fighting rescue.
<ul style="list-style-type: none"> Develop, implement and monitor an integrated 2010 safety and security plan, involving all stakeholders including disaster management, emergency medical services and health services. 	<ul style="list-style-type: none"> 2010 Disaster Management Plan completed, presented before the SDMAF and PDMC in support of the plan.

6.1.5.4 Strategy: Promote HIV and AIDS Understanding, Treatment, Care and Support

Seven key deliverables were identified to realise the successful implementation of the strategy to promote HIV and AIDS understanding, treatment, care and support.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Strengthen and support internal HIV and AIDS workplace programmes; 	<ul style="list-style-type: none"> Appointed an HIV&AIDS coordinator at the district.
<ul style="list-style-type: none"> Facilitate and support the functioning of the District Aids Council chaired by the Mayor and support the Local Aids Forums; 	<ul style="list-style-type: none"> Lesedi Local Municipality has appointed an HIV&AIDS Coordinator; Midvaal recruited and trained 16 Task Team members on Peer Education); All municipalities have programmes running; More than 50 stakeholders participate in the District AIDS Council; Local Municipalities AIDS councils of meet every month with an increased number of stakeholders; District AIDS Council approved the five-year strategy and the annual plan for 2008/2009; The AIDS Council hosted a Christmas event for 450 children on antiretroviral therapy and provided them with entertainment, food and toys; in partnership with Kopanong Hospital.
<ul style="list-style-type: none"> Implement and monitor a Council approved HIV and AIDS Strategy and Programme of Action; 	<ul style="list-style-type: none"> SDM has finalised employees' HIV&AIDS impact assessment (which includes training of more than 60% of SDM employees, anonymous HIV-prevalence testing, recruitment and training of 16 Peer Educators, reviewed workplace policy and the workplace plan).
<ul style="list-style-type: none"> 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 community development workers on HIV and AIDS issues in partnership with Gauteng AIDS Unit; 	<ul style="list-style-type: none"> Reached more than 1500 women and conducted VCT testing during the Women month in August 2008; Trained more than 60% of ward structures on HIV&AIDS and the impacts and the District AIDS strategy; Conducted World Aids Day door-door campaign utilising 1100 volunteers and reached over 90% of households in urban and rural areas



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Strengthen community based social mobilisation and education initiatives; 	<ul style="list-style-type: none"> Five hundred employees participated during a wellness awareness campaign at Emfuleni; Appointed 10 ward coordinators i.e. 5 (Lesedi), 5 (Midvaal); Appointed 45 field workers for Bophelo/Impilo Project (partnership project with Mittal Steel, Clinix & Emfuleni), focusing in Kwa-Masiza, Sebokeng hostel and Boiketlong; Trained fieldworkers on HIV&AIDS and advocacy and lobbying; and Funded 6 CBOs (2 in Emfuleni) and (5 in Midvaal); Lesedi has 5 HIV&AIDS billboards advertisements in place; Participated in the National Partnership event in Atteridgeville. More than 500 people; from region attended; Assisted 81 indigent households with burials; Emfuleni has advertised service providers (10 billboards); and In the process of kick-starting weekly local radio programmes in February 2009 and quarterly print media educational programmes.
<ul style="list-style-type: none"> Support the expansion of Care and Treatment including ARV sites; and 	<ul style="list-style-type: none"> In partnership with Seekers Tower, the District tested more than 20 000 people, mostly youth, during open VCT days; and Lesedi is due to accredit one ARV site.
<ul style="list-style-type: none"> Facilitate the development of programmes for orphans in consultation with Gauteng Social Development Department. 	<ul style="list-style-type: none"> District AIDS Council had two meetings where, orphans and child-headed households were given vegetable hampers in Ratanda; Jointly with Kopanong hospital, the AIDS Council hosted a Christmas event for 450 children on antiretroviral therapy and provided them with entertainment, food and toys; and Department of Social development has 80% coverage for children services, including poverty alleviation programmes, providing school uniforms and food parcels.

6.1.5.5 Strategy: Promote Efficient Delivery of Primary Health Care and Emergency Medical Services

Three key deliverables were identified to realise the successful implementation of the strategy to promote efficient delivery of primary health care and emergency medical services

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ensure there are improved response time and enhanced quality of care by Emergency Medical Services; 	<ul style="list-style-type: none"> 87.65% average targets achieved on related Key deliverables KPIs (Nine months);



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • Ensure high level of oversight role to ensure adequate provision of services in the content of potential PHC and EMS provincialisation; 	<ul style="list-style-type: none"> • 90.18% average targets achieved on related Key deliverables KPIs (Nine months).
<ul style="list-style-type: none"> • Ensure adequate EMS Services in Evaton and Devon; 	<ul style="list-style-type: none"> • One ambulance dedicated on shift to be available in Evaton over and above normal EMS response from Sebokeng base. Appointment of additional staff for Evaton and surroundings in process; • One Medical Rescue Vehicle dedicated on shift in Devon over and above one allocated ambulance on shift from Sedibeng DM. GPG will start rendering a full provincial service here after completion of negotiations with Lesedi LM regarding accommodation at the Devon Fire Station; and • 34 Facility Health Committees established.

6.1.5.6 Strategy: Promote Social Development of our Communities

Seven key deliverables were identified to realise the successful implementation of the strategy to promote social development of our communities.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • Development of a comprehensive social policy to guide how we can maximise contribution to social development, especially in relation to vulnerable groups; 	<ul style="list-style-type: none"> • Social Development Strategy developed; • Data collected on People with Disabilities (PWD); • Draft Policy developed for PWD; • SEDIFO strengthened; • Capacity building programmes developed for PWD; and • 36 people participated in the project of “Invite a disabled person to work” campaign.
<ul style="list-style-type: none"> • Protect and ensure the dignity of elderly people through ensuring that appropriate community based facilities is built for the elderly; 	<ul style="list-style-type: none"> • Research document on the Elderly prepared; • Sites to establish facilities for elderly have been identified; (under 20 PTP projects); and • Building project to commence with the first phase in Lesedi Local Municipality at its initial stage.
<ul style="list-style-type: none"> • 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 councillors; ▪ Address issues of gender equality and sensitizing male to female issues; ▪ Appropriately celebrate Women’s Month; and ▪ Support female employees and Councillors. 	<ul style="list-style-type: none"> • Gender policy developed in line with Provincial framework; • Gender Committee established; • Mainstreaming workshop to create understanding for employees held; and • Mainstreaming committee established.
<ul style="list-style-type: none"> • Support children through: <ul style="list-style-type: none"> ▪ Initiating and supporting a local inter-sectoral 	<ul style="list-style-type: none"> • Referral system for Bana-Pele programme in place;



KEY DELIVERABLES	PROGRESS
<p>forum to prevent, intervene and rehabilitate children in need of care;</p> <ul style="list-style-type: none"> ▪ Ensure the effective implementation of the Bana-Pele single window programme; and ▪ Ensure the effective roll out of the provincial early childhood development strategy. 	<ul style="list-style-type: none"> • 4 sites for establishment of Early Childhood Development (ECD) facilities identified; and • Birth Certificate and ID campaign conducted with SASSA and Home Affairs.
<ul style="list-style-type: none"> • Develop an integrated programme for ex-combatants and monitor implementation; 	<ul style="list-style-type: none"> • Ex-combatant structure formed; • Data on ex-combatants compiled and in the process of verification. • 7 liaison officers employed on contract and allocated areas and roles to coordinate the ex-combatants programme; • Short term plans in place and medium and long term plans in progress; and • Ex-combatants draft policy is developed.
<ul style="list-style-type: none"> • Develop a programme to implement Mayoral Golf Day Funds for Sedibeng District Municipality Survivors; and 	<ul style="list-style-type: none"> • Capacity building programmes developed and implemented.
<ul style="list-style-type: none"> • Ensure implementation of Donations Policy. 	<ul style="list-style-type: none"> • Plans for review of donations committee in place; and • Total donations to date for the financial year are amounting to R136 678.59.

6.1.5.7 Strategy: Promote Skills Development and Training

Two key deliverables were identified to realise the successful implementation of the strategy to promote skills development and training.

KEY DELIVERABLES	PROGRESS
<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; and 	<ul style="list-style-type: none"> • 22 Young people trained on Basic ICT skills; • Five (5) Cooperatives registered and submitted to the Department of Labour for funding; • 12 young people trained on the National Digital repository Project, by Information Society and NIMSA; • Youth Coordinator appointed and stationed in SDM Social Development Department and a Youth Adviser in the Office of the Executive Mayors.
<ul style="list-style-type: none"> • Increase opportunities for young matriculants to further their studies through the provision of bursaries. 	<ul style="list-style-type: none"> • 29 Students were awarded bursaries for tertiary education in 2008; • To date, 263 have accessed bursaries in the District and from various Bursary Award Institutions accessed through the Youth Centres; • 4122 young assisted at YACs for career guidance; • 1305 young assisted at YACs for computer skills; • 833 given access to internet for livelihood opportunities;



KEY DELIVERABLES	PROGRESS
	<ul style="list-style-type: none"> • 34 volunteers at YACs, 12 accessed learnerships with Department of Health; • 29 Students awarded bursaries for tertiary education in 2008; • 125 630 young people went through the Youth Advisory Centres; and • To date, 163 have accessed bursaries from the District.

6.1.6 Good and Financial Sustainable Governance

There are thirteen strategies identified to guide development and implementation of key deliverables to **good and financial sustainable governance** in the Sedibeng region through sound administration, knowledge sharing, caring and growing employees and performance management.

6.1.6.1 Strategy: Ensure Financial Sustainable Local Government including Revenue Collection, Management and Financial Mobilisation

Four key deliverables were identified to realise the successful implementation of the strategy to ensure financial sustainable local government including revenue collection, management and financial mobilisation.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • Development of comprehensive fixed asset register and improve management of rental agreements with Locals 	<ul style="list-style-type: none"> • Monthly asset reconciliation performed; <ul style="list-style-type: none"> ▪ Interim progress report on Land Audit tabled at Joint Municipal Manager's Forum; ▪ Claims on services rendered to Locals has been billed and claims payable to Locals has been paid accordingly; ▪ Agreement reached with Locals and endorsed by Joint Municipal Manager's Forum on better management of fixed assets between district and locals. Service provider appointed to do evaluation of fixed assets and draft service level agreement; and ▪ Asset Officers in Clusters appointed to perform inventory stock of immovable assets.
<ul style="list-style-type: none"> • Ensure completeness of revenue; 	<ul style="list-style-type: none"> • Monthly reduction of cashier shortages monitored through spot checks by visiting cashier points; and • Daily cash flows compiled and monthly investment returns reconciled to account for optimal interest received.
<ul style="list-style-type: none"> • Explore additional revenue generating avenues for Council; and 	<ul style="list-style-type: none"> • Research report compiled on revenue enhancement strategy for tabling at Section 80 Committee.
<ul style="list-style-type: none"> • Improve revenue management. 	<ul style="list-style-type: none"> • Monthly debt management and credit control



KEY DELIVERABLES	PROGRESS
	<ul style="list-style-type: none"> report compiled for submission to Section 80 Committee; Debt write-off report approved by Council in December 2008; and Revenue funding options on grant and donor funding in review process.

6.1.6.2 Strategy: Governance of Municipal Finance

Three key deliverables were identified to realise the successful implementation of the strategy to ensure governance of municipal finance.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> 100% MFMA compliance; 	<ul style="list-style-type: none"> Ongoing MFMA compliance reported to Section 80 Committee and Mayoral Committee. Deadlines with respect of Financial Statements met. Deadlines with respect to Audit on track.
<ul style="list-style-type: none"> Introduce improved policies and procedures; and 	<ul style="list-style-type: none"> Completion of financial procedure manual and support module implementation plan is well on track.
<ul style="list-style-type: none"> Completion and implementation of internal control and compliance procedure manual. 	<ul style="list-style-type: none"> Progress required on outstanding policies to ensure improved compliance with Auditor-General requirements.

6.1.6.3 Strategy: Building Capacity to Manage Municipal Finance

Three key deliverables were identified to realise the successful implementation of the strategy to building capacity to manage municipal finance.

KEY DELIVERABLES	PROGRESS
<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; 	<ul style="list-style-type: none"> Skills development template for all Treasury staff completed and submitted to Provincial Treasury; PDP's for Treasury staff in process of being completed in line with skills assessment; and Financial procedure manual and Supply Chain Management training for Clusters' planned.
<ul style="list-style-type: none"> Conduct a successful CFO IGR Structure Forum; and 	<ul style="list-style-type: none"> IGR meetings are conducted monthly with Provincial Treasury and DPLG.
<ul style="list-style-type: none"> Internal customer surveys conducted. 	<ul style="list-style-type: none"> 1st survey results released and reported upon.

6.1.6.4 Strategy: Financial Reporting

Three key deliverables were identified to realise the successful implementation of the strategy to ensure financial reporting.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ensure Clean Audit Programme to continue to 	<ul style="list-style-type: none"> Received unqualified audit for 2007/2008 financial



KEY DELIVERABLES	PROGRESS
achieve an unqualified audit;	year. No financial emphasis of matter. Need to improve on performance information. Action plan on A G findings compiled and monitored.
<ul style="list-style-type: none"> Ensure appropriate IT Systems to support Financial Management in place including maximum interoperability with Locals; and 	<ul style="list-style-type: none"> Site visits planned for upgrades in conjunction with Locals.
<ul style="list-style-type: none"> Ensure successful review of GAMAP/GRAP implementation. 	<ul style="list-style-type: none"> Financial statements completed in compliance with GAMAP/GRAP implementation plan.

6.1.6.5 Strategy: Budgeting and Planning Municipal Finances

Four key deliverables were identified to realise the successful implementation of the strategy to ensure budgeting and planning of municipal finances.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ongoing review of existing tariffs while mindful of the need to keep tariffs affordable to the poor; 	<ul style="list-style-type: none"> In planning and research phase with National and Provincial Treasury in relation with budget process to determine pro-poor tariffs on non-essential services.
<ul style="list-style-type: none"> Develop a medium term expenditure framework and/or regional fiscal guide in alignment with National, Provincial and Municipal Budget allocations; 	<ul style="list-style-type: none"> Draft framework compiled in consultation with Provincial Treasury based on current economic statistics and guidelines.
<ul style="list-style-type: none"> Move towards zero-based budgeting and activity based costing; and 	<ul style="list-style-type: none"> In planning and research phase with National and Provincial Treasury. Revise budget based on needs assessment from various departments.
<ul style="list-style-type: none"> Ensure effective budget management including aligning budget to IDP. 	<ul style="list-style-type: none"> Monthly assessment meetings conducted with clusters to monitor and advise on operating and capital performance versus budget; and Adjustment budget compiled and approved by Council.

6.1.6.6 Strategy: Supply Chain Management

Three key deliverables were identified to realise the successful implementation of the strategy to ensure supply chain management.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Manage contract and supplier database effectively; 	<ul style="list-style-type: none"> Supplier database updated on a quarterly basis and applications captured on system; Accreditation process to verify all suppliers in process of being initiated; and Status quo report distributed to MANCO on a bi-weekly basis on Bid Committee process.
<ul style="list-style-type: none"> Establish programme to support SMME's to tender for government tenders; and 	<ul style="list-style-type: none"> Limited progress on establishing tender advice office which relates to office accommodation challenge; and BBBEE targets in respect of Supply Chain need to



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Introduce improved policy and procedures. 	<ul style="list-style-type: none"> be monitored and reported accordingly. Supply Chain policy approved by Council and being implemented. Workshops planned to familiarize Clusters with procedure.

6.1.6.7 Strategy: Effective Management of Council Business

Eight key deliverables were identified to realise the successful implementation of the strategy to ensure effective management of council business.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Effective secretariat to service Council, Mayoral and related committee meetings; 	<ul style="list-style-type: none"> Agendas prepared and timeously delivered for council committees; Minutes are accurately captured & timeously produced; and Resolutions captured and assigned to relevant functionaries.
<ul style="list-style-type: none"> Effective records management system; 	<ul style="list-style-type: none"> Records management strategy approved by Council; Amended file plan approved by National Archives on 06/11/08; and Application for standing disposal of records sent to National Archives for approval.
<ul style="list-style-type: none"> Legal support in preparations of and alignment of bylaws across municipalities and the province; 	<ul style="list-style-type: none"> Provincial database of bylaws to be finalised by Province.
<ul style="list-style-type: none"> Effective legal support and contract management to ensure legislative and legal compliance by all parts of Council; 	<ul style="list-style-type: none"> The Contract Task Group has been formed and in the process of evaluating all Council contracts.
<ul style="list-style-type: none"> Effective internal communications through: <ul style="list-style-type: none"> Upgrading of telephone system to one which is cheaper and has more management controls including Least Call Routing (LCR); Improving internet connectivity; and Design and roll out of a communication protocol; and Producing an internal staff newsletter. 	<ul style="list-style-type: none"> Equipment upgraded and LCR is being implemented; Supply Chain process for acquisition of PA system & copier at an advanced stage; Further business writing training conducted with UNISA; and Designated official responsible for producing the internal staff newsletter has been appointed
<ul style="list-style-type: none"> Support and participate in the District Learning Network to share experiences across districts; 	<ul style="list-style-type: none"> A study tour to Amathole and EThekweni has been organised.
<ul style="list-style-type: none"> Build and improve the well being of Councillors; and 	<ul style="list-style-type: none"> Process towards setting up library services / internet facilities/network for councillors has started.
<ul style="list-style-type: none"> Ensure effective functioning of the Mayoral Committee and enhance high level of political understanding amongst committee members and strengthening oversight and accountability. 	<ul style="list-style-type: none"> Provision was made in the organogram for researchers (Offices of the Speaker and Chief Whip); Regular sessions were conducted on Councillors wellbeing i.e. Workshop Councillors on Municipal Councillors Pension Fund and Workmen Compensation. A task team was established to pursue the matter on the Municipal Councillors Pension Fund; and



KEY DELIVERABLES	PROGRESS
	<ul style="list-style-type: none"> Designed framework for MMC training and development aligned to portfolios.

6.1.6.8 Strategy: Render Effective IT Services

Six key deliverables were identified to realise the successful implementation of the strategy to ensure rendering of effective IT services.

KEY DELIVERABLES	PROGRESS
<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.; 	<ul style="list-style-type: none"> Tender Specifications to link 7 points to WAN to be ready for Bid Specification Committee in Jan 2009.
<ul style="list-style-type: none"> Develop a business continuity plan to ensure that back-ups are available in the situation of a disaster; 	<ul style="list-style-type: none"> Draft BCP in place and awaiting feedback from Auditor General. Normal backup procedures in place and fully functional.
<ul style="list-style-type: none"> Roll out specialized software enhancements and working with different internal departments to provide them with IT solutions to meet their respective IDP demands; 	<ul style="list-style-type: none"> Roll out specialized software enhancements completed.
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Roll out IT enhancements including Phase 2 of Novell Netware completed.
<ul style="list-style-type: none"> Continuous investigation and Implementation of the latest information technology in line with national trends and standards; and 	<ul style="list-style-type: none"> Continuous review of current systems and infrastructure is ongoing; and LCD screens are in place.
<ul style="list-style-type: none"> Review of relationship with Locals to ensure interoperability and connectivity but for each to manage their own IT assets and systems. 	<ul style="list-style-type: none"> Resolution of review of relationship with Locals has led to status quo being maintained with ELM and staff secondment to MLM.

6.1.6.9 Strategy: Ensure Effective, Competent and Motivated Staff

Seven key deliverables were identified to realise the successful implementation of the strategy to ensure effective, competent and motivated staff.

KEY DELIVERABLES	PROGRESS
<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 Team building interventions; as well as ongoing review of the organisational structure to align with changes in strategy. 	<ul style="list-style-type: none"> Bursary policy approved and currently being implemented to ensure that employees are capacitated to acquire tertiary qualification; 125 employees were trained on Leadership courses, Computer skills, Business administration and Batho Pele; Successful family day held in October 2008 and end of year function; Limited progress made in terms of internal DC hearings. Cases drag due to circumstances beyond our control e.g. lack of capacity to manage



KEY DELIVERABLES	PROGRESS
	<p>disciplinary hearings;</p> <ul style="list-style-type: none"> • One LLF meeting held to date instead of three due to the fact that most matters are being dealt with in Organizational Restructuring Sub-Committee of the LLF; • Training for some Junior and Senior Management conducted; • Workshop with Labour was successful; • 75% of staff successfully placed. Of the objections, many relate to job evaluations; • The work place restructuring has responded to the objectors and are awaiting responses; and • Critical vacancies which were created during restructuring have been filled successfully.
<ul style="list-style-type: none"> • Continuous implementation of performance management and development system for all employees to enhance productivity and deal constructively with poor performance; 	<ul style="list-style-type: none"> • Amendments were made to implement PMDS policy; and • In the process of developing Employee Personal Development Plans (PDPs).
<ul style="list-style-type: none"> • 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; 	<ul style="list-style-type: none"> • Majority of staff have completed PMDS agreements, PDPs and reviews; • Developed a draft capacity building framework for councillors; • Hosted a workshop on capacity building and multi-lingualism; • Councillors were sent on various training programmes; • Discussions held with VUT and North West University Vaal campus to provide for councillors; • Questionnaires were distributed determining the skills needs of councillors and personal development, of councillors; and • Women councillors were sent for mentorship training.
<ul style="list-style-type: none"> • 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; 	<ul style="list-style-type: none"> • Employment equity plan is being developed with programmes to promote women empowerment and employment of people with disabilities.
<ul style="list-style-type: none"> • Implement an effective Employee Assistance Programme including an HIV and AIDS workplace programme and support to employees and councillors on financial planning; 	<ul style="list-style-type: none"> • HIV/AIDS Workplace Policy to be implemented; • EAP system in place. Counselling of staff. Trauma debriefing sessions
<ul style="list-style-type: none"> • Co-ordinate the implementation of the Batho Pele principles including providing name tags for all staff; and 	<ul style="list-style-type: none"> • Good progress made on Batho-Pele: <ul style="list-style-type: none"> ▪ Batho Pele Champion appointed. Batho Pele Co-coordinator appointed on contract; ▪ Batho Pele Task Team established; ▪ Training of senior staff members; ▪ Service Charter was drawn up; and ▪ Know Your Service Rights (KYSR) campaign conducted. • BP induction of new employees;



KEY DELIVERABLES	PROGRESS
	<ul style="list-style-type: none"> • Two unannounced visits took place at VDB Licensing to monitor service delivery on Batho Pele; • Four task team meetings have taken place on institutionalizing Batho Pele; • Name tags for all staff in progress; • Acknowledgement of Security Employees; and • Family day awareness program in place.
<ul style="list-style-type: none"> • Ensure a healthy and safe working environment for all employees. 	<ul style="list-style-type: none"> • Incident Prevention and Reporting is continuous.

6.1.6.10 Strategy: Develop and Maintain High Quality Municipal Facilities

Six key deliverables were identified to realise the successful implementation of the strategy to develop and maintain high quality municipal facilities.

KEY DELIVERABLES	PROGRESS
<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; 	<ul style="list-style-type: none"> • Detailed project planning for Vereeniging precinct on track
<ul style="list-style-type: none"> • 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; 	<ul style="list-style-type: none"> • Tender for security services for new three year contract to include access control has been issued. Emergency response team has been set up to deal with security issues as and when they arise; • Limited progress on improving facilities for clients; • Revamping of Mayor's Parlour completed; • Improvements of air conditioning in main building on track; • Improvements to security have been implemented; • Security features were also improved in the main building; and • Procured new accommodation for additional staff and moving of TIE staff closer to main building.
<ul style="list-style-type: none"> • Effective fleet management so that safe vehicles are available to staff and councillors; 	<ul style="list-style-type: none"> • Fleet management policy approved by Council and staff trained on implications; and • Tender issued for electronic fleet management services.
<ul style="list-style-type: none"> • Promotion of and support to local SMMEs and BEE businesses who are contracted to construct or maintain our facilities; 	<ul style="list-style-type: none"> • An amount of R3.5m has been spent through ad hoc maintenance construction projects which have benefited a number of SMMEs.
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Various options are still under investigation.
<ul style="list-style-type: none"> • Ensure reasonable accommodation for people with disabilities. 	<ul style="list-style-type: none"> • Improvement of facilities for clients with disabilities is underway and all new premises acquired ensure provision of ramps and accessibility for all clients.



6.1.6.11 Strategy: Facilitate Access to Relevant Information and Promote Knowledge

Three key deliverables were identified to realise the successful implementation of the strategy to facilitate access to relevant information and promote knowledge.

KEY DELIVERABLES	PROGRESS
<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.; 	<ul style="list-style-type: none"> Knowledge Management Strategy developed but not yet brought to Council for approval; and Appointment of researcher critical to conduct research and comparative studies.
<ul style="list-style-type: none"> Support and participate in the District Learning Network to share experiences across districts; and 	<ul style="list-style-type: none"> Communities of Practice (COP) have been established and launched on the 26th July 2008, constituted by representatives from Academic and Tertiary institutions, community and faith based organizations, locals, tertiary and academic institutions, sector departments and community members.
<ul style="list-style-type: none"> Use and strengthen local websites as a form of information sharing. 	<ul style="list-style-type: none"> Tender for website awarded.

6.1.6.12 Strategy: Ensure Measurable Performance and Transparent Monitoring of the Municipality

Two key deliverables were identified to realise the successful implementation of the strategy to ensure measurable performance and transparent monitoring of the municipality.

KEY DELIVERABLES	PROGRESS
<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; and 	<ul style="list-style-type: none"> Performance Management System implemented; and Performance agreements as well as performance plans were developed.
<ul style="list-style-type: none"> Ensure that there are quality quarterly, mid-year and annual reports which are conveyed to our stakeholders and constituencies. 	<ul style="list-style-type: none"> Performance quarterly review are conducted; and Mid-year and annual reports are produced.



6.1.7 Vibrant Democracy

There are six strategies identified to guide development and implementation of key deliverables to ensure **vibrant democracy** in the Sedibeng region through good communication and stakeholder relations, marketing and branding, good intergovernmental relations and capacitation of councillors.

6.1.7.1 Strategy: Build High Level of Stakeholder Relations and Effective Communication and Branding

Nine key deliverables were identified to realise the successful implementation of the strategy to build high level of stakeholder relations and effective communication and branding.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Revise communication strategy to ensure appropriate integration between internal and external communication, marketing and branding; 	<ul style="list-style-type: none"> Service provider has been appointed and are in the process of presenting a final Integrated Marketing and Communications' Strategy
<ul style="list-style-type: none"> Ensuring ongoing communication with our stakeholders including holding regular stakeholder forums, sector based forums with relevant ward committees representatives, and the development and maintenance of a stakeholder database; 	<ul style="list-style-type: none"> There has been ongoing website updates weekly and of regular media adverts and editorials around 2010 etc; and HIV and AIDS Forum, Ex – Combatants and SEDIFO established.
<ul style="list-style-type: none"> Establish an integrated stakeholder database; 	<ul style="list-style-type: none"> Software has been installed and the department is in the process of gathering stakeholder database from various departments and institutions.
<ul style="list-style-type: none"> Ensure the branding of Sedibeng District Council as part of the branding of Sedibeng; 	<ul style="list-style-type: none"> Audit of existing branding has been concluded.
<ul style="list-style-type: none"> 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.; 	<ul style="list-style-type: none"> As a supporting hand to all municipal events, the department has without failure ensured continued implementation of key communication vehicles in informing communities; 3 Izimbizos and 6 Council meetings were held; Website upgraded to be launched on 27 May 2009; Newsletter developed and to be launched on 27 May 2009; and Internal Communication Officer employed.
<ul style="list-style-type: none"> Co-ordinate a District Communication Forum and strategy which includes ensuring that councillors are profiled on local radio; 	<ul style="list-style-type: none"> Communication Forum established but not yet functional.
<ul style="list-style-type: none"> Support the effective functioning of the Mayor's Investment Council (MIC) and the establishment of a united regional business forum 	<ul style="list-style-type: none"> Limited meetings of MIC held and MIC functionality reviewed. Programme to revive MIC designed; Framework document to establish Forum designed and roll-out adopted; and Engagement with stakeholders undertaken and a few sector forums were established.
<ul style="list-style-type: none"> Enhance participation of stakeholders in the implementation of the IDP to achieve improved and sustained partnership with various stakeholders; and 	<ul style="list-style-type: none"> One (1) stakeholder briefing was held on the Public Participation framework and the Petition Management Policy; and Five (5) public consultative meetings were held, mostly in Emfuleni Local Municipality, Midvaal

KEY DELIVERABLES	PROGRESS
	Local Municipality on petition management and public participation.
<ul style="list-style-type: none"> Enhanced participation of stakeholders, with a particular focus on youth and women in the implementation of the IDP. Improved and sustained partnerships with various stakeholders. 	<ul style="list-style-type: none"> Consolidated existing sector based forums i.e. Women, Gender and People with Disabilities (PWD); Regular council sittings took place and they were well attended; Not all council meetings were advertised; Participated in mobilization of Izimbizo's; Media and communications strategy framework developed and a number of communications vehicles implemented; Youth Advisor appointed; Programme on Youth participation in elections etc designed; Youth month programme implemented to include Youth Council meeting and summit to adopt youth development strategy; and Municipal Youth Strategy adopted by Council.

6.1.7.2 Strategy: Promote High Level of Intergovernmental Co-operation and Co-ordination

Five key deliverables were identified to realise the successful implementation of the strategy to promote high level of intergovernmental co-operation and co-ordination.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ensure effective and efficient functioning of all IGR structures as contained in the Sedibeng IGR Protocol Framework; 	<ul style="list-style-type: none"> Joint MMs meetings were held in accordance with the year planner. Other IGR meetings were held relatively regularly. A successful IDP IGR Lekgotla was held from 28-30 October 2008; and Broad Intersectoral Forum was held with national and provincial sector departments that have activities in Sedibeng. Co-ordinated and facilitated SDM submission and participation in the 2008 Vuna Awards. Co-ordinated SALGA PEC visit to Sedibeng.
<ul style="list-style-type: none"> Ensure high level of interaction and information sharing with other spheres of government, municipalities and local government associations, e.g. Vaal 21 concept; 	<ul style="list-style-type: none"> Vaal 21 meetings were held although without regular attendance from Fezile Dabi; Joint political and administrative meetings were held to approve Vaal 21 Vision, Operating Principles, Branding and Institutional arrangements; A meeting was also held with Gauteng HODs to discuss Vaal 21 and get their buy-in; and Had a very successful stakeholder launch in October 2008.
<ul style="list-style-type: none"> Co-ordinate and facilitate international exchange programmes to achieve our strategic objectives, 	<ul style="list-style-type: none"> No progress.

KEY DELIVERABLES	PROGRESS
including the attendance of Vaal 21 related 44th ISOCARP International Congress in China, 'Urban Growth Without Sprawl, A Way Towards Sustainable Urbanization;	
<ul style="list-style-type: none"> Promote Inter-municipal learning and recreational programmes, e.g. District Learning Networks, SALGA OR Tambo games; and 	<ul style="list-style-type: none"> SDM successfully participated in various sporting codes at the 2008 SALGA Inter-municipal games.
<ul style="list-style-type: none"> Lead a process of improving the allocation of powers and functions between spheres of government including between the district and local municipalities and engaging with other spheres of government in this regard. 	<ul style="list-style-type: none"> Framework document and implementation plan designed; and Systems and mechanism to track compliance implemented.

6.1.7.3 Strategy: Ensure High Level of Corporate Governance

Four key deliverables were identified to realise the successful implementation of the strategy to ensure high level of corporate governance.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ensure effective and efficient functioning of Internal Audit Function; 	<ul style="list-style-type: none"> Four ordinary and one special Audit Committee meetings were held; Internal Audit Plan was approved; Internal Audit was conducted; and Internal Audit Reports submitted to Council.
<ul style="list-style-type: none"> Develop and Implement Risk Management Framework in SDM 	<ul style="list-style-type: none"> SDM Risk Management Policy and Framework were approved by Council in August 2008.
<ul style="list-style-type: none"> Develop and Implement Anti-Fraud and Corruption Plan including establishment of a Hotline; and 	<ul style="list-style-type: none"> A Fraud and Corruption Prevention Plan was approved by Council
<ul style="list-style-type: none"> Improved management of Disclosure of Interests by Council employees. 	<ul style="list-style-type: none"> A memo was sent to all SDM employees at the beginning of financial year to update their disclosure of interests. There is also continuous monitoring of declarations by Governance and IGR Office.

6.1.7.4 Strategy: Ensure Public Participation

Five key deliverables were identified to realise the successful implementation of the strategy to ensure public participation.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Strengthening ward committees and Ward sectoral forums through providing resources for training to local municipalities; 	<ul style="list-style-type: none"> Hosted IDP Makgotla for ward committees in Emfuleni and Lesedi to discuss ward based planning and input in the IDP process; and Developed a draft conceptual framework for ward based IDP's in local municipalities.
<ul style="list-style-type: none"> Building the capacity of councillors to be effective public representatives; 	<ul style="list-style-type: none"> Workshop to discuss 'tools of the trade' for Councillors postponed.
<ul style="list-style-type: none"> Implementing and co-coordinating a petition 	<ul style="list-style-type: none"> Conducted training workshops on Petition



KEY DELIVERABLES	PROGRESS
management system to effectively deal with petitions from members of the public;	Management System for Councillors; and <ul style="list-style-type: none"> Capacity building of ward committees and CDW's on petition management system was initiated and has to be concluded especially in areas such as Midvaal and Lesedi.
<ul style="list-style-type: none"> Holding public meetings and putting documents into public domain as required in terms of the Municipal Systems Act and Municipal Finance Management Act; 	<ul style="list-style-type: none"> IDP and Budget Report was put in public places for comments.
<ul style="list-style-type: none"> Arranging GDS and sectoral Izimbizo and dialogues with designated groups including women, youth, the elderly, people with disability, etc. 	<ul style="list-style-type: none"> Convened a Regional Gender Dialogue.

6.1.7.5 Strategy: Strengthening Oversight and Accountability

One key deliverable was identified to realise the successful implementation of the strategy to strengthening oversight and accountability.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Develop a governance model that would enhance the separation of powers between the council and the mayoral committee. 	<ul style="list-style-type: none"> The MPAC oversight committee is fully functional; and Developed an oversight framework for the MPAC.

6.1.7.6 Strategy: Mainstreaming of Issues Relating to Designated Groups

Four key deliverables were identified to realise the successful implementation of the strategy to address mainstreaming of issues relating to designated groups.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Ensure that programmes exist to empower and promote designated groups; 	<ul style="list-style-type: none"> Sedibeng in partnership with Lesedi FM hosted a very successful Women's month celebration; and Successful campaign for people with disabilities was held.
<ul style="list-style-type: none"> Ensure all our programmes they promote the rights and empowerment of these groups and take corrective action if necessary; 	<ul style="list-style-type: none"> Assist in convening a Strategic Planning workshop for SEDIFO AGM.
<ul style="list-style-type: none"> Facilitate development of appropriate policies and mechanisms to enhance participation of the designated groups; and 	<ul style="list-style-type: none"> Ex – Combatants and Youth Policy adopted by Council.
<ul style="list-style-type: none"> Develop the capacity and understanding of officials on how to mainstream. 	<ul style="list-style-type: none"> Two workshops for Councillors and Employees were held.



6.2 Progress on Flagship Project Developments in 2008/09

It has been the objective of the SDM to ensure integrated urban development by developing and implementing strategic policies and frameworks for the development of urban areas and neighbourhoods while ensuring common and balanced urban development throughout the district.

In the previous term of local government for the period 2000 – 2005 an attempt was made to revive the regional economy using the then River Front Development Master Plan as a catalytic project bringing both the Southern Gauteng and Northern Free State Districts on the river banks.

6.2.1 Vaal 21 Initiative

The 'Vaal 21' initiative is a cross-border agreement between the municipalities of the southern Gauteng municipalities (Sedibeng) and the northern Free State municipalities (Fezile Dabi), to work together to develop a regional economy around both banks of the Vaal River. The former 'Vaal Triangle' was an example of a regional economy.





Map 4: Showing Vaal 21 Initiatives

Other spheres of government, and the private sector, will be called upon to endorse the initiative and be partners in the flagship projects.

6.2.1.1 Branding

The unifying identity and brand of the Vaal 21 has three components

- **Firstly a name.** The name Vaal 21 is proposed because the word “Vaal” represents the:
 - Potential of the Vaal River;
 - Rich political history of the area; and

- Most well known name for our area.
- The number '21' represents:
 - Part of 2021 which can be a significant milestone from now to 2021;
 - The 21st century, which is a century of doing things differently; and
 - The 21st March 1960, this was the date of the Sharpeville massacre.
- **Secondly, a slogan or brand statement.** The brand statement "Vaal 21: A River City" was chosen because it reflects what we would like to see in 2021.
- **Thirdly, a catchy logo or brand.** The logo and branding on this brochure is the adopted brand for Vaal 21. The private sector is encouraged to use this brand.

6.2.1.2 Operating Principles

The Vaal 21 municipalities have committed themselves to 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 individuals or collectively;
- By maximising the potential of our heritage, the river and the dam, to ensure public access and usage of the river system (both waterways and banks);
- Through ensuring clean air and water and safeguarding our biodiversity;
- By aligning to the Growth and Development Strategies and other government priorities;
- By incorporating the projects in the integrated Development Plans;
- Through promoting good governance and accountability;
- By healthy collaboration between municipalities;
- By creating and strengthening partnerships with all stakeholders and promoting community participation; and
- By respecting the mandate of the collective and legal and constitutional imperatives.



6.2.1.3 Participating Municipalities

The following local and district municipalities of the Fezile Dabi and Sedibeng Districts are driving this initiative:

- Sedibeng District and Lesedi, Emfuleni and Midvaal Local Municipalities; and
- Fezile Dabi District and Metsimaholo, Ngwathe, Mafube and Moqhaka Local Municipalities.

6.2.1.4 The Vaal River & Vaal 21 Region

The Vaal 21 initiative will embrace the following development or potential development nodes, along or adjoining, the Vaal River and its key tributaries:

- Heidelberg and Ratanda;
- Meyerton and Vaal Marina;
- Sharpeville; Boipatong and Vereeniging;
- Sebokeng; Vanderbijlpark and Bophelong;
- Deneysville and Oranjeville;
- Parys and Tumahole;
- Vredefort;
- Sasolburg and Zamdela;
- Kroonstad; and
- Villiers and Frankfort.

This is an area with a rich history in respect of:

- Pre-History, where the Vredefort Dome is the largest meteorite site in the world;
- Stone Age, where we still have the Redan rock art and various San paintings in the area;
- Modern History, where this area was a major site of the Anglo Boer War as well as where the peace treaty was negotiated; and
- The Liberation struggle, signed in the area was the site of the Sharpeville massacre in 1960, Boipatong massacre in 1992 as well as Vaal uprising in 1984.



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

Significant rail, road and pipeline corridors run through the area connecting it with the rest of South Africa and the continent.

6.2.1.5 Flagship Projects

The Vaal 21 initiative will be driven through a series of flagship projects which individually and collectively aim to:

- Enable development e.g. a new regional sewer works, an air quality management plan and enabling upstream and downstream manufacturing in the mineral and energy sector;
- Accelerate growth e.g. new Heineken brewery, upgrading the R57, upgrading the airfields in Parys and Kroonstad;
- Promote urban renewal e.g. Sharpeville heritage, sports and recreation precincts, Evaton Renewal, and beautification of various townships as well as CBD renewal;
- Promote tourism and leisure e.g. Development of an urban waterfront (Vereeniging & Sasolburg), Vaal Dam and Vredefort Dome developments; and
- Some of the flagship projects are already being undertaken, others are in planning and some are proposed. Some are the responsibility of local government, others of partnership between different spheres of government and others are private sector projects. The list is not a cast in stone, but can be added on from time to time.

6.2.2 Sharpeville and Vereeniging Precinct Framework

Since the previous cycle of Integrated Development Plan (IDP), the district has further taken the approach of linking precinct development with townships precincts as a priority focus. The precinct urban development framework (known as Arup document, 2008) is approved and aligned with the IDP. It is outlining the development trends of the district urban areas and the proposed approach to future urban development in Sharpeville and Vereeniging. This will encourage coordinated urban development and improved economic growth in these urban areas.

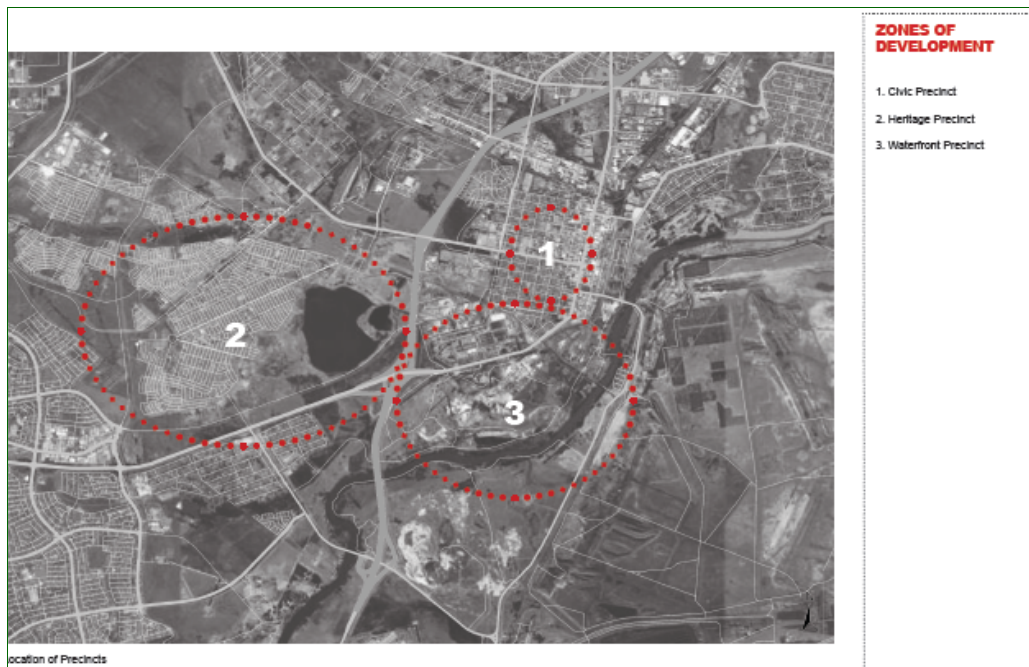
Urban renewal and framework is also looking at development adjacent to rivers and corridors. The status quo, feasibility analysis and business plans (technical assistant) will ensure that land development along the rivers and streams in Sedibeng are in compliance with all legislation and policies and that they are viable. Thus, status quo analyses and evaluation of existing land use management and development control policies for local municipalities and adjacent neighbouring municipalities is necessary (consultants have been appointed for this task) for Sharpeville and Vereeniging.



6.2.3 Phase 1: Proposed Urban Framework

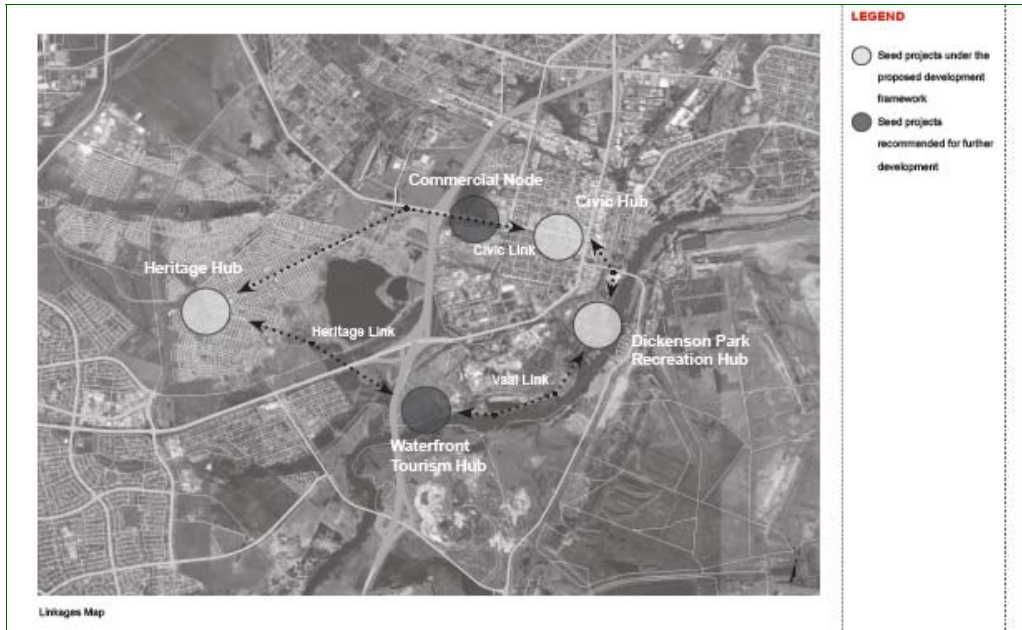
On the basis of the framework mandate, its various consultation and investigations, the three precinct projects listed and pictured below were identified and included in the IDP (Heritage, Civic, and Waterfront):

- Regeneration of Civic Precinct in 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 Kwa-Dhloomo dam.
- Development of four related waterfront projects along the Vaal River in the vicinity of Vereeniging namely:
 - Upgrading Dickenson Park;
 - Development of Business Park to the immediate left of Dickenson Park;
 - Development of iconic water tourism hub left of R59 Bridge; and
 - Development of broad walk stretching to both sides of the River between Riviera Hotel and R59 Bridge.



Map 5: Zones of Development Showing 3 Precincts

The document identifies important linkages between these precincts so that they not only contribute individually but also collectively to urban regeneration, building sustainable communities and overcoming the legacies of apartheid planning to, contribute towards building a single city facing the river. According to the approved framework, all the precinct projects are planned to be sustainable. Three reasons as listed below.



Map 6: Linkages between Precincts

- Firstly, it will :
 - Contribute to redressing the legacy of apartheid. They will be catalysed 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-centered: enable 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 successes of the Sedibeng 2010 strategy and leaving behind a lasting legacy.

- Secondly, it 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 does not have the capacity to deliver or which will require local government to devote a disproportionate amount of resources to; and

- Environmentally sustainable, promoting the reuse and recycling of existing resources (e.g. grey water) using renewal resources (e.g. solar energy) where possible and embracing environmentally friendly design principles (e.g. maximising the use of natural light).
- Thirdly, it is:
 - Visionary: They aim to have iconic and memorable features for local residents to have pride in for visitors to want to experience;
 - Fundable: They are not overly ambitious and are designed to attract public and private funds; and
 - Phaseable: Some may not be able to be completed in one phase but will be designed so that they can be completed and/enhances sequentially.

Phase 2: Below are the Final Urban Designs

Phase 2, which is aimed at detailed urban design planning and preparation of the implementation phase has come up with the following proposed development descriptions of each precinct.

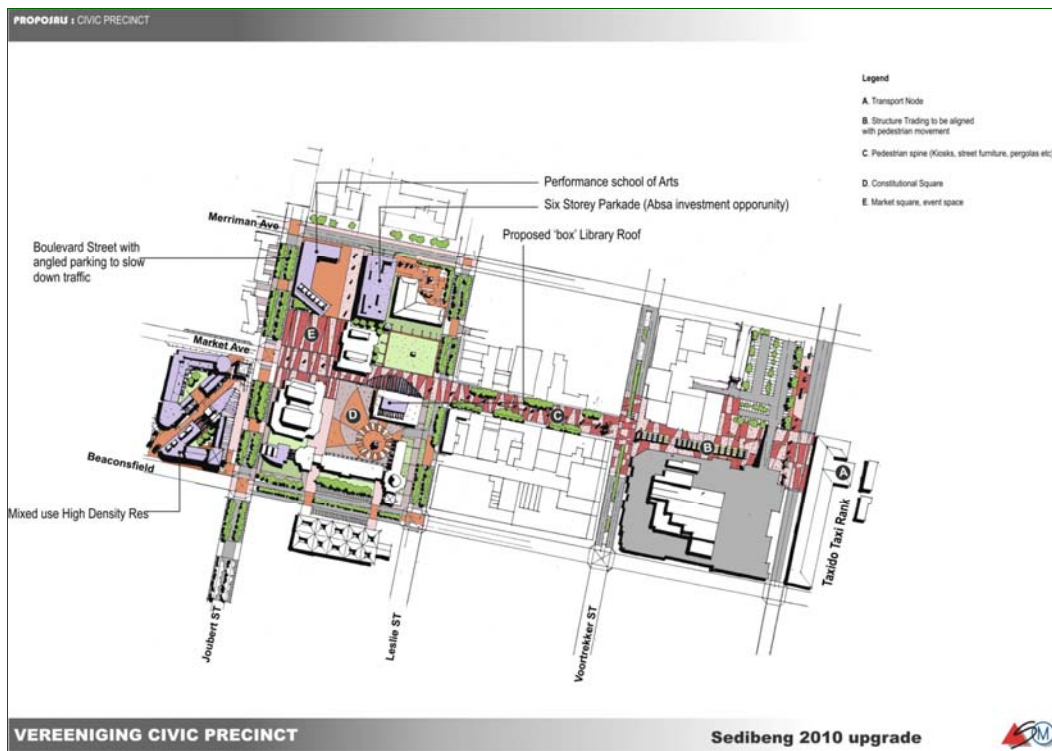
6.2.3.1 Civic Precinct in Vereeniging CBD

Concept Design for Civic Precinct



Map 7: Concept Design for Civic Precinct

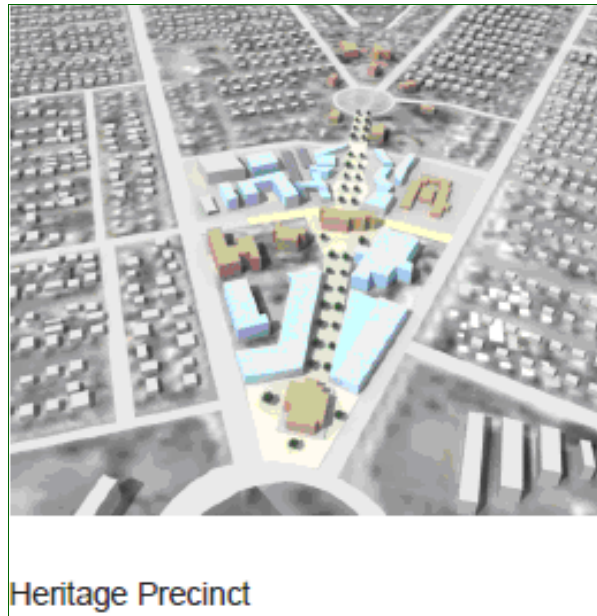
Detailed Design for Civic Precinct



Map 8: Civic Precinct in Vereeniging

6.2.3.2 Heritage Precinct

Concept Design for Heritage Precinct



Map 9: Concept Design for Heritage Precinct

Detailed Design for Heritage Precinct



Map 10: Detailed Design for Heritage Precinct

Detailed Design for George Thabe Stadium – part of Heritage Precinct



Map 11: Detailed Design for George Thabe Stadium

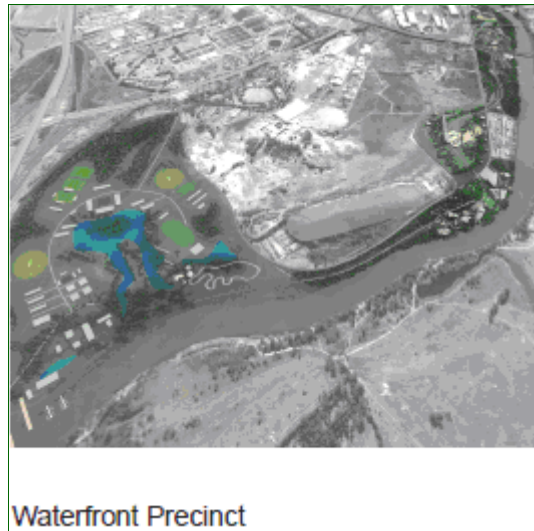
Detailed Design for Sharpeville/Kwa Dhlomo Dam – part of Heritage Precinct



Map 12: Detailed Design for Sharpeville/Kwa Dhlomo Dam

6.2.3.3 Waterfront Precinct

Concept Design for Waterfront Precinct



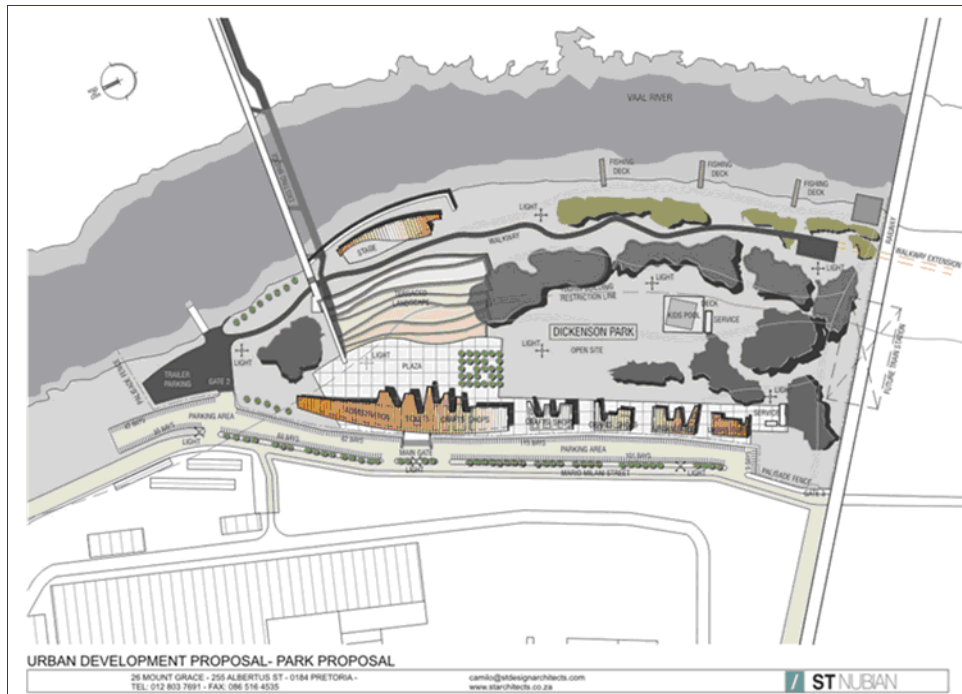
Map 13: Concept Design for Waterfront Precinct

Detailed Design for Waterfront Precinct

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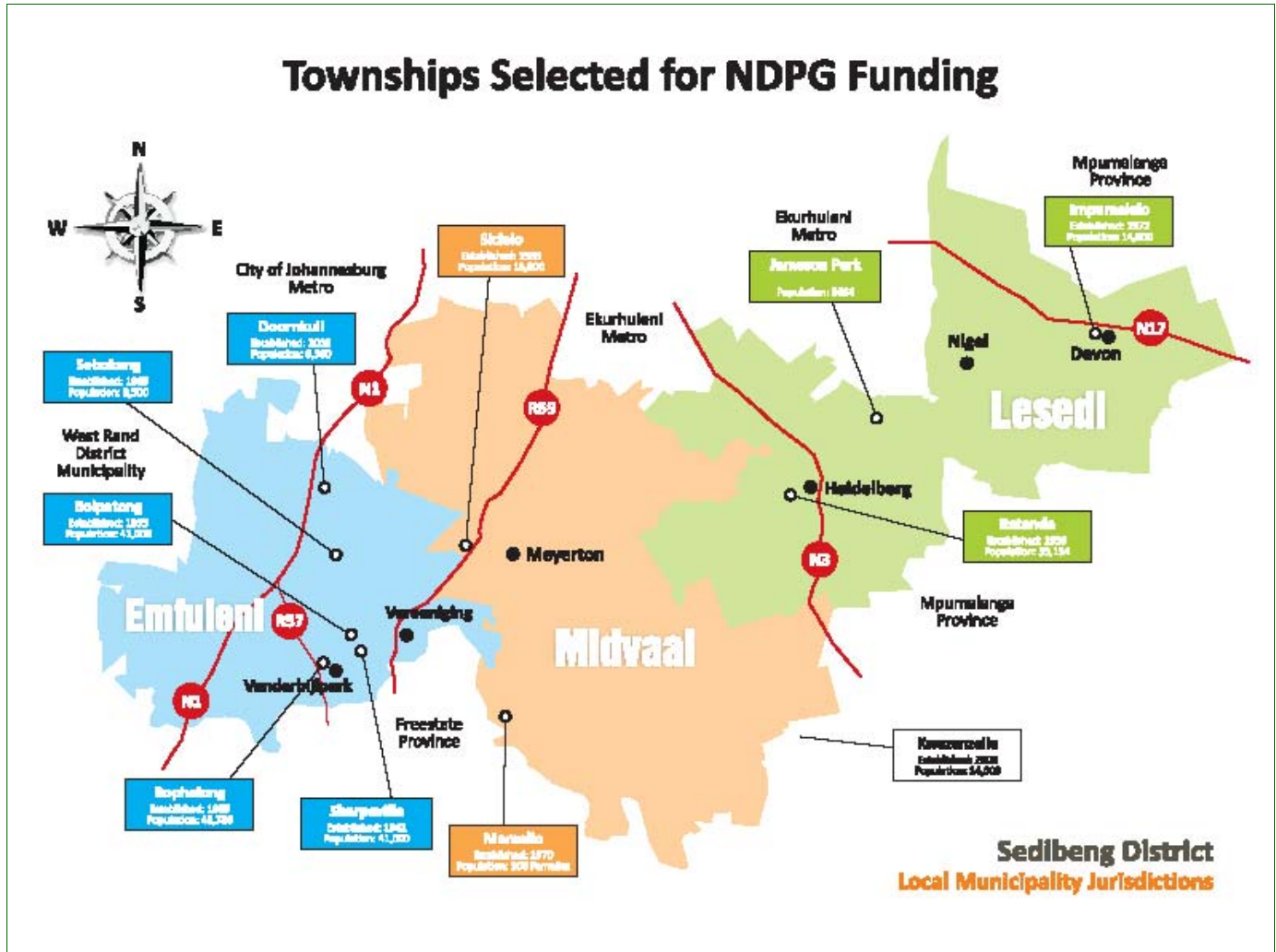




Map 14: Detailed Design for Waterfront Precinct

6.2.4 Extension of the Precinct Developments

Technical assistance is required to develop an urban management and environmental management plan. Once these plans have been done, community infrastructure may be identified some of which could be funded by NDPG, others which could be funded by the private sector and the municipality.



Map 15: Extension of Precinct Developments

Ratanda

Ratanda is an old established township in Lesedi. While significant upgrading and provision of basic services has occurred, the need now exists to concentrate government and community infrastructure along a corridor and create a ‘township CBD’. A design framework for the earmarked area is required, followed by business plans for proposed community infrastructure, including the:

- Upgrading of Ratanda Stadium and environs into a multi-purpose sport and recreation facility;

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- Building Ratanda exhibition and monument into an iconic and professionally run exhibition centre.
- Converting the Ratanda Multi-purpose hall into an arts, culture, indoor games and cinema complex;
- Upgrade Ext 7 Sport grounds though installing improved lighting and developing a youth centre with extra facilities; and
- Improve the link roads with improved lighting, street furniture etc.

Impumelelo, Jameson Park and Kwazenzele

These are three small areas in Lesedi which either lack or have dilapidated economic, community and social infrastructure. Design frameworks are required to pull together existing facilities into hubs or nodes which can include sport and recreation facilities, a government services hub and a multi-purpose hall, with a focus on providing activities for young people.

Evaton

The Evaton Renewal project (ERP) commenced in 2004/5 financial year as one of the two urban renewal projects implemented by the Gauteng Provincial Government. It covers the greater Evaton, Sebokeng Zone 3, 6, 7, Beverly Hills, Evaton West, Palm Springs, Evaton North, and Evaton, Small Farms. As part of its turnaround strategy, the ERP re-engineered the project in the current financial year so that it could be properly positioned to address the fundamental issues of the people of Evaton.

This involves the reviewing of strategies and priorities so that the process of change could be accelerated and the outputs thereof become visible. The strategic approach and the overall planning for the Evaton renewal project have been completed. The Evaton urban renewal is an ongoing programme spearheaded by the Gauteng Department of Housing. The Renewal Master plan consists of precincts developments. The Master Plan has broken the overall project into several Precincts. These include the Eastern, Western, Government / Sports and Heritage Precincts.

The Roads Paving Project within the Evaton Urban Renewal Programme is for selected roads and is not for the construction of the roads, but for the associated paving along the following roads:

- Stirling - 1600m
- Union Rd - 2700m
- 1st Ave - 2300m
- Hamilton - 2300m
- Easton Rd - 3500m

TOTAL = 12,400m.



Boipatong

In Boipatong, an urban design framework is required to guide the development of the following proposed interventions:

- Upgrading of roads including the route of the Boipatong massacre to include paving, street lighting, memorial stones and heritage information kiosks.
- Regeneration and rehabilitation of the wetland to include a park, soccer fields and possible other projects, including urban agriculture and/or monuments/public art
- Upgrading of cemetery and other community facilities in the environs.
- Integration of the heritage project already under way by DPTRW into the above.

Funds could then be sourced from the Gautrain CSI budget for the CAPEX.

Bophelong

In Bophelong, a design framework is required for the R57 corridor and then proposals and business plans for the following along the corridor which, can be implemented in partnership with the private sector including Arcelor Mittal:

- Improved pedestrian, safety including a possible pedestrian bridge
- Gateway to Vanderbijlpark/Bophelong on the North West side of the corridor
- Soccer fields/parks/urban agriculture along the strips of land between the R57 and Bophelong
- Trading places and/or taxi rank along the corridor
- Public art, greening and other forms of beautification which will make the corridor an attractive entrance to the Vaal, bearing in mind that the road leads to the hospitality areas along the Vaal River.

Sebokeng

In Sebokeng, three areas have been identified for potential precinct development. These are:

- Zone 17 as a retail/commercial/hospital/transport hub due to the presence of Sebokeng Hospital, taxi rank and other retail facilities;
- Zone 14 as a cultural/sport hub due to the presence of a theater and sports complex; and



- Zone 11 as a social/community hub due to plans by the Gauteng Department of Social Development to build an ECD and elderly centre in this area.

Already, the Department of Housing 20 Prioritised Township Programme has developed a concept design for Zone 17. This would need to be further investigated in terms of feasibility and business plans developed.

In respect of the other areas, the precinct plan would need to be developed, their feasibility established and then business plans developed which could be funded by NDPG, other spheres of government and the private sector.

Mamello

Mamello is a small township/informal settlement on the banks of the Vaal Dam. While there have been plans to move the informal settlement, the predominant view at the moment is to relocate it to an identified area within the established township of Vaal Marina.

An urban design framework is required, followed by proposals for community and social infrastructure to upgrade the area into a proper community. Some of the business plans would be funded by NDPG, but other funding sources could also be sourced.

Lakeside/Doornkuil

Lakeside is an RDP dormitory town adjoining Evaton in Midvaal. Doornkuil is a proposed new affordable housing development by a private sector developer (Basil Read and Old Mutual). They are planning to build 18 000 affordable housing units.

There are a number of urban and environmental management issues that need to be addressed to ensure that this area is developed into an integrated and sustainable community.

6.2.5 Regional Sewer Scheme

Challenges of Sanitation Services Facing the Region.

The Sedibeng region is growing faster than anticipated because development and developers have started moving south of Johannesburg. The challenge is that the sewer capacity of the region is currently unable to contain the present needs, let alone the future ones.

The sewer system of Emfuleni and Midvaal is currently running at its full capacity, meaning that any breakdown due normal mechanical and maintenance needs reduces the system capacity thereby resulting in effluent treated not to the required standards.

Rand Water, in consultation with DWAF, placed a moratorium on development in the region until the sewer system capacity is increased in size to cater for the current needs and future growth.

Importance of a Regional Sewer Development.

The Sedibeng GDS has put forward some ambitious development strategies that support a 20 to 25 year vision. Some of the strategies have been translated into strategic programmes named (Urban, River, and Township) Precincts Development and Vaal 21. The challenge is that these programmes can only fly if their corresponding development potential can be supported by the sewer system capacity of the region. Given the challenges of sanitation services described above, it means that the Sedibeng Regional Sewer Scheme project has to happen for the Sedibeng GDS to materialize.

The Sedibeng Regional Sewer Scheme (SRSS).

The planning of the SRSS is far advanced wherein service providers have been appointed to tackle the issues of technical, institutional and financing.

The proposed design capacity of the new Waste Water Treatment Works (WWTW) of the SRSS is 150 Ml/day for a lifespan of 2025. The preliminary cost estimates at February 2009 is R 1.27 billion (excluding Fees and Vat) or R 1.62 billion (including Fees and Vat). The site for the proposed WWTW has been identified and approved for further technical work, e.g. geotechnical studies.

The recommendation received is that the design and construction of the new WWTW need to commence as a priority and that this work needs to be done in the 2009/10 year. The construction of the new works needs to be in units of 50 Ml/day, staggered to spread the cash flow.

6.2.6 Clean Air

Air Quality Management in the Region: Challenges, Impacts, Development, and Remedial Actions.

Air quality and its management are important as it affects factors of life such as the environment and the health of its inhabitants. For example, acid deposition, smog, atmospheric ozone loss and the much aired greenhouse effect are some of the drastic effects of air pollution and poor air quality on the environment. The human health effects of poor air quality are far reaching, but principally affect the body's respiratory system and the cardiovascular system. The health effects caused by air pollutants may range from subtle biochemical and physiological changes to difficulty in breathing, wheezing, coughing and aggravation of existing respiratory and cardiac conditions. Air quality management is thus crucial as it is primarily the minimization, management and prevention of air pollution, which aims to improve areas with poor air quality and maintain good air quality throughout.

DEAT is responsible for regulating all industries and other enterprises undertaking so-called "scheduled processes", i.e. processes listed in the second schedule to the Atmospheric Pollution Prevention Act (APPA, Act No. 45 of 1965) which has the potential to release significant quantities of pollutants to the atmosphere.



The Minister of Environmental Affairs and Tourism declared the Vaal Triangle Airshed as the first national priority area in terms of section 18(1) of the Air Quality Act (Act No. 39 of 2004). The Vaal Triangle Airshed Priority Area (VTAPA) was declared as a priority area due to the concern of elevated atmospheric pollutant concentrations within the area, especially fine particulate matter.

In terms of section 15(2) of the Air Quality Act each municipality is required to develop an Air Quality Management Plan (AQMP). Such a plan must be included in the municipality’s integrated development plan as contemplated in Chapter 5 of the Municipal System Act (Act No. 32 of 2000).

Sedibeng’s AQMP will thus have to achieve the following objectives:

- Improve ambient air quality;
- Reduce negative impacts on human health and environment;
- Address the effects of domestic fuel burning;
- Address the effects of emission from industrial sources
- Address effects from emission from any point or non-point sources of air pollution;
- Implement the republic’s obligations in respect of international agreements; and
- Give effect to best practice in air quality management.

The projects that have been proposed for inclusion in the 2009/10 IDP for the realization of the above objectives are i) the development of the Sedibeng AQMP, ii) the development of the Sedibeng AQMP Bylaws iii) the development of the Infrastructure Asset Management Plan for the Sedibeng air quality stations, iv) the establishment of the Air Quality Management System in the SDM and the Locals.

6.3 Progress Report on Other Flagship Projects Identified in 2008/09

In this section we report on achievements made on other flagship projects carried out in the 2008/09 financial year. For each strategy a number of key deliverables were identified to deliver on these flagship projects.

6.3.1 Strategy: Growth and Development

Three deliverables were identified to deliver on the strategy for growth and development.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • Vaal 21 initiative; 	<ul style="list-style-type: none"> • Branding is finalized and approved at Joint Mayoral; • Successful stakeholder briefing session hosted; • Terms of reference develop to conduct study on binding constraints; • Compulsory briefing session held;



KEY DELIVERABLES	PROGRESS
	<ul style="list-style-type: none"> Tenders received; Technical Evaluation to be completed by 31 Oct; and Steering Committee established.
<ul style="list-style-type: none"> Manufacturing beneficiation programme focusing on steel and petro-chemical sectors; and 	<ul style="list-style-type: none"> No significant progress reported.
<ul style="list-style-type: none"> Connectivity Plan. 	<ul style="list-style-type: none"> No significant progress reported.

6.3.2 Strategy: Ensure Urban Renewal

Four deliverables were identified to deliver on the strategy for urban renewal.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Sharpeville precinct projects; Boipatong urban renewal; 	<ul style="list-style-type: none"> Phase 2: Detailed Designs completed. In progress.
<ul style="list-style-type: none"> Vereeniging and Vanderbijlpark urban management and renewal programmes; and 	<ul style="list-style-type: none"> Phase 2: Detailed Designs completed.
<ul style="list-style-type: none"> Waterfront precinct development. 	<ul style="list-style-type: none"> Phase 2: Detailed Designs completed.

6.3.3 Strategy: Promote Youth Development

One deliverable was identified to deliver on the strategy to promote youth development.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Review and expansion of Youth Advisory Centre (YAC) into a fully fledged youth development programme. 	<ul style="list-style-type: none"> All youth centres fully operational. Sebokeng centre opened in September 2008; and Review project on tender process; estimated completion time is March 2009.

6.3.4 Strategy: Promote HIV and AIDS Understanding, Treatment, Care and Support.

One deliverable was identified to deliver on the strategy to promote HIV and AIDS understanding, treatment, care and support.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> 2008-2013 Comprehensive HIV / AIDS Implementation Action Plan. 	<ul style="list-style-type: none"> District AIDS Council functioning well. In the last meeting, Council provided 800 orphans and child-headed households with food; Ward-Based- Emfuleni has identified 10, Midvaal and Lesedi 5 each. All municipalities have advertised for appointments; Bophelo/Impilo Project between Arcelor Mittal, Clinix, Emfuleni & Sedibeng has appointed 45 fieldworkers for Kwa-Masiza & Sebokeng Hostels and Boiketlong; and All municipalities have advertised for tender regarding Billboards at strategic areas.



6.3.5 Strategy: Promote a Safe and Secure Environment

One deliverable was identified to deliver on the strategy to promote a safe and secure environment.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> CCTV expansion and improvement project integrated into an urban management framework and also contributing to improved connectivity. 	<ul style="list-style-type: none"> Council resolution has been taken to expand and integrate the CCTV System with the CCTV Systems in Midvaal and Lesedi, including expansion to Vanderbijlpark and Vereeniging; Tender process is in progress to appoint a service provider. Phase 1 <ul style="list-style-type: none"> Conversion of the current Optic Fibre Network to Wireless Transmission in Evaton and Sebokeng. Establish a link and integration with the CCTV System in Lesedi and Midvaal. <i>Timeframe: June 2009</i> Phase 2 <ul style="list-style-type: none"> Installation of the CCTV System in Vanderbijlpark and Bedworthpark. Outsourcing of the CCTV Surveillance/Monitoring function. <i>Timeframe: December 2009</i> Phase 3 <ul style="list-style-type: none"> Installation of additional cameras in Vereeniging and Sharpeville. <i>Timeframe: April 2010.</i>

6.3.6 Strategy: Perform Disaster Management Efficiently

Four deliverables were identified to deliver on the strategy to perform disaster management efficiently.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Develop and update district wide integrated disaster management and business continuity plans according to risk profiles; 	<ul style="list-style-type: none"> Risk Assessments completed and currently being reviewed and updated; Currently assisting local municipalities in developing their risk profiles; Sedibeng Disaster Management Macro plan under review; River Rescue program developed; Water Safety Task Team thereof established; Task Team on disaster management awareness established; and Disaster Management nodal points identified and agreed upon by local municipalities to deal with disaster management issues.
<ul style="list-style-type: none"> Perform the disaster management function 	<ul style="list-style-type: none"> CCC Coordinator is being appointed;



KEY DELIVERABLES	PROGRESS
efficiently;	<ul style="list-style-type: none"> • Effective stakeholder participation has been established and fully functional; • Contingency plans for known priority risks have been developed; and • Procedures on dissemination of early warnings of some onset hazards established.
<ul style="list-style-type: none"> • Co-ordinate fire fighting and rescue, run awareness programmes on fire and rescue and ensure training of local fire fighting officials; and 	<ul style="list-style-type: none"> • MOU on specialized fire fighting services for Lesedi completed and signed; • 12 fire personnel trained in Hazmat technician; • 12 fire personnel trained in confined space rescue; and • 30 personnel trained in Aircraft fire fighting rescue.
<ul style="list-style-type: none"> • Develop, implement and monitor an integrated 2010 safety and security plan, involving all stakeholders including disaster management, emergency medical services and health services. 	<ul style="list-style-type: none"> • 2010 Disaster Management Plan completed, presented before the SDMAF and PDMC in support of the plan.

6.3.7 Strategy: Promote Social Development of Our Communities

Two deliverables were identified to deliver on the strategy to promote social development of the Sedibeng region.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • Programmes for all vulnerable groups guided by a holistic social development policy; and 	<ul style="list-style-type: none"> • Policies for People with Disability and Gender developed; Consultation with stake holders in preparation for adoption and development of Action plan in progress.
<ul style="list-style-type: none"> • Integrated ex-combatants programme. 	<ul style="list-style-type: none"> • Ex combatant's policy drafted, for engagement with stakeholders at a conference in November 2008; and • Ex combatants plan of action adopted by Mayoral Committee., for tabling at next Council meeting in November.

6.3.8 Strategy: Promote and Develop the Heritage of Our Region

Two deliverables were identified to deliver on the strategy to promote and develop the heritage of the Sedibeng region.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • International Human Rights Festival to coincide with 50th anniversary of Sharpeville massacre and 2010 FIFA Soccer World Cup; and 	<ul style="list-style-type: none"> • No significant progress reported.
<ul style="list-style-type: none"> • Sharpeville and Boipatong heritage precinct. 	<ul style="list-style-type: none"> • Phase 2 Detailed Designs completed.

6.3.9 Strategy: Nurture the Development of People’s Potential through Sport, Recreation, Arts and Culture

Three deliverables were identified to deliver on the strategy to promote and develop the heritage of the Sedibeng region.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Multi Coded Hub (mass participation) programme 	<ul style="list-style-type: none"> Stakeholders identified for the mass participation programme.
<ul style="list-style-type: none"> Soccer academy and development programme; and 	<ul style="list-style-type: none"> 2010 Sedibeng strategy approved by council; and <ul style="list-style-type: none"> Feasibility study conducted by Manto Management on the establishment of the Sedibeng Soccer Academy, report sent to council. Sedibeng Regional Sports summit held on the 21-13 November 2008 when all sports stakeholders will discussed sports development and resolution taken on where sports is going, report will be taken to council.
<ul style="list-style-type: none"> George Thabe sport and recreational precinct. 	<ul style="list-style-type: none"> Discussions regarding George Thabe still in the process.

6.3.10 Strategy: Develop and Maintain High Quality Municipal Facilities

Five deliverables were identified to deliver on the strategy to promote and develop and maintain high quality municipal facilities.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Effective fleet management system with a renewed fleet; 	<ul style="list-style-type: none"> 15 vehicles bought at the cost of R3,8m to enhance service delivery and a tender has been issued for calling of the service provider for fleet management system.
<ul style="list-style-type: none"> Civic Precinct Project; 	<ul style="list-style-type: none"> Phase 2 Detailed Designs completed.
<ul style="list-style-type: none"> Turnaround strategy implemented for Fresh Produce Market, Vereeniging and Heidelberg Airports; 	<ul style="list-style-type: none"> Fresh Produce Market: <ul style="list-style-type: none"> Council considered the turnaround strategy as presented by the service provider on 28 May 2008 and subsequently approved the option of separating the business from the facility. In order to implement this option a tender has been called for appointment of a transactional advisor to assist the council with the finalization of the transaction. Heidelberg & Vereeniging Airport: <ul style="list-style-type: none"> The service provider has submitted the turnaround strategy for the two airports but additional information regarding the technical aspects were not adequately addressed and therefore additional info had to be acquired, Tenders are being prepared for the invitation of a service provider to assist with the acquisition of the additional work; and



KEY DELIVERABLES	PROGRESS
	<ul style="list-style-type: none"> ▪ Gauteng Department has done efficient Energy use survey on 21/10/2008 in council building and will give feedback on findings with recommendation of efficient energy use.
<ul style="list-style-type: none"> • Efficient Energy Use Plan; and 	<ul style="list-style-type: none"> • No significant progress reported.
<ul style="list-style-type: none"> • Public Works (Facilities) Management Plan. 	<ul style="list-style-type: none"> • No significant progress reported.

6.3.11 Strategy: Render Effective IT Services

One deliverable was identified to deliver on the strategy to render effective IT services.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • New IT model with the locals. 	<ul style="list-style-type: none"> • Draft MOA completed and submitted to locals for comments; • Midvaal requested staff to be seconded to them on 1 November 2008; • Midvaal comments received on MOA and comments are currently being reviewed and incorporated into MOA; and • No comments were received from Emfuleni.

6.3.12 Strategy: Plan and Provide for Effective Efficient and Sustainable Road Infrastructure

Three deliverables were identified to deliver on the strategy to plan and provide for effective efficient and sustainable infrastructure.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • Regional Roads Development Plan; 	<ul style="list-style-type: none"> • Development of the Road Master plan for ELM and MLM is 80% complete.
<ul style="list-style-type: none"> • Regional Roads Signage Project; and 	<ul style="list-style-type: none"> • The tender for the road signage has been awarded in February 2009.
<ul style="list-style-type: none"> • R82 Development Project. 	<ul style="list-style-type: none"> • DPTRW has promised to develop the R82, but to date nothing has happened.

6.3.13 Strategy: Plan and Develop Accessible, Safe and Affordable Public Transport Systems and Facilities

Two deliverables were identified to deliver on the strategy to plan and develop accessible, safe and affordable public transport systems and facilities.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> • Taxi Rank Turnaround Strategy, and 	<ul style="list-style-type: none"> • Short term measures being put in place to improve taxi rank management. No progress on turn-



KEY DELIVERABLES	PROGRESS
	around strategy.
<ul style="list-style-type: none"> Integrated Transport Plan. 	<ul style="list-style-type: none"> ITP tender awarded and process plan in place to ensure delivery of ITP by mid 2009. Well attended workshops were held with transport stakeholders. Field work currently being conducted.

6.3.14 Strategy: Plan for Effective, Efficient and Sustainable Infrastructure for Water and Sanitation Services, and Provision of Electricity

One deliverable was identified to deliver on the strategy to plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Sedibeng Regional Sewer Works. 	<ul style="list-style-type: none"> SDM is continuing to play a strategic planning and regional coordination role at the levels of the Political, Technical, and Project Steering Committees. To date: <ul style="list-style-type: none"> The sewer plant site has been identified and approved for further technical studies, e.g. geotechnical engineering; The MSA Section 78(1) decision has been taken, i.e. assessment of direct/indirect costs and benefits, capacity, re-organisation, impact on development, and views of organised labour has been established; and The decision to establish and appoint the Project Management Office has been taken.

6.3.15 Strategy: Create Healthy Environment through Effective Environmental Health Management

Three deliverables were identified to deliver on the strategy to create healthy environment through effective environmental health management.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Vaal Air Quality Management Plan. 	<ul style="list-style-type: none"> The Vaal Airshed Air Quality Plan has been completed and in the process of been promulgated.
<ul style="list-style-type: none"> Renewable Energy Generation Plan; Clean Fires Campaign/Programme; 	<ul style="list-style-type: none"> No significant progress reported. Clean Fires Campaign was launched successfully in July 2008 by the SDM; and More than 300 community members and officials from the Sedibeng Region, City of J'oburg, Fezile Dabi DM and Ekurhuleni Metro were trained on the basic principles of Basa Njengo Magogo. The BNM Methodology will be rolled out further at local municipality level.
<ul style="list-style-type: none"> Second Generation EpoA; 	<ul style="list-style-type: none"> No significant progress reported.



KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Municipal Health Services Strategy/Programme; and 	<ul style="list-style-type: none"> No significant progress reported.
<ul style="list-style-type: none"> Air Quality Management Strategy/Programme. 	<ul style="list-style-type: none"> Tender for the Air Quality Licensing Authority Study has been awarded in July 2008.

6.3.16 Strategy: Promote Conservation of Environmental Resources and Biodiversity

Three deliverables were identified to deliver on the strategy to promote conservation of environmental resources and biodiversity.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Greening and Wetland Regeneration Programme 	<ul style="list-style-type: none"> These are ongoing programmes in partnership with MLM, CoJ, GDACE, and DWAF.
<ul style="list-style-type: none"> Kliprivier Regeneration Plan; and 	
<ul style="list-style-type: none"> Working for Water Programme. 	

6.3.17 Strategy: Ensure the Minimization of Waste and the Maximize Recycling of Waste

One deliverable was identified to deliver on the strategy to ensure the minimization of waste and the maximize recycling of waste.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Recycling Programme. 	<ul style="list-style-type: none"> No significant progress.

6.3.18 Strategy: Ensure Effective Competent and Motivated Staff

Three deliverables were identified to deliver on the strategy to ensure effective competent and motivated staff.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Training and Team Building Programme; 	<ul style="list-style-type: none"> No significant progress in this regard.
<ul style="list-style-type: none"> Employees' Personal Development Plans; and 	<ul style="list-style-type: none"> No significant progress in this regard.
<ul style="list-style-type: none"> Occupational Health and Safety Plan for Council Facilities (including leased buildings). 	<ul style="list-style-type: none"> No significant progress in this regard.

6.3.19 Strategy: Ensuring a Corruption Free Municipality

Two deliverables were identified to deliver on the strategy to ensure effective competent and motivated staff.

KEY DELIVERABLES	PROGRESS
<ul style="list-style-type: none"> Anti Fraud and Corruption Strategy; and 	<ul style="list-style-type: none"> No significant progress reported.
<ul style="list-style-type: none"> Change Management Strategy/Programme for LSCs. 	<ul style="list-style-type: none"> Appointed the fourth LSC Manager as well as the Assistant Manager: Governance & Administration both w.e.f. 5/1/2009. Progress on both projects should therefore continue shortly.





CHAPTER 7. VISION AND MISSION STATEMENT FOR SEDIBENG DISTRICT MUNICIPALITY AND KEY PRIORITY AREAS FOR 2009/10

7.1 Vision

The Sedibeng District Council is an innovative, dynamic, developmental government that consistently meets and exceeds the expectations of the communities and the various stakeholders it serves.

7.2 Mission

Its mission is the creation of a local government dedicated to the provision of quality services in an effective, efficient and financially sound manner by:

- Promoting the Batho Pele principle.
- Ensuring cost effective and affordable service delivery.
- Monitoring and developing staff to ensure consistently high work output.
- Adhering to good governance and sound management practices.
- Developing a culture of accountability and transparency.

7.3 Key Priority Areas for 2009/10

Although our KPAs remain the same as adopted in the 2007 – 11 IDP, we revise our strategies and key deliverables to ensure that our IDP remain relevant to the changing circumstances and challenges of our region. In this section we identify the key STRATEGIES and DELIVERABLES for each priority area.

7.3.1 Revised Strategies and Deliverables for 2009/10

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 2009/10 financial year. In many instances our deliverables remain the same as in the previous year. However in some instances as new issues and revised priorities arise, as discussed in the introduction, some deliverables have been revised.

7.3.1.1 Reinventing our Economy

There are six strategies identified to guide implementation of key deliverables to **reinventing our economy** in the Sedibeng region through consolidating the existing sectors and exploring new sectors of growth.



7.3.1.1.1 Strategy: Support the Consolidation and Expansion of the Metal, Energy and Construction Sectors

Five key deliverables were identified to ensure successful implementation of the strategy to support the consolidation and expansion of the metal, energy and construction sectors. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Consult and Coordinate the implementation of SDM incentive policy with the local municipalities;
- Establish a forum within the steel industry;
- Explore and if feasible initiate and support the establishment of an industrial development zone;
- The engagement on Vaal 21 initiatives must be followed up; and
- Development of a Steel Industry Sector Strategy.

7.3.1.1.2 Strategy: Promote and Develop Tourism and Leisure Sectors

Six key deliverables were identified to ensure successful implementation of the strategy to promote and develop tourism and leisure sectors. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Implement tourism and directional signage including on identified tourism routes;
- Implement Gauteng Tourism Institutional Framework by establishing and supporting a Regional Tourism Association;
- Grow all tourism products together with private sector and other spheres of government;
- Include support for RTA (Regional Tourism Association) to that of LTA's;
- Focus on leisure activities in addition to water tourism; and
- Promote establishment of Conference Centre (approx 5000 seater).

7.3.1.1.3 Strategy: Promote and Develop Agriculture Sector

Two key deliverables were identified to ensure successful implementation of the strategy to promote and develop agriculture sector. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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 and other agricultural organisations and institutions; and
- In conjunction with the locals and other spheres of governments facilitate the establishment of an all inclusive representative Sedibeng farmer's forum. Support the process of land restitution and establish post settlement programmes for new land owners. Continuously engage the Vereeniging Fresh Produce on opportunities of supply of produce by emerging farmers.

7.3.1.1.4 Strategy: Promote Opportunities for Increased Inclusivity in the Economy

Two key deliverables were identified to ensure successful implementation of the strategy to promote opportunities for increased inclusivity in the economy. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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;
- Develop and implement a concept of 'Business Week' to segment and organize parallel tracks, varied exhibitions needs for general, different industries and business needs;
- Implement the BBBEE Summit outcomes and resolutions;
- Sedibeng District Municipality's LED and Treasury Clusters to facilitate in partnership with other agencies a training and capacity for SMME's, Cooperatives and emerging farmers Facilitate for the establishment of a united Sedibeng Business Forum;
- Facilitate and mediate in the divisions and problems affecting NAFCOC Sedibeng; and
- Ensure that the SDM supply chain policies, procedures and practices facilitate procurement to SMMEs, Cooperatives and BBBEE.

7.3.1.1.5 Strategy: Ensure Integrated Economic Development and Investment Through the Vaal 21 Initiative

One key deliverable was identified to ensure successful implementation of the strategy to ensure integrated economic development and investment through the Vaal 21 initiative. The implementation of this deliverable will continue in the 2009/10 financial year and will include the following:

- Ensure integrated economic development and investment through the Vaal 21 initiative.



7.3.1.1.6 Strategy: Consolidate, Review and Monitor the SGDS

Two key deliverables were identified to ensure successful implementation of the strategy to Consolidate, review and monitor the SGDS. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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.



7.3.1.2 Renewing our Communities

There are three strategies identified to guide implementation of key deliverables to **renewing our communities** in the Sedibeng region through the provision of basic services, regeneration and property development to improve the quality of living for all.

7.3.1.2.1 Strategy: Ensure Integrated Spatial Development Planning and Promote Good Land Use Management

Seven key deliverables were identified to ensure successful implementation of the strategy to ensure integrated spatial development planning and promote good land use management. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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;
- Engage with all stakeholders on Land Use Management in conjunction with locals;
- Support local municipalities to implement consolidated Town Planning Schemes;
- Align deliverables to new Planning Act (GDPA) and ensure compliance; and
- Change Urban Edge process in line with continuous motivation, assessment and review method.

7.3.1.2.2 Strategy: Promote Residential Development and Urban Renewal

Seven key deliverables were identified to ensure successful implementation of the strategy to promote residential development and urban renewal. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Complete and Implement MHDP to facilitate future housing development & ensure inclusionary housing provisions 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;
- Coordinate and facilitate the implementation of Shack-Eradication Programme together with GDoH and all the Local Municipalities by funding and implementing the programme;
- Move from Developing MHDP to implementation of MHDP;
- Work in partnership with the local municipalities to implement a number of precinct or residential development projects including:
 - 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
 - Extension of Precinct Development projects to Evaton and NDP.
- A local development plan for the Doornkuil area in Walkerville.

7.3.1.2.3 Strategy: Plan for Effective, Efficient and Sustainable Infrastructure for Water and Sanitation Services, and Provision of Electricity

One key deliverable was identified to ensure successful implementation of the strategy to plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity. The implementation of this deliverable will continue in the 2009/10 financial year and will include the following:

- Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity.

7.3.1.3 Reviving a Sustainable Environment

There are four strategies identified to guide implementation of key deliverables to **reviving a sustainable environment** in the Sedibeng region through increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city.

7.3.1.3.1 Strategy: Ensure the Minimisation of Waste and the Maximize Recycling of Waste

Five key deliverables were identified to ensure successful implementation of the strategy to ensure the minimisation of waste and the maximize recycling of waste. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Update our Integrated Waste Management Plan (IWMP) and develop a Waste Information System;
- Ensure the rolling out of community campaigns such as waste management to improve our quality of life;
- Facilitate tyre recycling and reuse activities in the Sedibeng Region;
- Pilot environmentally sustainable measures in respect of landfill site management; and
- Ensure the development and implementation of a waste recycling strategy.

7.3.1.3.2 Strategy: Create Healthy Environment through Effective Environmental Health Management

Sixteen key deliverables were identified to ensure successful implementation of the strategy to create healthy environment through effective environmental health management. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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;
- Ensure the rolling out of community campaigns such as Clean Fires to improve our air quality;
- Ensure the development and adoption of MHS bylaws;
- Develop and implement Air Quality Management Bylaws;
- Before 2011 have a MHS unit in place focusing on priority issues and areas;
- 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;
- Before 2011 have an Air Quality unit in place that will be implementing the Vaal Air Quality Management Plan;



- 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;
- Facilitate the implementation of the safety food programme during 2010;
- Support the initiatives for the prevention and dealing with health incidents, e.g. cholera;
- Develop and implement the Sedibeng Air Quality Management Plan that is in alignment with the Vaal Air Quality Management Plan;
- Develop and implement the Asset Management Plan for the Sedibeng DM air quality stations that are in Kliprivier, Sebokeng, Three Rivers, and Sharpeville; and
- Undertake the Section 78 process (MSA, 2000) for deciding on mechanisms to provide air quality management service.

7.3.1.3.3 Strategy: Build Partnerships to Ensure Integrated Environmental Awareness, Planning and Management

Eleven key deliverables were identified to ensure successful implementation of the strategy to build partnerships to ensure integrated environmental awareness, planning and management. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop an updated database on environmental policy and legislative requirements of local government;
- Develop the Sedibeng Environmental Management Framework;
- Ensure development and implementation of an effective Environmental Programme of Action;
- 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;
- Initiate/partner with sustainable programmes that create jobs and opportunities, e.g. working for water/wetlands;
- Ensure the development and implementation of an outreach strategy;
- Before 2011 have developed an approach to co-generation and energy saving e.g. solar street and traffic lights;



- Pilot environmentally sustainable measures in respect of street lighting (Ben Schoeman road in Sebokeng);
- Support the development of the green city at Doornkuil; and
- Clarify the relationship between Municipal Health Service, Environmental Health Service and Primary Health Service.

7.3.1.3.4 Strategy: Promote Conservation of Environmental Resources and Biodiversity

Four key deliverables were identified to ensure successful implementation of the strategy to promote conservation of environmental resources and biodiversity. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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.



7.3.1.4 Reintegrating our Region

There are five strategies identified to guide implementation of key deliverables to **reintegrating our region** with the rest of Gauteng, South and Southern Africa through improving connectivity and transport links.

7.3.1.4.1 Strategy: Plan and Provide for Effective Efficient and Sustainable Road Infrastructure

Eight key deliverables were identified to ensure successful implementation of the strategy to plan and provide for effective efficient and sustainable road infrastructure. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Before 2011 have master/comprehensive plans in place to ensure delivery of new bulk infrastructure;
- 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;
- Overhaul road and tourism signage on major local and regional roads and tourist destination;
- Facilitation and coordination of the township roads upgrading strategy to make significant inroads into the upgrading of township roads to include street lighting and sidewalks;
- Maximize the employment of local labour and target youth, people with disabilities and ex-combatants;
- Facilitation and coordination of the improvement of certain sections of the regional road network, e.g. parts of R82, re-alignment of R42; and
- Facilitate the development of the regional cemetery plan.

7.3.1.4.2 Strategy: Plan and Develop Accessible, Safe and Affordable Public Transport Systems and Facilities

Six key deliverables were identified to ensure successful implementation of the strategy to plan and develop accessible, safe and affordable public transport systems and facilities. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop Sedibeng ITP which guides how we manage public transport, airports, freight and waterways;



- 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;
- Implement turnaround strategy for the taxi ranks; and
- Identification of key intermodal facilities for upgrading and development as precincts/economic hubs including bus stops, Taxido Junction, Bophelong Rank and Mpumelelo Rank Develop Sedibeng ITP which guides how we manage public transport, airports, freight and waterways.

7.3.1.4.3 Strategy: Promote Efficient Movement of Freight

Three key deliverables were identified to ensure successful implementation of the strategy to promote efficient movement of freight. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop and implement a feasible and appropriate freight facility including in possible partnership with the North West University and its partners;
- Improve freight transport in the Sedibeng area; and
- Work with various stakeholders to ensure the safety of freight, pedestrians and private cars along the R59 industrial corridor.

7.3.1.4.4 Strategy: Render an Efficient and Corruption Free Vehicle Registration and Licensing Service

Nine key deliverables were identified to ensure successful implementation of the strategy to render an efficient and corruption free vehicle registration and licensing service. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Improve the best practice model so that clients are better served and staff are more productive;
- Before 2011 have improved capacitated staff and quality workplace skills plan;
- Improved risk management including anti-fraud and corruption policies and plans;
- 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;
- 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;
- Establish onsite capacity and resource for Batho Pele coordination; and
- Develop and implement an approach to address the non-technical skills gap.

7.3.1.4.5 Strategy: Improve ICT Connectivity in Sedibeng

Three key deliverables were identified to ensure successful implementation of the strategy to improve ICT connectivity in Sedibeng. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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 can improve the service as well as how to leverage the provision of other services from the fibre optic cable already installed; and
- Explore providing a centralized call centre service for all municipal services.



7.3.1.5 Releasing Human Potential

There are seven strategies identified to guide implementation of key deliverables to **releasing human potential** in the Sedibeng region through accelerated investment in people and increased focus on the development of social capital.

7.3.1.5.1 Strategy: Nurture the Development of People's Potential through Sport, Recreation, Arts and Culture

Four key deliverables were identified to ensure successful implementation of the strategy to nurture the development of people's potential through sport, recreation, arts and culture. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Support the District Council's programmes;
- Coordinate the 2010 FIFA World Cup Strategy;
- Implement a program to support artists and crafters, including and the establishment of the School of the Arts; and
- Establish a Craft Hub at the old Sharpeville Police Station.

7.3.1.5.2 Strategy: Promote and Develop the Heritage of our Region

Five key deliverables were identified to ensure successful implementation of the strategy to promote and develop the heritage of our region. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop a comprehensive heritage program;
- Support the geographical name change process;
- Develop a Turn Around strategy for museums and theatres in the district;
- Implement a Turn Around strategy for museums and theatres in the district; and
- Implement a program for identified commemorative days (i.e. Human Rights and Heritage months).



7.3.1.5.3 Strategy: Promote a Safe and Secure Environment

Seven key deliverables were identified to ensure successful implementation of the strategy to promote a safe and secure environment. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Support Victim Empowerment centers;
- Empower community volunteers on community safety;
- Implement the SDM Community Safety strategy;
- Coordinate effective partnerships to ensure safer communities;
- Expand the CCTV surveillance system within the district;
- Implement the 2010 safety and security programme; and
- Ensure the implementation of calendar events and other identified projects.

7.3.1.5.4 Strategy: Perform Disaster Management Efficiently

Five key deliverables were identified to ensure successful implementation of the strategy to perform disaster management efficiently. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Review the district wide integrated Disaster Management Plan;
- Monitor the delivery of specialized Fire Fighting Services in accordance with the MoA;
- Implement the Centralized Communication Centre services;
- Comply with the Disaster Management Legislation; and
- Ensure the implementation of calendar events and other identified projects.

7.3.1.5.5 Strategy: Promote HIV and AIDS Understanding, Treatment, Care and Support

Six key deliverables were identified to ensure successful implementation of the strategy to promote HIV and AIDS understanding, treatment, care and support. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Support the implementation of internal and external Workplace programmes;
- Monitor the implementation of the SDM AIDS Strategy (2007-2011);



- Facilitate the functioning of the AIDS councils (district and locals);
- Coordinate the implementation of HIV & AIDS ward based programmes;
- Support the collaboration of HIV/TB programmes; and
- Ensure the implementation of calendar events and other identified projects.

7.3.1.5.6 Strategy: Promote Efficient Delivery of Primary Health Care and Emergency Medical Services

Five key deliverables were identified to ensure successful implementation of the strategy to promote efficient delivery of primary health care and emergency medical services. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Improve response times in EMS;
- Improve quality of care by EMS personnel;
- Implement Public Education programmes;
- Improve EMS services in rural and outlying areas; and
- Monitor the district health system.

7.3.1.5.7 Strategy: Promote Social Development of our Communities

Five key deliverables were identified to ensure successful implementation of the strategy to promote social development of our communities. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop a comprehensive social development strategy for designated groups;
- Implement the ex - Combatants programme;
- Implement the SDM Donation Policy;
- Administer the SDM external Bursary Funds Policy; and
- Coordinate the Youth Advisory Centre Services programmes.



7.3.1.6 Good and Financial Sustainable Governance

There are thirteen strategies identified to guide implementation of key deliverables to ensure **good and financial sustainable governance** in the Sedibeng region through sound administration, knowledge sharing, caring and growing employees and performance management.

7.3.1.6.1 Strategy: Ensure Financial Sustainable Local Government including of Revenue Collection, Management and Financial Mobilisation

Four key deliverables were identified to ensure successful implementation of the strategy to ensure financial sustainable local government including of revenue collection, management and financial mobilisation. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Continuation for enhanced and comprehensive fixed asset registers on rental agreements with Locals;
- Ensure completeness of revenue;
- Explore additional revenue generating avenues for Council; and
- Improve revenue management.

7.3.1.6.2 Strategy: Governance of Municipal Finance

Three key deliverables were identified to ensure successful implementation of the strategy to ensure governance of municipal finance. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Ensuring 100% compliance with Municipal Finance Management Act;
- Introduce improved policies and procedures; and
- Ongoing workshops on financial internal control procedure manual.

7.3.1.6.3 Strategy: Building Capacity to Manage Municipal Finance

Three key deliverables were identified to ensure successful implementation of the strategy to building capacity to manage municipal finance. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:



- Put in place appropriate training and mentoring for all staff including financial staff in line with competency framework to develop and manage municipal finance;
- Successful CFO IGR Forum interventions conducted with Locals, Provincial Treasury and DPLG; and
- Improvement on internal customer satisfactory surveys.

7.3.1.6.4 Strategy: Financial Reporting

Three key deliverables were identified to ensure successful implementation of the strategy to ensure effective and efficient financial reporting. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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; and
- Ensure successful review of GAMAP/GRAP implementation.

7.3.1.6.5 Strategy: Budgeting and Planning of Municipal Finances

Five key deliverables were identified to ensure successful implementation of the strategy to ensure effective and efficient budgeting and planning of municipal finances. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- 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;
- Develop financial plan for the District; and
- Ensure effective budget management and monitoring through the coordination of a Budget Panel in aligning IDP priorities to SDBIP deliverables.

7.3.1.6.6 Strategy: Supply Chain Management

Three key deliverables were identified to ensure successful implementation of the strategy to effectively manage Supply Chain Management. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Manage contract and supplier database effectively;
- Develop programme to support local SMME's and Local Businesses to bid for government tenders; and
- Introduce improved policy and procedures.

7.3.1.6.7 Strategy: Effective Management of Council Business

Six key deliverables were identified to ensure successful implementation of the strategy to effectively manage of council business. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Effective secretarial services to Council, Mayoral and related Committee meetings;
- Reviewing and monitoring effective records management systems (paper – based and electronic);
- Effective and efficient legal support relating to contract management;
- Effective and efficient general legal support;
- Effective internal communications; and
- Produce an internal staff newsletter.

7.3.1.6.8 Strategy: Render Effective IT services

Five key deliverables were identified to ensure successful implementation of the strategy to render effective IT services. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Manage and enhance the Sedibeng Wide Area Network (WAN) and Local Area Network (LAN);
- Develop a Disaster Recovery Plan (DRP) to ensure data integrity and recovery;
- Roll out specialised software enhancements and working with different internal departments to provide them with IT solutions to meet their respective IDP demands;



- Continuous investigation and Implementation of the latest information technology in line with national trends and standards; and
- Review of the IT Memorandum of Agreement (MOA) with Locals to ensure interoperability and connectivity, but for each to manage their own IT assets and systems.

7.3.1.6.9 Strategy: Ensure Effective, Competent and Motivated Staff

Seven key deliverables were identified to ensure successful implementation of the strategy to ensure effective, competent and motivated staff. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Ensure a healthy and safe working environment;
- Ensuring team building interventions as well as ongoing review of organisation and structure to align with changes in the strategy as well as harmonised labour relations;
- Accelerate programmes of Batho Pele to ensure service delivery;
- Continuous implementation of performance management and development 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 Councillors 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 and young people and people with disabilities at all levels of our staff; and
- Implement an effective Employee Assistance Programme including HIV and AIDS workplace programme and support to Employees and Councillors on financial planning.

7.3.1.6.10 Strategy: Develop and Maintain High Quality Municipal Facilities

Five key deliverables were identified to ensure successful implementation of the strategy to develop and maintain high quality municipal facilities. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop and implement the turnaround strategy for utilities;
- Develop a long term plan and model for the efficient management and maintenance of our facilities including possibilities of partnership to partner with private sector;

- Ensure reasonable accommodation for people with disabilities;
- Effective fleet management so that safe vehicles are available to staff and councillors; and
- 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.

7.3.1.6.11 Strategy: Facilitate Access to Relevant Information and Promote Knowledge

Six key deliverables were identified to ensure successful implementation of the strategy to facilitate access to relevant information and promote knowledge. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop and implement a Knowledge Management Strategy;
- Participate in District Learning Network to share experiences across districts;
- Enter into MOU with VUT and NWU around development of skills for the SDM.
- Use and strengthen local websites as a form of information sharing;
- Facilitate the establishment of a Skills Forum; and
- Research migration study in Sedibeng.

7.3.1.6.12 Strategy: Ensure Measurable Performance and Transparent Monitoring of the Municipality

Two key deliverables were identified to ensure successful implementation of the strategy to ensure measurable performance and transparent monitoring of the municipality. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Establish Key Performance Indicators which will be measurable and measured on a regular basis; and
- Ensure that there are quality quarterly, mid-year and annual reports which are conveyed to stakeholders and constituencies.



7.3.1.7 Vibrant Democracy

There are five strategies identified to guide implementation of key deliverables to ensure **vibrant democracy** in the Sedibeng region through good communication and stakeholder relations, marketing and branding, good intergovernmental relations and capacitation of councillors.

7.3.1.7.1 Strategy: Build High Level of Stakeholder Relations and Effective Communication and Branding

Eight key deliverables were identified to ensure successful implementation of the strategy to build high level of stakeholder relations and effective communication and branding. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Revise communication strategy to ensure appropriate integration between internal and external communication, marketing and branding;
- Ensuring ongoing communication with our stakeholders;
- 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 Communications' Forum;
- Establish and build a Business Forum by sector and by size; and
- Enhance participation of stakeholders in the implementation of the IDP, to achieve improved and sustained partnership with various stakeholders.

7.3.1.7.2 Strategy: Promote High Level of Intergovernmental Co-operation and Co-ordination

Three key deliverables were identified to ensure successful implementation of the strategy to promote high level of intergovernmental co-operation and co-ordination. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Identify strategic objectives/programmes for IGR to take place;
- Promote inter-municipal relationships; and



- Facilitate and coordinate international relationships to achieve the Growth and Development Strategy objectives.

7.3.1.7.3 Strategy: Ensure High Level of Corporate Governance

Five key deliverables were identified to ensure successful implementation of the strategy to ensure high level of corporate governance. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Implement an enterprise risk management framework;
- Implement a fraud and corruption plan;
- Implement an internal auditing plan;
- Establish a planning, monitoring and evaluation committee; and
- Monitor declaration and disclosure of interests.

7.3.1.7.4 Strategy: Ensure Public Participation

Six key deliverables were identified to ensure successful implementation of the strategy to ensure public participation. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Strengthening ward committees through providing assistance programmes;
- 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;
- Arranging sectoral izimbizo and dialogues in relation to the GDS and IDP with designated groups including women, youth, the elderly, people with disability, etc; and
- Facilitate the establishment of Street Committees.



7.3.1.7.5 Strategy: Strengthening Oversight and Accountability

Three key deliverables were identified to ensure successful implementation of the strategy to strengthen oversight and accountability. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Develop a governance model that would enhance the separation of powers between the council and the mayoral committee;
- Ensure effective functioning of the Mayoral Committee and enhance high level of political understanding amongst committee members and strengthening oversight and accountability; and
- Ensure effective functioning of the Municipal Public Accounts Committee (MPAC).

7.3.1.7.6 Strategy: Mainstreaming of issues relating to designated groups

Three key deliverables were identified to ensure successful implementation of the strategy to mainstreaming of issues relating to designated groups. The implementation of these deliverables will continue in the 2009/10 financial year and will include the following:

- Ensure that programmes exist to empower and promote designated groups;
- Facilitate development of appropriate policies and mechanisms to enhance participation of the designated groups; and
- Develop the capacity and understanding of officials on how to mainstream.

7.4 IDP Flagship Projects for 2009/10

The following table provides further details on flagships projects planned for 2009/10.

STRATEGY	PROJECT
Growth and development	<ul style="list-style-type: none"> • Vaal 21; • Precincts Projects; • Steel industries – support and social programmes in re-skilling; • FIFA 2010 offering & Marketing; • Small scale mining and beneficiation; • Integrated Information Communication Technology (ICT) Connectivity; • Value adding agriculture crops and industries. (agricultural value chain);



STRATEGY	PROJECT
	<ul style="list-style-type: none"> • 2010 Offering; • Regional Association; • Leisure Tourism and Business Tourism promotion; and • Conference Centre.
<p>Ensure integrated spatial development planning and promote good land use management</p> <p>Promote Residential Development and Urban Renewal</p>	<ul style="list-style-type: none"> • Ongoing development of the SDF; • Motivating and influencing the Urban Edge; • Support to ELM in relation to application backlogs; • Support for Shack Eradication Programmes; • Support New Housing Projects in: <ul style="list-style-type: none"> ▪ Mamello, Tshepiso North, Obed Nkosi, Doornkuil, Kwa Dlomo Dam and Rustervaal. • Support Informal Settlements Upgrading in: <ul style="list-style-type: none"> ▪ New Village; ▪ Sonderwater; and ▪ Boiketlong. • All Precinct Projects: <ul style="list-style-type: none"> ▪ ELM (Sharpeville, Civic, Waterfront, Boipatong, Bophelong) Plus Evaton now added; ▪ MLM (Sicelo, Mamello, Lakeside / Doornkuil); and ▪ LLM (Ratanda, Impumellelo, Jameson park, KwaZenzele). • Supporting 2010 deliverables.
Youth development	<ul style="list-style-type: none"> • Implementation of District Youth Development Strategy Plan; • Establishment of the Youth Unit; • Expansion of the Youth Advisory Centres; Establishment of the Fully Fledged Youth Advisory Centre; • Implement project linked to the NYS/ EPWP; and • Launch all NYS/ EPWP Youth Programmes.
Promote HIV and AIDS understanding, treatment, care and support.	<ul style="list-style-type: none"> • Abstinence Week Campaign in February (community mobilisation towards secondary abstinence); • WALK THE TALK Motivational Campaign in June, (Youth Month motivational talks to institutions e.g. prisons, schools, hospices, hospitals, etc); • Sedibeng AIDS Cultural Festival in September: Included as part of Heritage Month Festival, (fund raising for Drop-in centres for OVCs and poverty alleviation programmes e.g. food gardens, bead-work etc);



STRATEGY	PROJECT
	<ul style="list-style-type: none"> • Bucket of Love event (Children on ARVs) in December, (Toys, clothing etc.); • Quarterly Households Door-to-Door educational campaigns, (STI/TB/HIV&AIDS, teenage pregnancies, substance abuse etc); • Local media education campaigns, (community STI/TB/HIV&AIDS empowerment); • Project “WIN”, (targeted community mobilisation, Midvaal); • Bophelo/Impilo Project, (Targeted community mobilisation, Emfuleni); and • Khomanani Project (targeting Sicelo and Bophelong extension).
Promote a safe and secure environment	<ul style="list-style-type: none"> • Expansion of CCTV Project; • Effective and efficient CCTV Surveillance Centres; • Formalization of Memorandum of Understanding with relevant stakeholders (SAPS, Business Sector and Local Municipalities); • Installation of mobile CCTV Cameras at identified 2010 Viewing Places; • Establishment of a Regional Community Policing Forum and Centre; • Provision of stipend for volunteers for special events including 2010 activities; • Training of volunteers in community safety for 2010; • Training of community volunteers in crime prevention and victim trauma counselling; • Expand and develop existing partnerships with Businesses and Business Forum; • Purchasing of equipments and vehicles for the VIP Protection Unit; and • Purchasing of K78 Trailer for Joint Operations and Road Safety.
Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> • Maximise EMS Services in rural and outlying areas.
Promote social development of our communities	<ul style="list-style-type: none"> • Control and monitoring of Cholera outbreak and other communicable diseases; • Promotion of community participation in primary health care through active involvement of PHC facility committees; • Implementation of strategic mainstreaming plans for designated and vulnerable groups;



STRATEGY	PROJECT
	<ul style="list-style-type: none"> • Facilitation for the implementation of Ex-Combatants Programme; • Implementation of Gender Mainstreaming Strategy; • Capacity building of the Ex-Combatants and people with disabilities; • Provision of Social Health relief for the terminally ill Ex-Combatants; • External bursary Award to deserving needy students; and • Administration of donations policy.
<p>Ensure financial sustainable local government including of revenue collection, management and financial mobilisation</p>	<ul style="list-style-type: none"> • Develop programme to support Local SMME's and Local Businesses to bid for Government tenders; and • Implement the full operation of tender advisory centre programme.
<p>Promote and develop the heritage of our region</p>	<ul style="list-style-type: none"> • Human Rights and Heritage festivals; • Sharpeville Precinct Development Project; and • 2010 Soccer World Cup.
<p>Nurture the development of people's potential through sport, recreation, arts and culture.</p>	<ul style="list-style-type: none"> • Sport mass participation programme to include establishment of multi – coded hubs: Ratanda, Devon, Sicelo, Sharpeville, Bophelong, Boipatong and at Saul Tsoetsi Sport Centre in Sebokeng. Including establishment of: <ul style="list-style-type: none"> ▪ A regional sports council; ▪ A regional colours programme; and ▪ A comprehensive water based sports program. • Implementation of summit resolutions as approved by Council; • A possible soccer academy hosting 2010 Soccer Teams and a dedicated school programme to nurture youth development in partnership with GPG and GDE; • Key priorities to include: <ul style="list-style-type: none"> ▪ Partnership with Aaron Mokoena Foundation; ▪ Establishing Public Viewing Site – Civic Precinct; ▪ Upgrading George Thabe Stadium; ▪ Hosting of Provincial or National Tournaments; ▪ School of the Arts; and ▪ Finalising 2010 Safety and Security Plan in consultation with SAPS. • Alignment with Precinct Development projects and other local initiatives; • Establishment of craft Hub in Sharpeville Police Station in the interim; • Develop a comprehensive heritage strategy, aligned to National, Province and the Precinct;



STRATEGY	PROJECT
	<ul style="list-style-type: none"> • Development Project Plan including: <ul style="list-style-type: none"> ▪ Database of anti-apartheid activists, victims and survivors; ▪ Approach towards heritage monuments, interpretation centres and museums; and ▪ Focus on Evaton, homes of Duma Nokwe and Gert Sibande and the upgrading of the Roman Catholic Church in Small Farms as heritage sites.
Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> • Upgrading of taxi rank infrastructure; • Fencing of the airport (palisade) Vereeniging & Heidelberg; • Paving of Taxi ways – Heidelberg; • Paving of the drive way & car parking Vereeniging Airport; • Replacement of leaking roof at Vereeniging Fresh Produce Market; • Upgrading of facilities for accessibility of disabled people; • Upgrading Theatres; • Upgrading of Constitutional Square, Market Street; • Corporatisation of the Fresh Produce Market; and • Finalize second stage of turnaround strategy for Airports.
Render effective IT services	<ul style="list-style-type: none"> • Wire-less networks at Fan sites.
Plan and provide for effective efficient and sustainable road infrastructure	<ul style="list-style-type: none"> • Facilitation and coordination of the improvement of certain sections of the regional road network, e.g. parts of R82, re-alignment of R42.
Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> • Develop Sedibeng ITP which guides how we manage public transport, airports, freight and waterways; and • Work with SARCC/Metrorail on the upgrading of the rail infrastructure.
Effective, Efficient, and Sustainable Infrastructure for Basic Services	<ul style="list-style-type: none"> • Facilitate implementation of the Sedibeng Regional Sewer Scheme.
Create healthy environment through effective environmental health management	<ul style="list-style-type: none"> • Ensure the development and adoption of the Municipal Health Services Bylaws; and • Establish an effective Air Quality Licensing Authority.
Promote conservation of environmental resources and biodiversity	<ul style="list-style-type: none"> • Develop and implement tree planting and greening initiatives.



STRATEGY	PROJECT
Ensure the minimization of waste and the maximize recycling of waste	<ul style="list-style-type: none"> • Pilot environmentally sustainable measures in respect of landfill site management.
Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> • PMDS Review; • Increase department capacity and reduce centralization of Labour Relations; • Institutionalize and implement the change engagement management programme of Batho Pele as follows:- <ul style="list-style-type: none"> ▪ Batho Pele Forum; ▪ Public Service Week; ▪ Africa Public Service Day; ▪ Batho Pele Day; ▪ Awareness; ▪ Unannounced visits; ▪ Batho Pele launch; ▪ Batho Pele Learning Network Internal; ▪ Know your service rights campaign; ▪ Distribute and display BP belief set and principles posters and charter at all SDM buildings and community centers; ▪ KHAEDO Project; and ▪ SDIP - Service Delivery Improvement Plan.
Facilitate access to relevant information and Promote knowledge	<ul style="list-style-type: none"> • Establish Skills Forum; • Promoting KM policy to SDM and its Locals; • Establish Research Unit; and • Establish Key data sets for SDM and its Locals.
Ensuring a corruption free municipality	<ul style="list-style-type: none"> • Develop and implement an approach to address the non-technical skill gap in Licensing Service Centers.
Build high level of stakeholder relations and effective communications and branding	<ul style="list-style-type: none"> • 2010 marketing; • Marketing Vaal 21; • HR Month Programme to Flagship Event; and • New Website usage.
Vibrant Democracy	<ul style="list-style-type: none"> • Hosting of SALGA Inter-municipal games; • Establishment of SDM Anti-Fraud and Corruption Hotline; • Establishment of a Resource Centre for Councillors; • Establishment of a Media Centre; • Vaal 21 Initiative;

STRATEGY	PROJECT
	<ul style="list-style-type: none"> • Support and facilitate implementation Youth development programmes / initiatives e.g. participation in elections, institutional arrangements “forums”, leadership development etc; • Implement capacity building initiatives for the Executive Mayor, PMT & Members of the Mayoral Committee; • Development of an SDM International Strategy; • Key Commemorative events; and • Stakeholder relations.
<p>Ensure participation</p> <p>public</p>	<ul style="list-style-type: none"> • Governance model pertaining to the separation of powers between council and the executive with aim of strengthening oversight and accountability; • Tool to measure deepening democracy; • Ward based planning system for decentralized planning in the local municipalities - Pilot project on Ward based IDP for Lesedi Local Municipality; and • Petition Management System – Electronic log-in system for service delivery complaints/requests.



CHAPTER 8. IDP BUDGET 2009/10

8.1 Introduction

The 2009/2010 Medium Term Revenue and Expenditure Budget Framework (MTREF) has been informed by the Draft IDP and the GDS. Together, these documents give form to the strategic objectives and priorities of the District.

The five key priority areas identified are:

- Re-inventing our economy;
- Renewing our communities;
- Reviving our environment;
- Reintegration of our region;
- Releasing of our human potential;
- Good and sustainable financial governance; and
- Vibrant democracy.

The MTREF is a three-year projection of the planned funding of programmes that these outcomes will require. It further breaks down the expenditure into operational requirements and capital investment.

In order to meet these targets, the budget process for 2009/2010 was amended. The budget process and IDP review process had been combined into a single process. This approach enhances community input, encourages debate on service delivery and local economic development issues, improves understanding of community needs and provides an opportunity for feedback, accountability and responsiveness to the needs of the local communities. It further enables the municipality to be responsive to the needs of the community and to provide useful inputs to the relevant provincial and national department strategies and budgets for the provision of services such as schools, clinics, hospitals and police stations.

The purpose of establishing and appointing a Budget Panel was to further assist in and expedite the preparation process of the 2009/2010 MTREF. The objective of the Budget Panel was to assess budget proposals to ensure that the proposed spending will achieve the District's priorities and to ensure that the limited available resources are allocated in line with Sedibeng's regional priorities. Programmes funded have been aligned to the District's strategy (GDS and IDP) and service delivery imperatives (SDBIP).

8.2 Summary of Projected Spending Plan

Sedibeng District Municipality's projected spending (OPEX and CAPEX) for the 2009/2010 financial year amounts to R415,105,519. An amount of R311,015,193 will account for operating expenditure and

R104,095,326 has been allocated for capital investment. Strategic to addressing our key priority areas was optimizing the growth potential that the FIFA 2010 World Cup brings to us. Hence, R10 million of our operating budget has been dedicated to special projects designed around “2010”. Over three quarters of the capital investment (88%) has been committed to capital projects. Of the R92,6 million budgeted for capital projects, R57 million is to be spent on one of the IDP flagship projects viz. “The Sharpeville & Vereeniging Precinct Framework”. These projects seek to align our IDP strategies to those of our local municipalities as well as national and provincial programmes.

8.3 Budget Process Overview

This Budget is based on the draft IDP including the financial framework. 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 limited resources as determined by National Treasury by means of the equitable share allocation the budget had to be drawn up within those constraints.

During the 2009/2010 budget process, Clusters were tasked to provide their budgetary requests as per their needs analysis and within their pre-determined indicative allocation. Incremental based budgeting was used for the expenses which have already been set by means of existing obligations.

The outcome of the MTEF modelling performed and presented incorporates the strategic focus areas of the draft IDP (February/March 2009), as well as core economic, financial and technical data obtained at local and national level.

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 following should be noted:

- Indicative macroeconomic forecasts;
- Transfers to municipalities; and
- Key legal provisions to be strictly enforced.

8.3.1 Indicative Macroeconomic Forecasts

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. Municipalities must also take account of the policy and recent developments in government sectors relevant to their local communities. Tariff increases must be thoroughly substantiated in the municipal budget documentation for consultation with the community.

A CPI rate of 5,4% has been prescribed by National Treasury for the 2009/2010 forecast, 5,1% for 2010/2011 and 4,6% for 2011/2012 financial years. The CPI rate was used as a base for determining the growth of the operating budget.

8.3.2 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 DoRA (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.

Since the promulgation of the DoRA, a further R107 million has been allocated to Sedibeng District Municipality from National Treasury through the Neighbourhood Development Programme Grant (NDPG). Whilst this allocation is not visible in the DoRA, consensus on the allocation has been reached by all parties.

The Municipal Council were requested to ensure that the 2009/10 performance contracts of their municipal managers, as well as those of senior officials, reflect, among others key performance arrears, responsibilities and accountability.

8.3.3 Key Legal Provisions to be Strictly Enforced

The following were closely monitored and strictly enforced:

- The inclusion of all grants (national, provincial and local) in the 2009/10 budget of the municipality as reflected under both the revenue and expenditure budget components;
- The preparation of a three-year capital and operating budgets for 2009/10 and the MTREF;
- 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.

8.4 Regional Budget Reconciliation Inclusive of Local Municipalities

Municipality	OPEX	CAPEX	Percentage by Municipality	Total
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Sedibeng District Municipality	R 311 015 193	R 104 095 326	8.94%	R 415 110 519
Emfuleni Local Municipality	R 2 569 489 000	R 312 005 000	62.03%	R 2 881 494 000
Midvaal Local Municipality	R 404 575 894	R 39 340 000	9.56%	R 443 915 894
Lesedi Local Municipality	R 288 915 659	R 615 666 000	19.47%	R 904 581 659
Total Operating and Capital Investment	R 3 573 995 746	R 1 071 106 326	100%	R 4 645 102 072

Table 41: Showing Regional Budget Reconciliation

8.5 Budget 2009/10 Graphical Illustrations

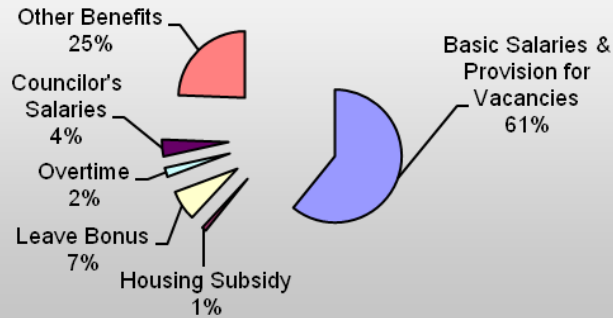
8.5.1 Staff Costs Details

Description	Budget 2009/10	Revised 2008/09	Decr/- Incr
Basic Salaries & Provision for Vacancies	109 808 068	94 130 250	-15 677 818
Housing Subsidy	1 997 732	1 904 295	-93 437
Leave Bonus	13 322 827	12 581 083	-741 744
Overtime	4 045 345	6 902 685	2 857 340
Councilor's Salaries	7 366 332	6 816 788	-549 544
Other Benefits	44 045 385	34 952 454	-9 092 931
Total	180 585 689	157 287 555	-23 298 134

Table 42: Staff Costs 2009/10



Staff Cost 2009/10

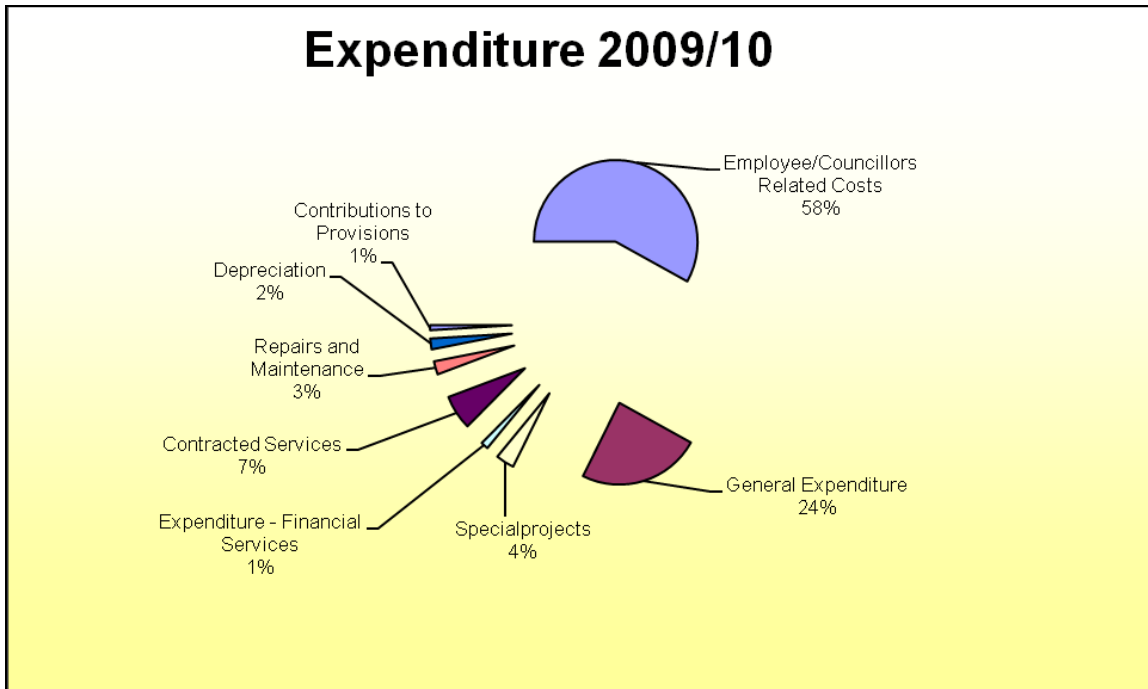


Graph 2: Showing Staff Costs Details

8.5.2 Expenditure 2009/10

Description	Budget 2009/10	Revised 2008/09	Decr/- Incr
Employee/Councillors Related Costs	180 585 689	157 287 555	23 298 134
General Expenditure	75 459 032	79 269 250	-3 810 218
Special projects	11 300 000	0	11 300 000
Expenditure - Financial Services	4 597 378	4 005 959	591 419
Contracted Services	21 278 596	17 306 187	3 972 409
Repairs and Maintenance	8 175 600	11 957 875	-3 782 275
Depreciation	6 668 898	6 345 269	323 629
Contributions to Provisions	2 950 000	2 334 200	615 800
Total: Expenditure	311 015 193	278 506 295	32 508 898

Table 43: Expenditure 2009/10

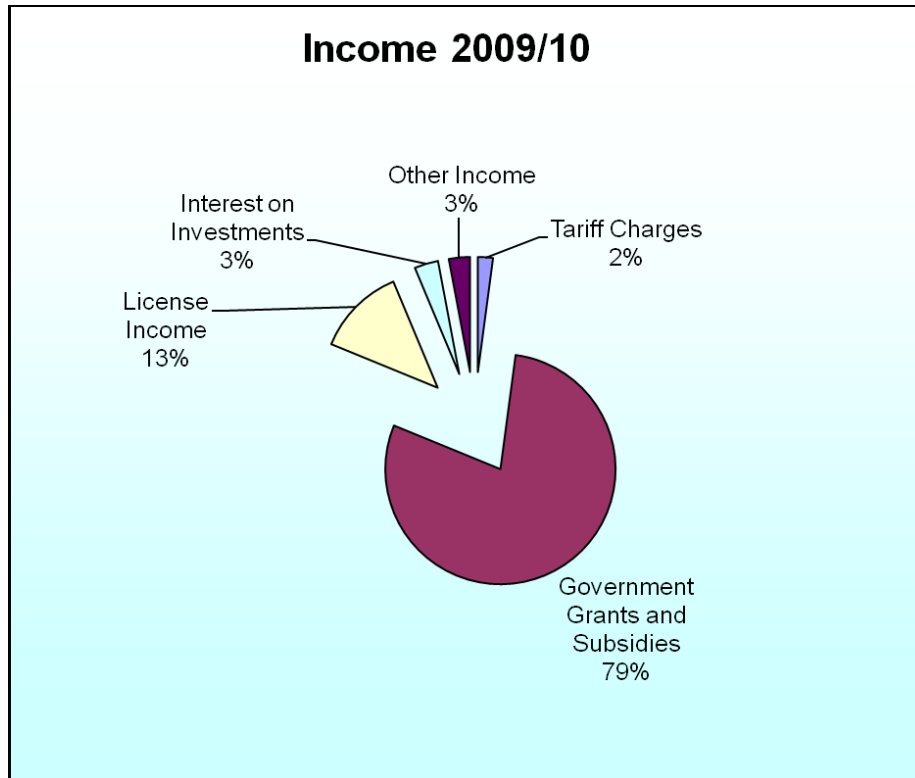


Graph 3: Showing Expenditure

8.5.3 Income 2009/10

Description	Budget 2009/10	Revised 2008/09	Decr/- Incr
Tariff Charges	6 311 680	5 999 215	312 465
Government Grants and Subsidies	237 067 961	220 798 000	16 269 961
License Income	37 500 000	35 500 001	1 999 999
Interest on Investments	10 000 000	11 473 602	-1 473 602
Other Income	8 903 946	6 642 669	2 261 277
Total: Operating Income Generated	299 783 587	280 413 487	19 370 100
Closing Unappropriated Surplus/ (Deficit)	-11 231 606	1 907 192	-13 138 798

Table 44: Income 2009/10

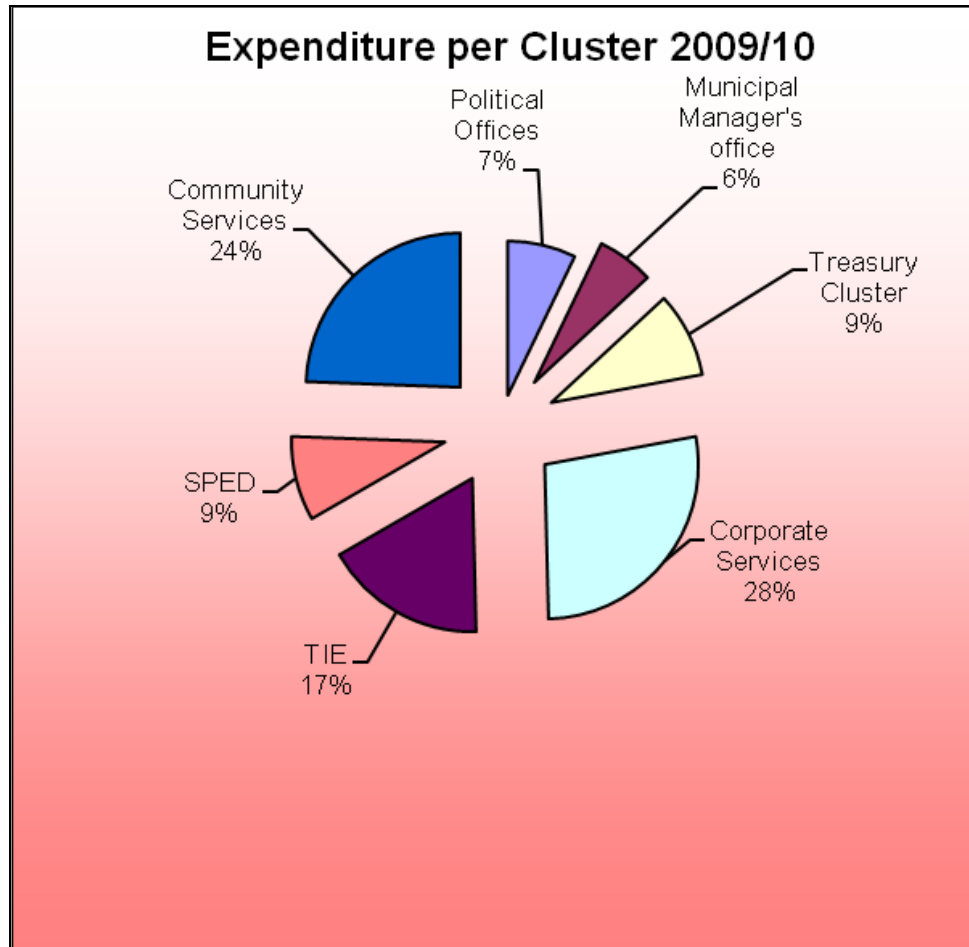


Graph 4: Showing Income 2009/10

8.5.4 Expenditure per Cluster

Department	Amount
Political Offices	22 223 561
Municipal Manager's office	18 534 340
Treasury Cluster	27 857 534
Corporate Services	85 696 819
TIE	53 112 986
SPED	27 644 357
Community Services	75 945 596
Total expenditure	311 015 193

Table 45: Expenditure per Cluster



Graph 5: Expenditure per Cluster

8.5.5 Capital Investment Projects

CLUSTER	DESCRIPTION OF CAPITAL PROJECT	AMOUNT	SOURCE OF FUNDING	
			OWN REVENUE	GRANT - PROVINCE / NATIONAL
STRATEGIC PLANNING & DEVELOPMENT	Sharpeville_ NDPG	57 000 000		57 000 000
	Constitutional Walk			
	Sharpeville Exhibition Centre and Surrounds			
	Sharpeville Cemetery			
STRATEGIC PLANNING & DEVELOPMENT TOTAL		57 000 000	-	57 000 000
TRANSPORT INFRASTRUCTURE & ENVIRONMENT	Road Signage construction project	2 500 000	2 500 000	
	SANRAL Road Partnership project - SDM contribution	4 200 000	4 200 000	
	Upgrading of Taxi do Public Transport Hub project	5 000 000	5 000 000	
	Construction of Madiba Road with Stormwater drainage at Lesedi Local Municipality project	1 800 000	1 800 000	
	Construction of Bonatla Road at Emfuleni Local Municipality project	2 400 000	2 400 000	
TRANSPORT INFRASTRUCTURE & ENVIRONMENT TOTAL		15 900 000	15 900 000	-
TREASURY	Upgrading of E - Financial database and E - Procurement system project	4 150 000	4 150 000	
TREASURY CLUSTER TOTAL		4 150 000	4 150 000	-
CORPORATE SERVICES	Relocation of Wide area network at Meyerton Water Tower project	700 000	700 000	
	Upgrading of sewer and water networks inclusive of renovations at various Taxi rank bays project	1 500 000	1 500 000	
	Upgrading of plant, equipment and furniture for the development of Bophelong Taxi rank project	600 000	600 000	
	Upgrading of sewer and water networks inclusive of renovations for Vanderbijlpark Taxi Rank project	800 000	800 000	
	Upgrading of the Vereeniging Airport - Pavement of parking area project	150 000	150 000	
	Sound system and lighting for Theatre and Town Hall project	600 000	600 000	
CORPORATE SERVICES TOTAL		4 350 000	4 350 000	-
COMMUNITY SERVICES	Expansion & Integration of CCTV Project	10 000 000	10 000 000	
	CCTV's in all sections of the 4 Licensing service centre projects	1 200 000	1 200 000	
COMMUNITY SERVICES TOTAL		11 200 000	11 200 000	-
GRAND TOTAL		92 600 000	35 600 000	57 000 000

Table 46 : Capital Investment Projects



CHAPTER 9. MAINSTREAMING

9.1 General Deliverables for Designated Groups

In this section we start by looking at general deliverables for designated groups namely women, children, youth, people with disabilities, elderly and ex-combatants. These deliverables are guided by various policies of SDM aimed at benefiting the designated groups. These include the following:

- Youth Development Policy;
- Ex – combatant Policy;
- Gender Policy;
- Pro – poor Policy; and
- Gender Equity Policy.

The general deliverables have been categorised as follows:

- Training and job opportunities
 - Ensure that training and job opportunities that may arise will target designated groups;
 - Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labour and communities in getting involved in national and provincial programmes); and
 - Greening and cleaning.
- Ownership - Facilitate ownership options for designated groups in:
 - Urban renewal projects;
 - Industrial Waste Exchange Programme;
 - Land release; and
 - Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.
- Poverty alleviation and social development
 - Ensure that alternative options are explored including ensuring designated groups are prioritized in the “shack down programme”.
- Volunteers - Volunteers from all designated groups should be involved in:
 - HIV and Aids programmes;
 - Fire prevention (PIER) and Clean Fires Programme;

- Crime prevention; and
- Greening and cleaning.
- Within SDM
 - Training of community service students in MHS\EHS (within LMs). AQM – will target 2 students per year.

9.2 Deliverables for Different Designated Groups

Women	<ul style="list-style-type: none"> • Identify and assist women in accessing training opportunities related to greening programmes; and • Develop leadership programmes for women.
Youth	<ul style="list-style-type: none"> • Youth (Workplace learning as a means to communicate); • Get involved in all programmes of Regional Sewer, EPWP, BnM, Greening; and • Expand the Youth Advisory Centre services; Ensure connectivity and accessibility.
People with disability	<ul style="list-style-type: none"> • Special Disability /sheltered employment; • Interpreters; and • Get involved in all programmes of Regional Sewer, EPWP, BnM, and Greening.
Children	<ul style="list-style-type: none"> • Ensure improved air quality and reduction of dangerous emissions which impact 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; and • Ensure effective implementation of provincial programmes such as the Bana Pele, widow and ECD centres.
Elderly	<ul style="list-style-type: none"> • Elderly used for Oral History, sourcing resources in the form of shelter, tea gardens, and creating videos as stimulation and relaxation; and • Involve elderly in BNM programme.
People infected and affected by HIV and AIDS	<ul style="list-style-type: none"> • SMME development & support to designated groups and ex-combatants; • Develop concrete targets for ownership and empowerment for designated groups and ex-combatants; • Tour guides targeting designated groups and ex-combatants; and • Get involved in all programmes of Regional Sewer works, EPWP, BNM, Greening
Ex-combatants	<ul style="list-style-type: none"> • SMME development & support to designated groups and ex-combatants;

	<ul style="list-style-type: none"> • Set concrete targets for ownership and empowerment for designated groups and ex-combatants; • Tour guides targeting designated groups and ex-combatants; and • Get involved in all programmes of Regional Sewer, EPWP, BNM and Greening.
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9.3 Deliverables for Designated Groups per KPA and IDP Strategy

9.3.1 Reinventing our Economy

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING DELIVERABLE
Key Priority Area 1: Reinvent our Economy LED Tourism Agriculture 2010 Accommodation SMME BBBEE Land Reform GDS	<ul style="list-style-type: none"> • Support the consolidation and expansion of the metal, energy and construction sectors 	<ul style="list-style-type: none"> • Emerging contractors program; • SMME development & support to designated groups and ex-combatants; • Incentive Policies and IDZ (Locals); • Business week; • Concrete targets for ownership and empowerment for designated groups and ex-combatants; and • Cooperatives (COS) Agri service.
	<ul style="list-style-type: none"> • Promote and develop the tourism and leisure sectors 	<ul style="list-style-type: none"> • Target institutions of higher learning for Tourism Development and research; • Tour guides targeting designated groups and ex-combatants; • Tour operators; • Tourism Awards to foster cooperation and competition; • Make Establishments accessible for children and disabled; • Training and THETA involvement; and • Tourism enterprise programme.
	<ul style="list-style-type: none"> • Promote and develop the agriculture sector 	<ul style="list-style-type: none"> • GDACE (Agriculture, Conservation and Environment) – developing AQM plan for province; regulating the keeping of animals (linked to milk) cattle in good health; regulatory oversight of abattoirs;

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING DELIVERABLE
		<p>approve projects in region in terms of the EIA regulations; waste management plans for province; climate change strategy;</p> <ul style="list-style-type: none"> • Encourage participation of women and youth in agricultural cooperatives such as food gardens etc.; • Engage the Vereeniging Fresh Produce Market on opportunities of supply of produce by emerging farmers; and • Determine programmes to ensure that designated groups supply their produce as emerging farmers to actively participate in the market (accessibility).
	<ul style="list-style-type: none"> • Promote opportunities for increased inclusivity in the economy 	<ul style="list-style-type: none"> • Identify specific opportunities for women, youth, the elderly and ex-combatants in 2010 Strategy.
	<ul style="list-style-type: none"> • 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; and • Include subtitles wherever possible in marketing material for those that are hard of hearing.

9.3.2 Renewing our Communities

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
<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>	<ul style="list-style-type: none"> • Ensure integrated spatial development planning and promote good land use management • Promote residential development and urban renewal 	<ul style="list-style-type: none"> • Land availability; • Land use; • Land lease and release; • Spatial development to cater for a one stop approach; and • Urban renewal programme (not mainstreaming specific). • Integrated Human settlements for designated groups closer to opportunities; • Housing Capital Projects; • Support funding;

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IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
		<ul style="list-style-type: none"> • Ring-fence housing budget to facilitate and coordinate in the reduction of bottle necks; • Local Municipality accreditation; • Policy review in terms of reviewing criteria and qualification; • Housing – housing development programmes for the region to enable the development of better informed master plans; • Work in partnership with the local municipalities to implement a number of precinct or residential development projects; • Ensure IT connectivity; • Ensure accessibility to the buildings by the disabled; and • Adherence to Batho Pele principles.
	<ul style="list-style-type: none"> • Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity 	<ul style="list-style-type: none"> • Support and facilitate training and employment of designated groups during the construction of the regional sewer project, in line with EPWP principles; • Employ designated groups in secondary spin-off projects, e.g. recycling of water and re-use of sludge (composting). Guided by the actual business plans relating to the by-products of the treated water; and • Use the employment equity policy to ensure that designated groups are employed as part of the operational tools of the organization (referred to in later text as planning deliverables).
	<ul style="list-style-type: none"> • Ensure integrated spatial development planning and promote good land use management 	<ul style="list-style-type: none"> • (not mainstreaming specific).
	<ul style="list-style-type: none"> • Promote residential development and urban renewal 	<ul style="list-style-type: none"> • Work in partnership with the local municipalities to implement a number of precinct or residential development projects; • Ensuring IT connectivity; • Ensuring accessibility to the buildings by the disabled; and

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IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
		<ul style="list-style-type: none"> Adherence to Batho Pele principles.
	<ul style="list-style-type: none"> 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).

9.3.3 Reviving a Sustainable Environment

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
Key Priority Area 3: Revive our Environment	<ul style="list-style-type: none"> Ensure the minimisation of waste and maximize recycling of waste 	<ul style="list-style-type: none"> Support and facilitate the use of local labour in national and provincial initiatives related to waste.
Environmental Management Waste Management Environmental Awareness	<ul style="list-style-type: none"> Create a healthy environment through effective environmental health management 	<ul style="list-style-type: none"> Learnerships in AQM and MHS; and Training people to do Basa Njengo Magogo (BNM).
Environmental Health Air Quality Management Cemeteries	<ul style="list-style-type: none"> Promote conservation of environmental resources and biodiversity 	<ul style="list-style-type: none"> Support and facilitate the use of local labour in national and provincial initiatives related to greening.

9.3.4 Reintegrating our Region

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
Key Priority Area 4: Reintegrate our Region	<ul style="list-style-type: none"> Plan and provide effective efficient and sustainable road infrastructure 	<ul style="list-style-type: none"> Public Transport (DPTRW) – 20 township roads programme (capex); <ul style="list-style-type: none"> Road construction programme in terms of regional roads (capex); Road maintenance programme (operational); Expansion of licensing services in Sedibeng; and Multi-purpose vehicle hub programme. Using capital budgets for road construction incorporating EPWP principles (across all).
Roads and Stormwater Transport Public Transport 2010 Public Transport Airports Vehicle Licensing and Registration Traffic	<ul style="list-style-type: none"> Plan and develop accessible, safe and affordable public transport systems and facilities 	<ul style="list-style-type: none"> Use youth, women, disabled and ex-combatants in conducting the CPTR surveys; Identification of key inter-modal facilities for upgrading and

IDP KEY AREA	PRIORITY	IDP STRATEGY	MAINSTREAMING
			development; and
		<ul style="list-style-type: none"> Promote efficient movement of freight 	<ul style="list-style-type: none"> Ensure accessibility to the facilities and that the Batho Pele principles are applied. Cross-cutting issue identified to develop secondary business opportunities from e.g. development at truck stops (facilities would need to take forward).
		<ul style="list-style-type: none"> Render an efficient and corruption free vehicle registration and licensing service 	<ul style="list-style-type: none"> Before 2011 have more capacitated staff and quality workplace skills plan; Training and promotion of Batho Pele principles; and Skills audit.
		<ul style="list-style-type: none"> Improve ICT connectivity in Sedibeng 	<ul style="list-style-type: none"> Develop an ICT connectivity master plan; Review the implementation of CCTV cameras; Explore providing a centralized call centre service; Ensure development and implementation of ICT master plan which incorporate designated group; and Ensure connectivity.

9.3.5 Releasing Human Potential

IDP KEY AREA	PRIORITY	IDP STRATEGY	MAINSTREAMING
Key Priority Area 5: Release Human Potential		<ul style="list-style-type: none"> Nurture the development of people's potential through sport, recreation, arts and culture 	<ul style="list-style-type: none"> Include women and people with disabilities in the SRAC & H activities.
Sport Recreation Arts Culture Heritage		<ul style="list-style-type: none"> Promote and develop the heritage of our region 	<ul style="list-style-type: none"> Include youth, women and people with disabilities in Heritage activities; and Include the elderly in cultural and heritage programmes.
Public Safety and Security Disaster Management Fire Services		<ul style="list-style-type: none"> Promote a safe and secure environment 	<ul style="list-style-type: none"> Women, children and the elderly in support of victim empowerment programs; Establish Youth Desks for

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IDP KEY AREA	PRIORITY	IDP STRATEGY	MAINSTREAMING
Emergency Services Primary Health Care HIV & AIDS Social Welfare Education	Medical		<p>community policing;</p> <ul style="list-style-type: none"> Utilization of local labour for the CCTV Project; Utilise women, Youth and ex-combatants in community patroller scheme; Use ex-combatants, women and youth in 2010 community safety training; and Support the ICT Connectivity Plan.
		<ul style="list-style-type: none"> Promote HIV and AIDS understanding, treatment, care and support 	<ul style="list-style-type: none"> Strengthen and support internal HIV and AIDS workplace programmes; Provision of EAP services; and Create awareness campaigns and care support groups.
		<ul style="list-style-type: none"> Promote efficient delivery of primary health care and emergency medical services 	<ul style="list-style-type: none"> Include youth, women, the elderly, and people with disabilities in the PIER.
		<ul style="list-style-type: none"> Promote social development of communities 	
		<ul style="list-style-type: none"> Promote skills development and training (Youth Development) 	<ul style="list-style-type: none"> Expansion of the Youth Advisory Centre services; and Ensure connectivity and accessibility.

9.3.6 Good and Financial Sustainable Governance

IDP KEY AREA	PRIORITY	IDP STRATEGY	MAINSTREAMING
Key Priority Area 6: Good and Financial Sustainable Treasury		<ul style="list-style-type: none"> Ensure financially sustainable local government, including of revenue collection, management and financial mobilisation Governance in matters relating to municipal finance Building capacity to manage municipal finance Financial reporting Budgeting and planning municipal finances 	<ul style="list-style-type: none"> Financial strategies are in alignment with Provincial Treasury's outputs; Municipal Finance Intern appointed in conjunction with Provincial Treasury; Section 71 reports which relates to MFMA compliance, quarterly withdrawal statements and monthly budget statements are reported to Provincial Treasury and the Provincial Department of Local Government on a monthly basis; Reported unqualified audit

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
	<ul style="list-style-type: none"> Supply Chain Management 	<p>achievement for the 2006/2007 and 2007/2008 financial period to Provincial Treasury and DPLG;</p> <ul style="list-style-type: none"> IGR monthly meetings for the region inclusive of Local Municipality's CFO's are conducted with Provincial Treasury and DPLG; SAICA intervention with DPLG and DBSA was conducted to advance financial statement compilation software; Legal Opinion sorted from National Treasury on PPPFA and BBBEEA which are not yet aligned; and Council's Supply Chain Policy provides for procurement of goods and services as follows: <ul style="list-style-type: none"> Targeted groups 80/20 90/10 Blacks 5.00 2.50 Women 4.00 2.00 Youth 4.00 2.00 Disability 2.00 1.00 SMME 2.00 1.00 Local Business 3.00 1.50 Total 20.00 10.00
	<ul style="list-style-type: none"> Effective management of council business 	<ul style="list-style-type: none"> Not mainstreaming specific.
	<ul style="list-style-type: none"> Render effective IT services 	<ul style="list-style-type: none"> Not mainstreaming specific.
	<ul style="list-style-type: none"> Ensure effective, competent and motivated staff 	<ul style="list-style-type: none"> Not mainstreaming specific.
	<ul style="list-style-type: none"> Develop and maintain high quality municipal facilities 	<ul style="list-style-type: none"> Not mainstreaming specific.
	<ul style="list-style-type: none"> Facilitate access to relevant information and promote knowledge 	<ul style="list-style-type: none"> Elderly used for Oral History, sourcing resources in the form of shelters, tea gardens, and creating videos as stimulation and relaxation; Use and encourage appropriate Language use for all designated groups; Youth (Workplace learning as a means to communicate); Expert Locator Programme; Special Disability /sheltered employment; and Interpreters.

IDP KEY AREA	PRIORITY	IDP STRATEGY	MAINSTREAMING
		<ul style="list-style-type: none"> Ensure measurable performance and transparent monitoring of the municipality 	<ul style="list-style-type: none"> Not mainstreaming specific.
		<ul style="list-style-type: none"> Facilitate access to relevant information and promote knowledge 	<ul style="list-style-type: none"> Not mainstreaming specific.

9.3.7 Vibrant Democracy

IDP KEY AREA	PRIORITY	IDP STRATEGY	MAINSTREAMING
Key Priority Area 7: Vibrant Democracy Public Participation IGR Political Offices		<ul style="list-style-type: none"> Build a high level of stakeholder relations and effective communication and branding 	<ul style="list-style-type: none"> Support, market and communicate all planned and thematic programmes for designated groups in Sedibeng. (Profile events); Sedibeng Young Communicators; Brailled documents (specific docs); Sign language provision for major events; and Sub-title "disability" on all marketing material.
		<ul style="list-style-type: none"> Promote high level of inter-governmental co-operation and co-ordination 	<ul style="list-style-type: none"> Delegation to include youth and women; and The programme to benefit youth and women.
		<ul style="list-style-type: none"> Ensure high level of corporate governance 	<ul style="list-style-type: none"> Not mainstreaming specific.
		<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 representation of designated groups; Provide a mentorship programme for Councillors particularly women Councillors; Ensure that all designated groups, including blind people, have a way to relate to our communications strategy; and Develop a road show programme of all sectoral groups.
		<ul style="list-style-type: none"> 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;

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING
		<ul style="list-style-type: none">• Include the HIV & Aids logo on all material where possible.

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

10.1 Introduction

In this section, we identify 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 exists.

Engagements were conducted between all spheres of government, including provincial and national government through IGR forum meetings to establish and ensure alignment on our projects. This was done to ensure that our efforts towards a sustainable and integrated service delivery are achieved. Below is a table illustrating the alignment of our sectors of service delivery with the rest of the government programmes.

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 BBBEE Land Reform GDS	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 DTI/GDED: <ul style="list-style-type: none"> Funding and capacity building
	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 	<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)

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		development strategy	<ul style="list-style-type: none"> • 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 • DEAT/ GTA/ TEP/GCSA: • Strategy/Policy and systems development • Establishment of tour routes • Destination marketing • Product development • Training and capacity building • Grading • Quality assurance • Institutional development • Funding • Entrepreneurial assistance • Research and information • Tourism safety and signage

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	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 and 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 • Promote employment opportunities, • 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 NAT AND PROV 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 	<ul style="list-style-type: none"> • Stimulate sustainable economic activities and create long employment • DED Programme alignment: • GSDF • SDF • LUMS • GDT/GAT • MDB : Development Planning • Geographical areas (wards, EA, municipal boundaries) • Demarcation process • GDACE: • EIA and compliance • Access to datasets (e.g. dolomites, wetlands, etc.) • Policies and Legislative frameworks

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<p>including addressing under usage</p> <ul style="list-style-type: none"> Ongoing cooperation needed on Spatial Development Framework and Urban Edge 	<ul style="list-style-type: none"> SDF submissions Planning policies (Urban Edge) LUMS Policies and Legislative frameworks World Bank/ National Treasury : Funding NDPG/ Urban Renewal projects National Programme: NIMAC (Land Affairs) CSDM (National Spatial Information Framework) Area Based Planning RLCC (Land Affairs) Housing: MHDP DWAF – water management functions in the region Rand Water – provision of water <ul style="list-style-type: none"> Housing development programmes for region so can have better informed master plans
	Promote residential development and urban renewal	<p>Lesedi</p> <ul style="list-style-type: none"> In conjunction with the Department of Housing, the Council is developing a Cosmo – type concept for Ratanda and Heidelberg 	<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

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> • Development of a Township in the area (30ha) of Heidelberg Showground to be finalized by June 2009 <p>Emfuleni</p> <ul style="list-style-type: none"> • Develop an integrated housing plan • Rural housing strategy and development plan • Develop policy to regulate plots that are neglected <p>Midvaal</p> <ul style="list-style-type: none"> • Blue Rose City – local position to be clarified • Doornkuil – to be clarified 	<p>Vereeniging</p> <ul style="list-style-type: none"> • NPDF grant (R250m + R20m) for urban renewal • MIG funding under 20PTP projects & new housing developments • NHBRC • Quality assurance • Emerging contractors and upgrading • CIDB: • Grading and registration • De-registration • Regulation • NHFC • Funding (Emerging contractors) • Land Affairs • Land restitution and acquisition
	<p>Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity</p>	<p>Emfuleni</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Support economic growth and investments through the provision of appropriate transport systems and socio – economic infrastructure • Eskom – transmission, distribution and generation • Local Government – Provincial energy strategy

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> • 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"> • The participate in the planning and development of the Regional Sewer project in conjunction with 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 	<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 –

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<p>under Deliverables) Key</p> <ul style="list-style-type: none"> Undertaking site inspections of areas still using the bucket system with the locals. <p>Emfuleni</p> <ul style="list-style-type: none"> Eradication of all sewer spillages and control pollution Review special agreements with industries Improve quality of water released into the environment Provide free 50 Kilo litres 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 	<p>economic infrastructure</p>

10.2.3 Reviving a Sustainable Environment

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</p>	<p>Ensure the minimisation of waste and the maximize recycling.</p>	<p>Emfuleni</p> <ul style="list-style-type: none"> Implement an effective refuse collection system Implement the Integrated Waste removal strategy 	<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

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Awareness Environmental Health Air Quality Management Cemeteries</p>		<ul style="list-style-type: none"> • Develop a strategy to address underground pollution • Launch a campaign to educate communities on the importance of a clean environment • Launch a special programme to remove dumping in urban and rural areas • Develop Landfill sites /Mini dumps and stations • 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 • Continue to participate and support Emfuleni in the development of the Landfill gas to Energy project 	<ul style="list-style-type: none"> 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 a healthy environment through effective environmental health management</p>	<p>Emfuleni</p> <ul style="list-style-type: none"> • Develop and implement an Environment Management Plan • Develop pa uniform set of by – laws • Develop air quality management plans • Continue involving locals in the sectoral MHS IGR 	<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

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> • Steering committee with Locals to implement the By-laws and MHS strategy development • Clean fire campaign will be rolled out through the AQM IGR where Locals 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 	<p>AQO forum</p> <ul style="list-style-type: none"> • 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
	<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 	<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

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> • 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"> • 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 	<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

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> 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 	
	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 	<ul style="list-style-type: none"> GDACE, DEAT and WFW are facilitating the Wetlands forum District Weed Invader Plants district 8 steering committee meetings GDACE (Agriculture, Conservation and Environment) – developing AQM plan for province; regulating the keeping of animals (linked to milk) cattle in good

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		participating in the Wetlands forum <ul style="list-style-type: none"> • Emfuleni • Develop and implement an Environment Management Plan 	health; regulatory oversight of abattoirs; approve projects in region in terms of the EIA regulations; waste management plans for province; climate change strategy

10.2.4 Reintegrating our Region

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
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"> • 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 	<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 • Public Transport (DPTRW) – 20 township roads programme (capex) • Road construction programme in terms of regional roads (capex); • Road maintenance programme (operational) • Expansion of licensing services in Sedibeng; Multi-purpose vehicle hub programme • Transnet – rail

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<p>signals functionality by 2010/11</p> <ul style="list-style-type: none"> • Develop an Infrastructure Master Plans • Develop a Storm-water plan • Management plans • Development of a road safety plan • Develop a regional master plan in conjunction with SDM, taking into consideration the GCR concept 	<p>infrastructure</p> <ul style="list-style-type: none"> • Metro Rail – commuter rail.
	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	Nurture the development of people's potential through sport, recreation, arts and	<ul style="list-style-type: none"> • Establish and upgrade SRAC&H facilities in ELM 	<ul style="list-style-type: none"> • Collaboration with the province in community based recreation and mass

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Sport Recreation Arts Culture Heritage Public Safety and Security Disaster Management Fire Services Emergency Medical Services Primary Health Care HIV & AIDS Social Welfare Education	culture	<ul style="list-style-type: none"> • 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"> • 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

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	<p>Promote a safe and secure environment</p>	<ul style="list-style-type: none"> • Collaboration with ELM in <ul style="list-style-type: none"> ▪ 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 	<p>Church in Small Farms</p> <ul style="list-style-type: none"> • Collaborate with the province in the GNC process • 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
	<p>Promote HIV and AIDS understanding, treatment, care and support</p>	<ul style="list-style-type: none"> • Consolidate existing partnership with ELM AND PRIVATE SECTOR • Hands on project 	<ul style="list-style-type: none"> • Collaborate with the Province in the EPWP and funding • Provide information and research support

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> • 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 	
	<p>Promote efficient delivery of primary health care and emergency medical services</p>	<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 • Port health services programmes; hazardous substances control programmes

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 • Old age homes; child care; children's homes; places of safety for women
	Promote skills and development 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
<p>Key Priority Area 6: Good and Financial Sustainable</p> <p>Governance Treasury Supply Chain Management</p>	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 	<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 • National and Provincial Treasury • Grant Funding • Donor Funding • NDPG • PPP's with other Government Departments and

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> • Research a methodology to award points to HIV/AIDS and ex combatants groups 	Agencies
	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 • National Archives – Archiving
	Render effective IT services		<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 • Department of Labour – Equity, Skills Development
	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 turnaround time and asset management • Implement electronic fuel management system - fuel stock control • Implement fleet 	<ul style="list-style-type: none"> • OHS Act • EE Act • Batho-Pele principles

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
	Facilitate access to relevant information and promote knowledge	<p>management control room</p> <ul style="list-style-type: none"> • Upgrade mechanical workshop • Develop a protocol and policy between Emfuleni Local Municipality and Sedibeng District Municipality on assets transfer • 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 • DPSA : Knowledge Management • Knowledge Exchange projects • Leadership Training • StatsSA: Capacity building on research • Municipal datasets • MDB: Municipal performance assessment • Monitoring & Evaluation • Boundaries (wards, Enumerator areas, etc) • SALGA / SACN • Partnerships,

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<ul style="list-style-type: none"> Learning networks • Review of the Policy and Systems • Case study training on writing/ training • Mentoring and coaching • World Bank • Knowledge product development training • Municipal performance assessment
	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 • DPSA : Knowledge Management • Knowledge Exchange projects • Leadership Training • StatsSA: Capacity building on research • Municipal datasets

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<ul style="list-style-type: none"> • MDB: Municipal performance assessment • Monitoring & Evaluation • Boundaries (wards, Enumerator areas, etc) • SALGA / SACN • Partnerships, Learning networks • Review of the Policy and Systems • Case study training on writing/ training • Mentoring and coaching • World Bank: Knowledge product development training • Municipal performance assessment

10.2.7 Vibrant Democracy

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

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IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> with Executive Mayor, Councillors and Senior Managers Midvaal & Lesedi to establish Communications Strategies 	<ul style="list-style-type: none"> protocol programme Premiers Office – Communications Lekgotla.
	Promote high level of inter-governmental co-operation and co-ordination	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Emfuleni Develop Risk Management Strategy and Plan, Fraud Prevention Strategy and Plan, Anti Corruption Strategy and Plan 	
	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 	<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

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> • 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 	<p>ward committees for each ward with the Councillor representing that ward as the chairperson of the committee, to enhance participatory democracy in local government</p>
	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 	

CHAPTER 11. KPI

In this final section we identify the key performance indicators to measure the implementation of the IDP. These indicators will be reported on quarterly basis in the Service Delivery and Budget Implementation Plans and annually in the Annual Report. A report on the progress on implementation 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"> Approval of sector strategies on Local Economic Development (LED) by Council; Number of reports submitted to Council on monitoring employment trends in the relevant sectors within Sedibeng District Municipality; Establishment of Sector Forums in Sedibeng District Municipality; Adoption of incentive policy by Council; and Feasibility study report on the Industrial Development Zones and logistic hub around Sedibeng District Municipality submitted to Council.
	Promote and develop the tourism and leisure sectors	<ul style="list-style-type: none"> Percentage increase in number of tourists visiting Sedibeng i.e. <ul style="list-style-type: none"> Occupancy rate at tourism establishments; and Formalisation of partnership with Gauteng Tourism Authority and SA Birding. Percentage increase in number of graded tourism establishments available in Sedibeng; Percentage implementation of Gauteng Tourism institutional framework <ul style="list-style-type: none"> Number of stakeholders engaged through the Sedibeng District Municipality regional structure; and Number of emerging tourism businesses included in the structure. Number of tourism marketing initiatives conducted; Number of tourism and leisure events developed in Sedibeng; Number of international, national and provincial forums attended; Percentage implementation of projects to develop Tourism infrastructure; and Percentage increase in the number of the SMME training in the tourism industry.
	Promote and develop the agriculture sector	<ul style="list-style-type: none"> Number of information, education and awareness (IEA) campaigns in the agricultural sector and co-operatives conducted on: <ul style="list-style-type: none"> Land Redistribution for agriculture Development (LRAD); Land Restitution; Land Bank; and Food Security.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> Percentage increase in the number of government supported agricultural projects; Percentage in increase in number of emerging farmers supported by government projects; Number of training workshops facilitated for emerging farmers and co-operatives; Number new entrants into the market; and Linkage of the agricultural strategy to the turnaround Vereeniging fresh produce market.
	Promote opportunities for increased inclusivity in the economy	<ul style="list-style-type: none"> Percentage increase in the number of SMME opportunities in Sedibeng District Municipality procurement created; Submission of monitoring report to Council on the number of SMME opportunities in Sedibeng District Municipality procurement created; Submission of monitoring and evaluation report to Council on emerging business opportunities within Sedibeng District Municipality for designated groups; Approval of a consolidated database of businesses and industries within Sedibeng District Municipality our local municipalities by Council; Percentage segmentation business codes per sector; Approval of the BBBEE strategy by Council; Number of training and capacity building workshops facilitated for SMMEs; Number of SMMEs linked to funding and support institutions; and Number of information, education and awareness (IEA) campaigns for SMMEs and all related sectors (Business Week) conducted.
	Consolidate, Review and monitor the SGDS.	<ul style="list-style-type: none"> Number of projects for second Generation GDS linked to Vaal 21 initiatives identified; Number of information dissemination and awareness (IDA) campaigns on the second generation Growth and Development Strategy conducted; and Percentage completion of the second Generation Growth and Development Strategy and launch.

11.2 Renewing our Communities

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	Ensure integrated spatial development planning and promote good land use management	<ul style="list-style-type: none"> Review of the District Spatial Development Framework (SDF) to reflect the status of the Local Municipalities' SDF and to link it to the Master Plans and must include: <ul style="list-style-type: none"> Facilitation the Local Spatial Development Frameworks; and Integration of Local Spatial Development Frameworks spatial data into the district wide Geographic Information Systems (GIS). Submission of consolidated and integrated the local Spatial Development Framework (SDF) to promote good land use and the implementation of land use management

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IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Electricity Urban Renewal		<p>to Council;</p> <ul style="list-style-type: none"> • Approval of consolidated and integrated local municipalities' Geographic Information Systems (GIS) to promote good land use and the implementation of land use management by Council. This will ensure the following: <ul style="list-style-type: none"> ▪ Facilitation he Local GIS's data capturing and integration of databases; ▪ Maintenance and monitoring of performance of the Local GIS's; and ▪ SDFs. • Percentage implementation of land use management policies to promote well managed land use; • Percentage compliance of land use management policies on development applications within Sedibeng District Municipality; • Review of the District-wide Urban Edge delineation process annually; and • Submission of report on national and provincial forums on land use management and spatial development related matters attended to Council.
	Promote residential development and urban renewal	<ul style="list-style-type: none"> • Percentage completion of all residential development programmes including: <ul style="list-style-type: none"> ▪ Evaton Regeneration Programme: <ul style="list-style-type: none"> ▪ Sub-division of stands for housing relocation, street paving, title-deeds allocations, land provision for housing and land ownership and LED programmes in Evaton. ▪ Prioritized Top 20 Townships Programme: <ul style="list-style-type: none"> ▪ Infrastructure, roads and backyard dwelling developments; etc. ▪ Shack Down Programme: <ul style="list-style-type: none"> ▪ Information, education, communication and awareness campaigns; and ▪ 30% roll-out program by 2009/10. ▪ Formalization of informal settlements: <ul style="list-style-type: none"> ▪ 100% roll out-of project 56 formalization programs. ▪ Housing developments: <ul style="list-style-type: none"> ▪ Breaking New Ground (BNG), Community Residential Units (CRU- Hostel re-development). ▪ Review of the Municipal Housing Development Plan (MHDP) and adoption of housing related policies;

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
		<p>and</p> <ul style="list-style-type: none"> ▪ Transfer five housing projects to Local Municipalities. <ul style="list-style-type: none"> • No of identified precincts and residential development projects implemented to promote urban renewal: <ul style="list-style-type: none"> ▪ Sharpeville Precinct: <ul style="list-style-type: none"> ▪ Conduct Information, education and awareness (IEA). • Percentage implementation of quick wins (Cemetery and heritage upgrading, etc).
	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 improvement in the management of water and sanitation services; • Percentage improvement in demand management for water, sewer, roads, stormwater and electricity for the region.

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 maximize recycling of waste	<ul style="list-style-type: none"> • Percentage review and updating of the Integrated Waste Management Plan (IWMP) and the development of the Waste Information System (WIS); • Submission of the IWMP and the WIS for Council approval; • Percentage implementation of the Integrated Waste Exchange Programme (IWEX); • Facilitate the recycling of waste and tyres in the Sedibeng region; and • Percentage development and implementation of the waste recycling strategy.
	Create a healthy environment through effective environmental health management	<ul style="list-style-type: none"> • Submission of the 09/10 SLA to MHS IGR; • Approval of Draft By-laws by Council; • Approval of the Food Safety Programme on 2010 for the region by Council; • Adoption of the draft MHS Strategy by Section 80 for Environment; and • Establishment of an outbreak response team for the region.
	Build partnerships to ensure integrated environmental awareness, planning and management	<ul style="list-style-type: none"> • Approval of the Environmental Management Framework by Council; • Percentage development of a system to monitor progress on the implementation of the Environmental Management Plan; and • Number of Environmental Planning IGR meetings conducted.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	Promote conservation of environmental resources and bio-diversity	<ul style="list-style-type: none"> • Approval of the Wetland strategy by Council; • Approval of the Grassland strategy by Council; • Number of project business plans developed; • Number of municipal buildings in the Sedibeng region retrofitted; • Submission of report on effective management of one catchment in the region to Council; • Submission of a report to Council on the development and implementation of climate change in the Sedibeng region. • Approval of the SDM BnM Strategy/plan by Council; • Submission of the draft Asset Management Plan for SDM air quality stations to section 80 committee; and • Approval of the VAPAAQMP by Council.

11.4 Reintegrating our Region

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
Key Priority Area 4: Reintegrate our Region Roads and Storm Water 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"> • Approval of a Road Master Plan by Council; • Adoption of a draft Sedibeng Strategic Roads Framework document by Section 80 Committee; • Number of IGR Basic Services meetings conducted; • Number of meetings and attendance to IGR: Transport Planning meetings; and • Submission of quarterly reports on rail operations in the region.
	Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> • Approval of the Integrated Transport Plan by Council; • Approval of the Operation Transport Plan for Confederation Cup in the region by Council; • Approval of the 2010 transport plan by Council; • Upgrading of the Taxido Junction; and • Upgrading and construction of the transport economic hubs.
	Promote efficient movement of freight	<ul style="list-style-type: none"> • Number of meetings conducted; • Submission of report on discussions and way forward on Freight Hub to Council; • Sign off of ToRs for the study development of a Freight Hub; • Sign off of letter of appointment for Service Provider to conduct study on the development of a Freight Hub; • Submission of a study report on the development of the Freight Hub to Council; • Number of meetings to IGR: Transport Planning attended; • Number of joint programs with Spoornet on promotion of rail freight conducted; • Percentage increase in safety of users of the R59 industrial corridor; • Percentage implementation of Turn-Around strategy for Vereeniging and Heidelberg Airports; and • Percentage improvement in road safety projects.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	Render an efficient and corruption free vehicle registration and licensing service	<ul style="list-style-type: none"> Percentage compliance to turnaround time of various transactions; Submission of monthly report by 7th of each new month to DPTRW Percentage of deviations recorded, addressed and rectified; Percentage of complaints solved to the satisfaction of customer. Number of irregularities be recorded, reported and investigated.

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 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"> Number of sports programmes supported; Percentage implementation of the 2010 program; Percentage implementation of the a program to support artists and crafters, including and the establishment of a Craft hub in the old Sharpeville Police Station; and Percentage implementation of the Regional Arts Programme including the School of the Art Number of precinct developments projects supported.
	Promote and develop the heritage of our region	<ul style="list-style-type: none"> Approval of a comprehensive heritage program by Council; Percentage/Number of geographical name changes supported; Approval of a Turn Around strategy for museums and theatres in the district by Council; Percentage implementation of a Turn Around strategy for museums and theatres in the district; Approval of a program for identified commemorative days (i.e. Human Rights and Heritage months) by Council; and Percentage implementation of a program for identified commemorative days (i.e. Human Rights and Heritage months).
	Promote a safe and secure environment	<ul style="list-style-type: none"> Number of Victim Empowerment centers in partnership with SAPS, communities, National and Provincial government supported; Number of community volunteers on community safety empowered; Percentage implementation of the SDM Community Safety strategy; Number of partnerships coordinated to ensure safer communities; Percentage implementation of the CCTV surveillance system within the district; Number of CCTV cameras installed to expand the surveillance system; Percentage implementation of the 2010 safety and security programme; and Number of calendar events and other identified projects implemented.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	Disaster Management	<ul style="list-style-type: none"> • Approval of Disaster Management Plan by Council; • Number of reports received on specialized fire fighting services; • Number of Disaster Management Forum meetings held; • Percentage implementation of the Centralized Communication Centre services; • Percentage compliance with the Disaster Management Legislation; and • Number of calendar events and other identified projects implemented.
	Promote care and awareness of HIV and AIDS	<ul style="list-style-type: none"> • Number of internal and external Workplace programmes supported; • Percentage implementation of the SDM AIDS Strategy (2007-2011) • Number of Aids Council meetings held; • Number of reports received; • Number of stakeholders participating in the Aids Council; • Number of wards implementing HIV & AIDS programmes; • Number of facilities providing integrated HIV/TB programmes; and • Number/Percentage of calendar events and other identified projects implemented.
	Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> • Percentage of P1 incidents reached within 15 minutes in urban areas; • Percentage of P1 incidents reached within 40 minutes in rural areas; • Number of EMS personnel trained; • Number of courses conducted by EMS; • Number of Public Education programmes implemented; • Number of Emergency Medical Vehicles operational per shift; • Number of Emergency Medical Vehicles dedicated per shift at identified satellite venues; • Number of district health council meetings attended; and • Number of reports signed-off by the MMC Health/ED.
	Promote social development of our communities	<ul style="list-style-type: none"> • Approval of the comprehensive social development strategy for designated groups; • Percentage implementation of the ex-combatants programme; • Percentage implementation of the Donation Policy; • Percentage response to request received in line with the Donations Policy; • Number of bursaries awarded; • Number of meetings conducted with the Bursary Board; and • Number of youth programmes implemented.

11.6 Good and Financial Sustainable Governance

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 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 developments 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; and • 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; and • 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 existing IGR structure to share good practices from municipalities and to share general information; and • Number of customer surveys conducted.
	Financial reporting	<ul style="list-style-type: none"> • Number of 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 Generally Accepted Municipal Accounting Principles (GAMAP)/Generally Recognized Accounting Practices (GRAP) implementation; • Percentage accuracy of payment to all officials and Councillors; and • Percentage compliance of Financial Statements with GAMAP/GRAP for 2009/2010.
	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; and • Compliance of budget adjustments to IDP process and Medium Term Expenditure Framework 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); and • Percentage implementation of improved Council approved Supply Chain Management Policy and procedures to all clusters.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	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; and • Percentage completion of the knowledge management policy.
	Effective management of council business	<ul style="list-style-type: none"> • Number of Mayoral Committee meetings successfully held; • Number of strategic programmes undertaken for Political Management Team (PMT); <ul style="list-style-type: none"> • Percentage implementation of the IDP and Budget; • Number of Percentage implementation of an Internal Audit Plan; <ul style="list-style-type: none"> • Percentage of monitoring and evaluations plans implemented; <ul style="list-style-type: none"> • Percentage of agendas timeously delivered; • Appointment of dedicated Committee Officers; • Centralisation of Supply Chain Unit's Committee; <ul style="list-style-type: none"> • Number of Committee staff members trained; • Percentage of MAYCO & Council resolutions timeously captured scanned and assigned; • Acquisition of Disposal Certificates from the National Archives; <ul style="list-style-type: none"> • Percentage completion of document scanning and imaging; • Approval of the reviewed records management strategy going through all phase by Council; • Percentage of contracts properly filed and accessible; <ul style="list-style-type: none"> • Number of disputes resolved effectively; • Approval of the delegated policy by Council; <ul style="list-style-type: none"> • Percentage standardisation of by – laws; • Percentage of compliance of oversight and accountability • Number of legal opinions timeously provided to internal clients; • Telephone landline policy amended to include fax usage guidelines; and • Approval of the Internal Communication Policy by Council.
	Render effective IT services	<ul style="list-style-type: none"> • Percentage (%) uptime of the WAN; • Percentage (%) uptime of the LAN; • Percentage (%) uptime of servers; • Percentage of municipal officer with WAN and LAN; • Approval of Venus and Novell Disaster Recovery Plan by Council; • Percentage implementation of e-Venus Financial System; • Percentage implementation of the GroupLink Help Desk System; • Percentage implement of a Time and Attendance System; • Percentage implementation of an Internet Access Management System; and • Percentage installation of the Audio Visual Equipment / 2010 project.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE INDICATOR
	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> • Approval of a Safety Health Environment and Quality (SHEQ) Policy by Council; • Percentage implementation of Safety Health Environment and Quality Policy; • Percentage compilation of Job Descriptions; • Approval of the Batho Pele Strategy for Revitalization Programmes and Projects; • Percentage implementation of the Batho Pele Strategy for Revitalization Programmes and Projects; • Number of Employees assisted in signing Performance Management and Development System (PDMS) Contracts; • Number of women participating in the Women in Leadership Development Programme; • Number of unemployed youth participating in the Graduate Development Program; • Number of unemployed matriculants participating in the Internship Program; • Number of unemployed matriculants trained on Computer Practice; • Number of unemployed youth on trained workplace readiness; • Percentage implementation of the approved equity Policy and Plan; • Percentage implementation of the HIV/AIDS workplace Plan; • Number of Healthy Lifestyle Programmes implanted; and • Number of pro - active programmes for harnessing Labour relations implemented.
	Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> • Percentage implementation of a Turnaround strategy for the Fresh Produce Market; • Percentage implementation of a Turnaround strategy for the Airports (Vereeniging and Heidelberg); • Percentage of facilities in a clean and hygienic condition at all times; • Upgrading of Bophelong Taxi Rank; • Upgrading of sewer and water networks inclusive of renovations for Vanderbijlpark Taxi Rank; • Upgrading of the Vereeniging Airport-pavement of parking Area; • Implementation of a Sound System and Lighting for Theatre and Town Hall; • Percentage reduction in number of official complaints received regarding the hiring of Town and Banquet Halls; • Percentage implementation of the fleet monitoring system; and • Percentage implementation of the AARTO as provided for in the relevant legislation.

11.7 Vibrant Democracy

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 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"> • Number of stakeholders briefings successfully conducted; • Number of stakeholder forums established; • Number of stakeholder relations built; • Number of communications and media strategies and plans implemented; • Numbers of people participating in Council organized public functions including izimbizo, council meetings; • Increase in number of media articles and items produced; and • Percentage utilization of SDM websites.
Public Participation IGR Political Offices	Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> • Approval of a framework document guiding the revision of the communication strategy; • Approval of a document aimed at coordinating the PMT activities with regard to external communication; and • Approval of the revised communication strategy by Council (to be included in final IDP) including: <ul style="list-style-type: none"> ▪ Imbizos; ▪ Speaker's communication strategy; ▪ Vaal 21; and ▪ Public Participation.
	Promote high level of inter-governmental co-operation and co-ordination	<ul style="list-style-type: none"> • Number of strategic objectives/programmes identified for IGR; • Percentage compliance to the IGR protocol framework; • Number of inter-municipal relationships established and/or promoted; and • Number of international relationships facilitated to achieve the Growth and Development Strategy objectives.
	Ensure High Level of Good Corporate Governance	<ul style="list-style-type: none"> • Percentage implementation of an enterprise risk management framework; • Percentage implementation of a fraud and corruption plan; • Percentage implementation of an internal auditing plan; • Percentage compliance to the audit legislation; and • Percentage of declarations and disclosures of interests received from employees.
	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); • Number of SDM izimbizo and dialogues held; • Number of meetings held with sectors based forums; • Numbers of people participating in Council organized public functions including izimbizo, council meetings, etc. – Speaker's Office; • Number of ward committee meetings held; and • Number of SDM izimbizo 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 public participation programmes.