

Sedibeng District Municipality Integrated Development Plan

2011/12



AIDS HELPLINE
0800-012-322

**Our area, our people,
our institution & services delivery**

Vaal 21
A RIVER CITY

TABLE OF CONTENT:

EXECUTIVE MAYOR'S FOREWORD: CLR. MAHOLE MOFOKENG

OVERVIEW BY THE MUNICIPAL MANAGER: MR. YUNUS CHAMDA

CHAPTER 1: INTRODUCTION TO SEDIBENG IDP AND LEGISLATIVE CONTEXT

1.1	INTRODUCTION AND LEGISLATIVE CONTEXT.....	1
1.2	IDP REVIEW PROCESS.....	1
1.3	SEDIBENG DISTRICT MUNICIPALITY (SDM) PROCESS PLAN FOR 2011/12 IDP	2
4.	COMMENTS ON THE SEDIBENG DISTRICT MUNICIPALITY IDP 2010/2011.....	4
5.	STAKEHOLDER'S COMMENTS AND RESPONSES ON THE 2010/2011 IDP.....	5
6.	STAKEHOLDER'S COMMENTS ON THE DRAFT IDP 2011/2012	12

CHAPTER 2: REVISED ANALYSIS 2010/11

2.1 OUR AREA

2.1.1	GEOGRAPHICAL AREA.	15
2.1.2	MAJOR PROVINCIAL AND ARTERIAL ROADS (DEVELOPMENT CORRIDORS).....	16
2.1.3	ENVIRONMENTAL HEALTH MANAGEMENT	17
2.1.4	SEDIBENG ECONOMIC REVIEW	19
2.1.5	TOURISM.....	25

2.2 OUR PEOPLE

2.2.1	DISTRIBUTION OF POPULATION PER MUNICIPALITY AND SUB AREA.	28
2.2.2	URBANISATION.	29
2.2.3	MIGRATION.	29
2.2.4	HIV AND AIDS PREVELANCE.	30
2.2.5	CRIME.	31
2.2.6	HUMAN DEVELOPMENT INDEX.	31
2.2.7	GINI COEFFICIENT	31
2.2.8	INCOME LEVELS	32
2.2.9	POVERTY RATE	32
2.2.10	LEVEL OF EDUCATION IN THE DISTRICT.....	33
2.2.11	DEVELOPMENT DIAMOND.	34

2.3	OUR INSTITUTION (COUNCIL)	35
2.4	SERVICE DELIVERY	
2.4.1	HEALTH AND SOCIAL DEVELOPMENT	48
2.4.2	SERVICE DELIVERY PROFILE ON SOCIAL DEVELOPMENT.	49
2.4.3	EDUCATION.....	49
2.4.4	LIBRARIES AND COMMUNITY HALLS	50
2.4.5	YOUTH DEVELOPMENT.....	50
2.4.6	DESIGNATED GROUPS DEVELOPMENT.....	51
2.4.7	PUBLIC SAFETY SERVICES.	51
2.4.8	DISASTER MANAGEMENT PLAN.	52
2.4.9	PUBLIC AWARENESS, EDUCATION AND TRAINING	53
2.4.10	SPORT RECREATION ARTS CULTURE & HERITAGE.....	53
2.4.11	BASIC SERVICE LEVELS.....	54
2.4.12	INFORMAL SETTLEMENT.	57
2.4.13	RURAL DEVELOPMENT HOUSING	57
2.4.14	TRANSPORT PLAN.	58

CHAPTER 3: SPATIAL DEVELOPMENT FRAMEWORK

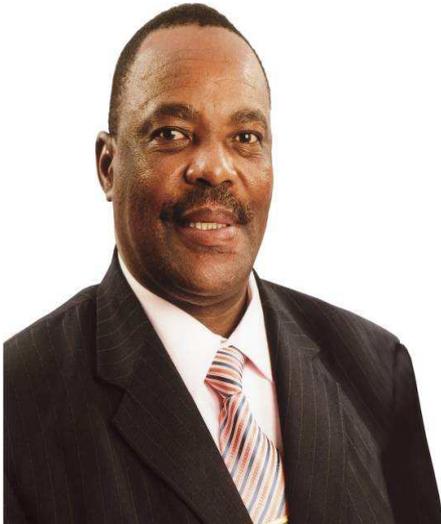
3.1	INTRODUCTION.....	60
3.2	LEGISLATIVE COMPLIANCE.....	60
3.3	SDF COMPONENTS	61
3.4	DISTRICT-WIDE INTEGRATED OBJECTIVES.....	61
3.5	PACKAGES OF SDF'S.....	62
3.6	EXISTING LOCAL MUNICIPALITY SDF'S.....	63
3.7	MAIN DEVELOPMENT ISSUES	63
3.8	SPATIAL DEVELOPMENT PLAN.	65

CHAPTER 4: STRATEGIES, KEY DELIVERABLES AND KEY PERFORMANCE INDICATORS FOR 2011/12 IDP

4.1.1	REINVENTING OUR ECONOMY	79
4.1.2	RENEWING OUR COMMUNITIES.....	80
4.1.3	REVIVING A SUSTAINABLE ENVIRONMENT	81
4.1.4	REINTEGRATING OUR REGION	82
4.1.5	RELEASING HUMAN POTENTIAL.....	84
4.1.6	GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE	87
4.1.7	VIBRANT DEMOCRACY	90

CHAPTER 5: PROJECTS FOR 2011/12	93
CHAPTER 6: BUDGET 2010/11	113
 CHAPTER 7: MAINSTREAMING	
7.1	GENERAL DELIVERABLES FOR DESIGNATED GROUPS 120
7.2	DELIVERABLES FOR DIFFERENT DESIGNATED GROUPS..... 121
7.3	DELIVERABLES FOR DESIGNATED GROUPS AS PER IDP KPA’S AND STRATEGY FOR 2010/11..... 123
 CHAPTER 8: ALIGNMENT WITH NATIONAL, PROVINCIAL AND LOCAL POLICIES, PROGRAMMES AND PROJECTS AS PER IDP STRATEGIES AND DELIVERABLES FOR 2011/12	
8.1	AREAS OF ALIGNMENT WITH NATIONAL, PROVINCIAL AND LOCAL POLICIES, PROGRAMMES AND PROJECTS AS PER IDP KPA’S AND STRATEGY 2010/11..... 133
 CHAPTER 9: TURNAROUND STRATEGY.....	 151

EXECUTIVE MAYOR'S FOREWORD: Clr. Mahole Mofokeng



The 2006 Local Government Elections thrust upon us the mandate as Sedibeng District Municipality to: ***Plan to make Local Government to work Better*** “for our people. Faced and tasked with these objectives, we developed our five year plans which were adopted by Council in the form of the Integrated Development Plan and the generational Sedibeng Growth and Development Strategy in 2007, with a view to make the lives of our people and communities better. This 2011 Integrated Development Plan and Budget review presents us with an opportunity to stamp our commitment to the objectives set out in 2007 to take the final steps in completion of the journey we started together 5 years ago. The time to account to all and sundry is upon us as we are faced with presenting a balance sheet and accounting for how far we have come to realize the commitments we have made to our communities through the IDP.

This 2011 IDP review accounts for the Sedibeng District Municipality in its entirety, the political, administrative as well as the institutional arrangements as we wind the clock to the 2011 Local Government Elections which will usher in another term of office with its own mandate and political leadership.

It is as we take the final lap in 2011 that we come back to you, our communities and citizens of beautiful Sedibeng to present our priorities, programmes and projects for this final year in the five year IDP.

The overarching theme for 2011 in all spheres of Government is job creation. With this in mind, this IDP review puts a lot of emphasis on the Infrastructure development projects and revitalization of economic and social infrastructure to grow labour intensive job opportunities.

The Premier of Gauteng Province, Mrs. Nomvula Mokonyane, in her State of the Province Address highlighted a need to raise the profile of incentives and other related programmes to revitalize Vereeniging Central Business District, as a Development Zone.

To this extent, the primary objective of this initiative is to capitalize on the potential and strategic location of Vereeniging to leverage investments with a view to grow the regional economy with Vereeniging being our anchor linking Heidelberg/ Vereeniging/ Vanderbijlpark as Axis of regeneration for Regional economic development.

Regional Sewer Scheme project, factored to clear the stranglehold on the development of the entire Region, is beginning to take shape. The project timelines and phases thereof are well defined. The successful execution of this project will undoubtedly unleash unprecedented development in the South of Gauteng here in Sedibeng.

This year offers and presents a real partnership in action through the launch of the Regional Tourism Organization, one of the first in the country, in which stakeholders in tourism drawn from Government, Private Sector and Community will assume the collective responsibility to place Sedibeng on the forefront as a pre-eminent destination of choice of leisure, business, water-based sport, and heritage tourism.

The Rural Development Strategy will take the centre stage characterised by focusing on Agro-processing infrastructure development and high level of services to underpin our commitment to changing face of Rural and peri urban areas in Sedibeng region. The National Government and the Provincial Government will be launching the National Rural Development Strategy in our region to consolidate on the current support Sedibeng District Municipality provided to Lesedi Local Municipality for Cooperatives building on the launch of maize triangle project in this region late last year.

The economic development of the District cannot be left to chance. It cannot be that our contact with the Business Fraternity is reduced to a one half day event in a year. To that end, Sedibeng has finally realized its long held objective through the launch of the Mayoral Investment Council. This will ensure that a firm platform and the necessary time map out the strategic economic trajectory of this region. Hot on the heels of the Mayoral Investment Council will be the finalizing and establishment of the Sedibeng Reconstruction and Development Agency this year.

The Sedibeng District Municipality' five (5) year IDP and Budget being is concluded through this 2011 review is based on the first generation Sedibeng Growth and Development Strategy, and consistent with this drive, the next 5 year Integrated Development Plan will be characterized by the accelerated execution of flagship and catalytic projects to give effect to our overall objective of Infrastructure development and job creation.

The 2011/12 IDP is premised on the facilitation of investment for potential investor in our region. This is guaranteed by the regular review and update of the Spatial Development Framework and Geographic Information System to ensure that vacant land designated for development by investor is not superimposed on existing infrastructure thus avoiding costly delays.

Sedibeng District Municipality is now an Air Quality Licensing Authority, and this comes with a serious responsibility of monitoring and work with industry to maintain high level of air quality in our region. This places us on the world map as a major player in the fight against global warming and the reduction of the South African Carbon footprint.

We will work without any let or hindrance to build on the successes we have registered in the building and maintenance of our road infrastructure and more of these road projects are planned for the next financial year.

The social programmes will also receive our deliberation and attention in the next financial year. We would like to build on the successes we have achieved in the fight against HIV and AIDS but also related to this work, we will intensify our commitment to stop drug and alcohol abuse as well as teenage pregnancies, amongst the youth.

The Precinct programme is gaining momentum and its impact is stretching beyond the Sport and Heritage sites in Sharpeville and now work is crystallizing for other precincts projects targeted for Sebokeng, Boipatong, Bophelong, Evaton, Ratanda, and Mamello in Midvaal.

In the Recreation Precinct and other identified spots in the rest of the district, we will be rolling out sport mass participation programme to encourage positive living and lifestyle.

Our commitment to local economic empowerment and local procurement is unwavering and more of these developments will be benefitting local people as consumers of services but even more importantly, as

entrepreneurs. Since the beginning of the current term of office, my commitment to local empowerment has been unwavering, it is my wish and desire to see local contractors who have been doing work with CIDB 1 or 2 to be in the region of level 6 or 7 within the next 5 years.

The Heritage work will continue in the next financial year, to demonstrate that, all the work we did this financial year was not a 'hit or miss phenomenon' but a consistent programme of recognizing and celebrating triumph of human spirit as part of consolidation of tourism, educational and historical offerings of Sedibeng region.

It is notable that Sedibeng has, despite the many challenges related to its implementation, become a leading municipality in its support and empowerment of Ex-Combatants. Women, youth and people with disabilities have also been targeted for special attention and some success has been achieved.

The financial management of our District deserves a special mention in that, in the last four (4) years, Sedibeng District Municipality has achieved consecutive unqualified audit reports and this tells something about this municipality's ability in good governance both in financial and non financial terms. We have become an envy of all other Municipalities in the country.

Lastly, I would like to take this opportunity to wish all political parties well in their campaigns for the Local Government Elections and let us all engage in constructive electioneering and avoid expediency and grand standing because after the elections are done and dusted, we are all citizens of this region who want the best for this region which we all call home.

Thank you.

Executive Mayor: Clr. Mahole Mofokeng

OVERVIEW BY THE MUNICIPAL MANAGER: Yunus Chamda



We present this 2011/2012 IDP at a particularly interesting and challenging time for local government in our country. It is interesting time as we move from the end of a five-year cycle to the next five-year cycle. The accumulative fruits of 5 years of implementation should now be tangible, visible and felt by communities. As we measure the successes of the last cycle, we drift into the next cycle and have to negotiate a formidable hurdle, that of a local government election. That is a unique challenge that sees the baton of governance passed from one duly elected Council to the next. The responsibility of the administration is to ensure a smooth and seamless transfer of planning, projects, resources, personnel, and most importantly to carry over the voices of the people to the next leadership. The role of the administration is also to ensure stability and support for the democratic process. To allow the incoming Council to make its own mark on the next five year IDP, this 2011/2012 will therefore, be a one year 'Bridging' IDP as we have dubbed it.

This IDP will include many evaluation and planning exercises that will measure the impact of the last Sedibeng Growth and Development Strategy (SGDS-1) and will develop the Second Generation SGDS (SGDS-2). This will assess the long term vision for Sedibeng and adjust the development path accordingly. The effects of the global economic crunch are still being felt in our country. At the level of the Sedibeng District we see that the increases in the Equitable Share are well below expectations. This has created a financial squeeze on salaries, operating costs and capital projects. The incoming political leadership and the administration will have to step up the efforts to access more funding from national and provincial programmes, in many instances these programmes already exists. In addition to this, donor funding from across the globe needs to be sought. Internally we must stretch our resources further, and exercise prudence in our spending.

The future of Emergency Medical Services (EMS) must be finalised in the next financial year. And, if it is to remain with local government, then it cannot be as an underfunded mandate in excess of R17million as it currently stands. The uncertainty for the staff is equally uncomfortable. One of the biggest challenges that the institution will face in the next financial year will be to implement the Personnel Cost Reduction Strategy as contained in this IDP. As the future of District Municipalities is debated, it remains our responsibility to plan ahead and to remain a viable and sustainable structure of local government.

Inter-governmental Relations (IGR) within the Sedibeng District remains a fluctuating relationship. At its best it yields great benefits to our communities, it produces great synergy of resources and thinking. When at its worst, it consumes great resources and energy and deprives our people of the best services they deserve. We must endeavour to operate for the greater part at its best levels.

The strategies and deliverables in this Integrated Development Plan remain the basis of our work as employees. When translated into the Service Delivery and Budget Implementation Plans (SDBIPs), this is what guides our day-to-day work and our mandate. We must remain focused and fixed in our

application. The transition from one body of political leadership to the next should not detract us from this responsibility.

Performance Management remains a vexing issue. Sedibeng District Municipality took a bold decision in 2008 to pay performance bonuses from top to bottom. While we struggle to find a practical and manageable system, we need to be committed to the principle of performance assessment. It cannot be that we show a keen interest in the bonus, on one hand but evade the assessment and Supervisors abdicate their role in the performance management and maintenance off discipline at all material times.

Despite the economic downturn, several projects have now come to fruition. The completion of the Sharpeville Cemetery, the Sharpeville Exhibition Hall and the progress on other projects including the Evaton Paving Projects, are visible proof of the value of persistent application to the task at hand. These projects together with projects such as the Solar Heating Project reflect the possibilities that exist from seeking out funding from both government programmes and foreign donor funds.

The One-Year Bridging IDP cannot be a period of wait-and-see. Many projects and programmes to proceed at undiminished pace, and new ones as contained in this IDP must be implemented.

As we reach the end of the 2006/2011 term of office, I must take this opportunity on behalf of all the employees of Sedibeng District Municipality, to thank every single Councilor, The Executive Mayor, Speaker and the Chief Whip for their support and inspiration over the past years. Under the able and dedicated leadership of our Executive Mayor, we have been able to steer through some stormy seas. We must thank him for his support and leadership. May the dreams we've all dreamt together live on in the hearts and hands of those who will follow us, and may this 2011/2012 IDP provide a solid route into the future.

Thanking you,

Yunus Chamda
MUNICIPAL MANAGER

1.1 INTRODUCTION AND LEGISLATIVE CONTEXT

This document contains the Sedibeng District Municipality Integrated Development Plan and Budget, which is reviewed annually in terms of the Local Government: Municipal Systems Act, 2000 [Act No. 32 of 2000], hereafter referred to as the MSA. This review will be the last one of the 5-Year IDP (2007-2011), and 2011/2012 is regarded as the 'Bridging Year' that seeks to put an IDP/Budget in place that will be approved by the outgoing Council and implemented by the newly elected Council. A report was presented to Council based on a Budget Circular from National Treasury, which had two options for the preparation of a Budget and IDP for 2011/2012. The first option was that the outgoing administration adopts the IDP and Budget by end of April 2011 before the Local Government Elections. The second option was to wait for the incoming administration to adopt the IDP and the Budget. The Sedibeng District Municipality (SDM) adopted option one, which in effect, presents an IDP and Budget to outgoing council, before Local Government Elections on the 18/May/2011. This system of approval is dubbed 1 + 4 years Integrated Development Planning process.

The MSA requires all municipalities to draw up an IDP as a single, inclusive and strategic development plan, linking and integrating other plans. It is in the IDP that one finds the policy framework on which annual budgets are based. However, this document contains much more than that. This IDP contains development strategies, plans, programmes, projects and initiatives for the municipality. It also describes the spatial development framework (SDF), which deals with spatial aspects of the area including major land uses, nodes, corridors and linkages. It provides a guideline for a municipality on its space economy and how the space, geography, and land suitable, accessible and available for development and growth. The municipality does not actually compile the IDP on its own. Consultation is mandated by the Act, and it is widespread. The right of communities to be heard, to be involved and to receive information is embedded in the principles of developmental local government. So when the IDP is in the planning stages, there is consultation at various levels: inside government, among councilors and council officials, and externally, as well as at public participation meetings.

The Sedibeng District Municipality is a category C Municipality and has different functions allocated as per legislative requirement and, in most instances, is intended to act as a coordinator, facilitator and link through which provincial and national government interface with local government. The Local Government: Municipal Structures Act 1998 (Act No. 117 of 1998) provides for division of powers and functions for both district and local municipalities. The district is also responsible for capacitation of local municipalities with limited capacity. The relationship with regard to issues of mutual interest is left to the intergovernmental relations (IGR) framework and alignment processes in the IDP.

1.2 IDP Review Process

A municipal council must develop an Integrated Development Plan [IDP], which will be reviewed annually in terms of the MSA. An IDP review is the reflection of the impact of successes as well as corrective measures to address problems in the light of changing internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of the IDP.

This document outlines the policy framework on which annual budgets are based and as such has to be reviewed on annual basis so as to ascertain and measure progress and align itself with changing community as well as stakeholders' needs.

A municipality must therefore:

- (a) Review its integrated development plan:
 - (i) Annually in accordance with an assessment of its performance measurements in terms of section 41 of the MSA and
 - (ii) To the extent that changing circumstances so demand: and
- (b) May amend its development plan in accordance with a prescribed process (Section34)

The IDP review must include community participation as stipulated in the MSA.

The IDP has to be reviewed annually in order to:

- Inform other components of the municipal business process including institutional, financial planning and budgeting;
- Ensure proper integration and alignment either within a municipality and/or between the district municipality and the local municipalities
- Inform the cyclical inter-governmental planning and budgeting cycle
- Reflect the changing internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of IDP; and
- Address the shortcomings in the comprehensive IDP preparation and incorporate improvements in the review.

The outcomes of the review process may include:

- A refined understanding of the situation around priority issues;
- Refined/amended/additional objectives;
- Revised or new strategies, including strategies to improve implementation;
- Revised or new projects; and
- Reflection of the above in revised integrated plans and programmes including a revised Medium Term Expenditure Framework (MTEF).

Review activities include revision of:

- Projects /formulation of new projects by project task teams;
- Sector programmes; and
- Integrated programmes (e.g.LED Programme/Integrated Spatial Development Framework/Financial plans and programmes)

1.3 Sedibeng District Municipality (SDM) Process Plan for 2011/12 IDP

At the beginning of each Financial Year the Process plan has to be developed that will guide the IDP and Budget review process. The IDP Framework which has a Process Plan is submitted to council for approval. The SDM approved the IDP Process Plan in August 2010. The Process Plan had timelines that clearly indicate when the review activities are going to be undertaken. However given the background that was alluded to in the introduction paragraph of this document, some amendments were made to the approved IDP Process Plan to accommodate the 2011 Local Government Election.

**Sedibeng District Municipality (SDM) IDP/Budget Process Plan 2011/12:
(As Amended to meet an early approval by Council)**

ACTIVITY	ACTION	WHO	WHEN
IDP Analysis	Sent IDP Analysis to all department to update their relevant sections,	IDP Unit	January 2011
Strategies and projects	Department to review their Strategies, identify new/change deliverables and Projects	All clusters	January 2011
	Dept. to submit proposed projects for 2011/12		
	Internal IDP Task Team Meeting, Speakers & Mayors office to plan for IDP Public Participation meetings.	IDP Office	January 2011
Alignment of IDP and Budget 2011/12	Convene a meeting with Finance to align the IDP with the budget.	IDP Unit	January 2011
Consolidation of information	Secure appointment with Clusters	IDP Unit	January 2011
	Consolidation of Analysis, Strategies and Projects	IDP Unit	January 2011
	Report on consolidated information to MANCO and IDP Steering Committee	IDP Unit	February 2011
	Joint Mayoral Lekgotla	IDP Unit & Mayor's Office	February 2011
Integration	IGR Forum to be convened for Integration and Alignment	IGR & IDP	February 2011
Mainstreaming	Mainstreaming Workshop with Social Development; Different designated groups	IDP Unit & Social Development	February
Finalization and Submission of draft IDP and Budget 2011/12	Submission of Draft IDP to Council	IDP Office	March 2011
	Submission of draft IDP to MEC for comments	IDP/ MM's Office	March 2011
KPI's	Identification of KPI's	MM's Office and IDP Unit	February 2011
IDP and Budget Public Participation 2011/12	IDP and Budget Public Participation Meetings (District and Locals) on Youth, women and religious group, Elderly People and People with Disabilities, KHULUMANI, VEPPA AND EX-COMBATANTS, NGO'S AND CBO'S, IDP Business Breakfast Meeting and SMME's	IDP Unit, Mayors and Speakers office (District and Locals)	March and April 2011
	Publicity Public Participation – Advertisement Putting the document at Public Libraries and relevant Stakeholders for comment	Speaker's Office/ Communications	March - April 2011
	Submission of Draft IDP and Budget to Council	IDP Office	March 2011

	IDP Representative Forum	IDP Office & PMT	March 2011
Submission of Final IDP and Budget 2011/12	Council Agenda	Mayoral Committee	April 2011
	Submission of Final IDP and Budget 2011/12 to Council	IDP Office	April 2011
	Submission of an Approved IDP to MEC	IDP Office/MM's Office	April 2011
Submission of SDBIP	Consolidation, Submission of SDBIP to Council	MM's office	May 2011

4. MEC COMMENTS ON THE SEDIBENG DISTRICT MUNICIPALITY IDP 2010/2011

The Provincial Department of Local Government and Housing (DLGH) congratulated the District for the timeous preparation, review and adoption of the final Integrated Development Plan (IDP) for the 2010/2011 financial year and its subsequent submission for public comments in line with Section 32 of the MSA. DLGH expressed its appreciation to the municipality for its continuous cooperation and active participation in efforts, through the July-to-July roadmap, aimed at strengthening joint planning and budgeting among the three spheres of government in the pursuit of a globally competitive Gauteng region.

COMMENTS	INTERVENTIONS/RESPONSE
Recurrences of Issues: The municipality is urged to take comments made in the past four years on the IDP, and the Auditor-General's report as an input into the new planning cycle for the next term of local government.	The comment is acknowledged, and the Sedibeng District Municipality (SDM) will consider the previous issues that were raised through MEC's comments and incorporate such during the new planning cycle.
Towards Outcome Based Planning: The IDP in the next five years must be structured in a manner pursuant to the twelve national outcomes and outputs adopted by Cabinet in January 2010. These outcomes are seen as a critical ingredient to the pursuit of a competitive Gauteng City Region.	The comment is acknowledged and the municipality will incorporate these outcomes during planning and will further indicate its role and influence in ensuring that all the national outcomes are achieved cooperatively as government and sector departments. Furthermore workshops will be conducted to ensure that all role players understand their roles and responsibilities as far as these outcomes are concerned.
5 Year IDP and Differentiation: The IDP remains a five year strategic planning instrument. There is an intention on the IDP becoming a three year operational planning instrument. However, this has not as yet mounted to policy and/ or legislation. The present IDP structure should be maintained until the discussions regarding simplified and differentiated IDP have been concluded.	The comment is acknowledged and the SDM will implement accordingly as guided by legislation in this regard
Local Government Election: The Local government elections usually have an effect on the IDP and Budget process. The municipalities are urged to follow the prescription of the law, as proclaimed in both the MSA and MFMA, when preparing and adopting the IDP and Budget	The 2011/2012 IDP is regarded as a bridging IDP that seeks to ensure that there is a plan in place which is going to be implemented by the incoming administration as the Local Government Elections are taking place towards the end of the Municipal Financial Year. The IDP and the Budget Office prepared a report that was based on the Budget

	Circular which had two options as far as the preparation of budget and IDP is concerned. The first option was that the outgoing administration adopts the IDP and Budget by end of April 2011 before the Local Government Elections. The second option was to wait for the incoming administration to adopt the IDP and the Budget. The SDM adopted option one.
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5. STAKEHOLDER'S COMMENTS AND RESPONSES ON THE 2010/2011 IDP

Collective and coordinated public participation is the keystone in ensuring democracy and good governance. Therefore the SDM has embarked on a comprehensive public participation process. Public participation primarily focused on stakeholders engagements in the form of organised formations / sectors at regional level, whereas local municipalities concentrated on local stakeholders including ward based participation. The IDP Process plan 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 budget. The following are some events bearing witness to Public Participation in the SDM and the table below indicates comments received regarding the following:

- IDP Review Analysis Public Participation 2010/11 financial year
- Public Participation Indaba 2010/11 Financial year

FOCUS AREA	ACTION REQUESTED	LOCATION	STAKEHOLDER INVOLVED	ACTION TAKEN	POWERS AND FUNCTIONS
INFRASTRUCTURE, TRANSPORT AND ENVIRONMENT	In-house toilets	District Wide	Religious, Senior	District formulated Municipal Housing Development Plan which amongst others focuses on issues relating or associated with housing such as availability of proper dignified sanitation facilities	SDM and Province
	Expansion of tarred roads and street lights and the maintenance thereof in the region especially areas of Sebokeng	District Wide; Sebokeng, Evaton	Religious, Senior, NGO's, CBO's, NPO's	The matter to be raised with the LMs at IGR meetings	SDM and Local Municipalities
	Maintenance of high mast lights	District Wide	Religious, Senior, NGO's; CBO's, NPO's, Women, Youth, PWD	The matter to be raised with the LMs at IGR meetings.	Local Municipalities
	Completion of unfinished roads	Sebokeng and Other areas	Religious, Senior NGO's; CBO's, NPO's	The roads that were built by SDM (Thorometsane and Sekwati in Sebokeng Zone 7) are complete. The matter to be raised with the ELM regarding other roads.	SDM and Local Municipalities
	Access to use community facilities	District Wide	NGO's; CBO's, NPO's	Community facilities are available for all organisations if they are booked on time in the Municipal Offices	SDM and Local Municipalities
	Lack of transport of PWD	District Wide	Women, Youth, PWD	Transport in the district is being provided by Private Entities. The matter to be raised with GDRT when designing and constructing transport facilities in the district.	SDM
	Transport	Integrated Transport Plan that link to Johannesburg and Erkhuruleni		Business	The ITP considers the link with Johannesburg and Erkhuruleni
	Sewer works in all areas be looked at	District Wide	Women, Youth, PWD	The matter to be raised with the LMs at IGR meetings.	SDM and Local Municipalities
	User friendly transport for PWD during Public Engagements	SDM	Women, Youth, PWD	The matter to be raised with the Offices of the Speaker and the Executive Mayor in SDM.	SDM

LOCAL ECONOMIC DEVELOPMENT AND TOURISM	Establish SMME for Dressmaking, Candle making, selling Sacrament and Wine		Religious, Senior, Business	Local municipalities to run Incubation Programmes. SDM to give support together with FET/Institution of Higher Learning and Government Agencies/Private Sector	Local Municipalities & District to Integrate
	Training opportunities for Youth and Women, through SETA programmes	District Wide	Religious, Senior citizens, NGO, NPO and CPO	Various projects have been undertaken to address the issue of training and development of the youth. Some of the projects are: <ul style="list-style-type: none"> • Car Wash & Informal Trading Areas. • BANTU-BONKE project • Evaton Renewal Projects • Raizcorp Training of Young Entrepreneurs' in the region. • PLATO Mentorship 	Local Municipalities District co-ordinate , integrate and fast-track programmes/SETA'S/DEPT.of LABOUR
LED	Skills development and capacitating on Agricultural programmes for the Community of Kudung in Midvaal	District Wide; Midvaal	Business	Establish which programs AgriSeta have and access them in order to assist the community accordingly.	LED Agric-Dev
	Help desk – in all municipalities where concerns can be raised e.g SMME's	District	Business,	Multipurpose Centres and Libraries' used to disseminate information to assist SMME's One-Stop Shop for SMME's Proposed in HOUTKOP and other Locals to indentify Central areas for Helpdesk.	Provincial, District and Local Municipalities
LED	Lack of Informal trade strategy for Sedibeng	Sedibeng	Business	Council has approved the strategy Locals need to implement	Locals District to give support.
LED	Employment opportunities for people with Disabilities	Sedibeng	Women, Youth, PWD	Speakers Office and Supply Chain Policy respond to the job creation through Mainstreaming.	SDM LED to keep records of PWD's employed to ensure they participate in the economic mainstream.
	Informal Trading in the townships by foreign people	District Wide	Business	Zoning and By-laws Discussions with affected parties.	Local Municipalities

	Foreign ownership on developments in the Vaal	District Wide	Business,	If there are any business opportunities in the area the first local businesses is considered first. In an event there is no capacity and business opportunity is given to someone who might not be a resident of Sedibeng that company must ensure that it partner with the local business and 30% of work and profit is given to the local business/contractor	SDM and All Locals Municipalities
	Skills Development Plan/ Employment Opportunities for Ex. Combatants	Sedibeng	Religious, Senior	District initiated a programme for the Ex – combatants and is currently improving on the programme through undertaking a study intended to structure the programme further such that other spheres of government are involved	SDM
HOUSING	Proper planning and Integration on Housing development	District Wide	Religious, Senior	District formulated Municipal Housing Development Plan	Province
	Provision of Housing for Ex-Combatants, VEPPA and Khulumani	District Wide	VEPPA, Khulumani and EX –Combatants	District initiated a programme for the Ex – combatants and is currently improving on the programme through undertaking a study intended to structure the programme further such that other spheres of government are involved	Province
COMMUNICATIONS	Update Sedibeng website; reflection on Tourism to be made	Sedibeng District Municipality	Business	Department will continuously engage the relevant departments e.g Tourism, LED and Heritage on the upload of the updated information. This will assist with the Tourism growth as well as attracting Investment in the area.	SDM
PLANNING	Updated Integrated Spatial Planning in Sedibeng	District Wide	Business	The Regional SDF was internally revised	SDM
IDP	A clear proper consultation and information to the broader community in time during the development of the IDP	District Wide	Business	The IDP and the Speakers Office has developed a comprehensive Public Participation Program to ensure maximum participation of all relevant stakeholders when developing a 2011/2012 IDP	SDM
	Statistical	SDM		The information in the IDP is	SDM

	Information provided in the IDP			constantly updated and researched	
SPECIAL PROJECTS	Provision of feedback by the Municipality on Special Projects identified in the IDP	District Wide	Religious, Senior	<ul style="list-style-type: none"> •Boipatong precinct MOU draft circulating for comments and final signing off by ELM; SDM and DID •Project controlled by DID/province: contractor procurement;&EPWP training are ongoing •SDM and ELM integration process ongoing and SDM comments on drawings and proposed changes made to consultants/ professional team for revised drawings and approval. •Land use processes/ rezoning completed •The SDM has held various feedback meetings with communities to report on progress on projects undertaken e.g the 100 days programme 	SDM and All Locals Municipalities
HIV and AIDS	Access to HIV and AIDS treatment, programmes, education and Social awareness in the District	District Wide	Religious, Senior	The department will liaise with all relevant stakeholders (NGO's, CBO's and Hospitals) to ensure access to treatment and have visible campaign programs	SDM
HEALTH	Improvement in EMS services; especially in areas of Lesedi	Lesedi Local Municipality	Religious, Senior	Dedicate Emergency Medical Vehicles to be operational in rural and outlying areas at identified satellite venues	SDM and Province
	Provision of sufficient medication in all our townships	District Wide	Religious, Senior, NGO, NPO and CPO	Matter will be dealt with through liaison with the Dept of Health provincially	SDM and Province
HERITAGE	Upgrading and maintaining of Heritage sites	District Wide	NGO, NPO and CPO	Various projects undertaken currently under the NDPG e.g. upgrading of the Exhibition centre in Sharpeville	SDM
SRAC	Recreational facilities in the District	District Wide	NGO, NPO and CPO	Projects started in 2010 with the preparations for the World Cup and is continuing	SDM and province
	Possible Soccer professional team in the District be considered	SDM	Business	Matter is currently being deliberated upon by the various stakeholders	SDM and sporting fraternity
Community Services and LED	Youth in Rural Areas be considered as they are faced	District Wide	Women, Youth, PWD	Youth programmes that are facilitated by the Municipality are meant to benefit everyone (youth) in	SDM

	with poverty, unemployment which lead to abusive substances			the district. The department will ensure that the youth in rural areas also benefit.	
Health and Social Services	Provision of Birth Certificates and Identity documents for Orphan people	District Wide	NGO, NPO and CPO	The department will liaise with the regional office department of Home Affairs to intervene in this regard	SDM and Home affairs
Social Services	Archiving of Historical document	SDM	NGO, NPO and CPO	This is dealt with on a continuous basis	SDM
Safety and Security	Expansion of CCTV cameras in other areas of the region	District Wide	Religious, Senior	CCTV Optic Fibre network replaced with Wireless Transmission network in Sebokeng. Evaton and Sharpeville. Six wireless CCTV Cameras installed in Sebokeng Six wireless CCTV Cameras in Evaton Four wireless CCTV Cameras installed in Sharpeville Four wireless CCTV Cameras installed in Meyerton. CCTV Cameras installed at the four Licensing Service Centres in the region. Installation of CCTV Cameras in Vanderbijlpark and Bedworthpark to be completed before the end of 2010/11. Installation in Heidelberg, Ratanda& Vereeniging to be done in 2011/12.	SDM
Supply Chain	Provision of information about tendering process: The community must be informed about Programmes/projects taking place in our respective areas	District Wide	NGO, NPO and CPO, VEPPA, KHULUMANI AND EX – COMBATANTS	A Tender Advice Centre has been established and it offers the following services: <ul style="list-style-type: none"> • Assisting suppliers with accessing government tender opportunities; • Explaining tender invitations; • Assisting in completing tender documents; • Assisting in completing supplier application forms; • Providing information on SCM Policy and Procedures; and • Advice on SCM Regulations and legal compliance requirements such as VAT, CIDB Registration. •Furthermore, we will be holding a supplier/vendor day to address a range of	SDM

				issues relating to Supplier Development	
PMT	Provision of Sponsorship/funding by the Political Management Team as promised in the previous engagements	District	NGO, NPO and CPO	Donations Policy has been adopted by Council. A committee established to oversee all requests made to the Municipality.	SDM
	Database for Khulumani group in Lesedi Local Municipality	District	VEPPA, KHULUMANI AND EX – COMBATANTS	A victims and survivors group established in Lesedi. The group consist of survivors and victims. This group is not aligned to Khulumani.	SDM
	Proper research on History of Sharpeville 1960 be made	Sharpeville	VEPPA, KHULUMANI AND EX – COMBATANTS	NDPG covered oral history project on Sharpeville 1960. Have produced history for the 3 September massacre.	SDM
	Transparency in terms of Employment Opportunities with regard to VEPPA, Ex-Combatants and Khulumani group within the Municipality	District	VEPPA, KHULUMANI AND EX – COMBATANTS	Everybody is encouraged to apply for vacancies. We have established an Office for ex-combatants.	SDM
	Provision of Offices and Counselling for Victims of Khulumani group	District	VEPPA, KHULUMANI AND EX – COMBATANTS	Matter is under considerations and various options are being looked into	SDM
Sedibeng District Municipality Officials	Attendance during Public Engagement by Senior Officials, PR's, Ward Councillors and MMC's	District	NGO, NPO and CPO, VEPPA, KHULUMANI AND EX – COMBATANTS	Matter has been raised with all the functionaries adverted to and will be monitored carefully	SDM
PMT	Provision of feedback on programmes / projects by Politicians, Ward Councillors elected	District Wide	Religious, Senior citizens, NGO, NPO and CPO	This matter has been followed up with the Speakers Offices in our Local Municipalities as they are responsible for Councillors.	SDM
	Reduction in basic services be considered	District Wide	Religious, Senior citizens, NGO, NPO and CPO		SDM and Locals.
IGR	Improvement in Intergovernmental relations with all Spheres of government	SDM		This is a continuous process and all the spheres of government are engaged	SDM
	Provision of	District	Religious, Senior	There are sufficient Primary	Provincial Department of

EDUCATION	General Schooling, facilities especially in areas of Midvaal	Wide	NGO, NPO and CPO	and Secondary Schools in Midvaal area. The problem might be the transport for learners staying in the surrounding rural areas of Midvaal. The department of Education is engaged in this regard to ensure that they provide transport in these areas	Education and Midvaal Local Municipality
	Information on Allocation of bursaries	District Wide	NGO, NPO and CPO	An independent Bursary Committee was established and has been awarding bursaries to applicants over the years to date	SDM
Spatial Development	Consultation with different Stakeholders when land Audit is conducted	District Wide	Religious, Senior	This will be done as it is a legislative imperative	SDM and LMs

STAKEHOLDERS COMMENTS ON THE DRAFT IDP 2011/2012

The second round of the IDP Public Participation took place from 08 to 18 March 2011 where the draft IDP was presented. The comments that were made during this process were not new and some of them were recurring. These comments will be incorporated in the in new cycle of the IDP that will be developed after the 2011 Local Government Elections.

MEETING DETAILS	COMMENTS (RELEVANT TO DISTRICT IN LOCAL MEETINGS)
<p>Business and Labour Date: Friday, 18 March 2011 Time: 07h30 – 9h30 Venue: Banquet Hall, Vereeniging</p>	<p>▪ NAFU –</p> <ul style="list-style-type: none"> - Farming Communities feel neglected by the government as they are not considered for Economic Opportunities in Sedibeng District Municipality and it’s Local Municipalities. - SDM & Locals Provide Fire-fighters in Rural Areas as they cannot afford to contain fires during winter, disastrous time and drought seasons, and that result in losing productions and infrastructures in the process. - Upgrading and Erections of road infrastructure within Rural Communities in the District. - The main concern that is raised by Business Community is around Job Creation, Infrastructure Development, Revenue Payments, Illegal Connections, Health and Foreigners. - The Business Community is creating jobs in response to the national question but they are confronted with a challenge of foreigners who are doing a business illegally in the District. - The Infrustucte also need a special attention as the roads are dilapidated. Generally the main concern is around foreigners who are posing serious challenges to the Local Business People
	<p>▪ Tourism Sector-</p> <ul style="list-style-type: none"> - SDM should assist in promoting and supporting tourism activity in order to harness Traditional and Ethnical diverse within our region.
	<p>▪ Business:</p> <ul style="list-style-type: none"> - Economic opportunities should be biased towards local communities especially Capital Projects that are intended for District and it’s Locals. - Projects that reflects within the IDP must be Monitored and Evaluated on their progress and they must not be categorised as just wish list
	<p>▪ Education</p> <ul style="list-style-type: none"> - SDM should join partnership with Educational Institution to support and participate in

	<p>establishment of Skills Forum in the district.</p> <ul style="list-style-type: none"> ▪ Media <ul style="list-style-type: none"> - Government Expenditure and Total Budget of Evaton Renewal Project spent to date. ▪ Molefi Oliphant Institute: <ul style="list-style-type: none"> - On economic opportunities, SDM should also provide support on Molefi Oliphant Institute initiatives on investing and revamping Sports facilities in the District. ▪ Church Ministry(SACC): <ul style="list-style-type: none"> - Any other plan for establishment of new grave sites and continuous maintenance of the current grave sites in the District.
<p>Youth, Women and Religious Sector Date: Friday, 08 March 2011 Time: Venue: Saul Tsotetsi, Sebokeng</p>	<ul style="list-style-type: none"> - Spatial Planning for churches (SDF) in the district need to be considered. - Responsive time in EMS Services - SETA programmes, Allocation of Bursaries permanent employment for Youth be looked at by the Municipality and should be encouraged in Public and Private sector - Upgrading of Clinics in the Areas of Sebokeng Emfuleni and capacitating thereof in such clinics - Youth should be included in rural development programmes. - Foreign Informal trading in the townships and their Influx should controlled. - Poor service and negative treatment by Nurses in our township clinics - Second Generation of SGDS should be improved and lay foundation by developing strategies and projects for youth, women and unemployed communities
<p>Elderly and People with Disabilities Date: 10 March 2011 Time: Venue: Banquet Hall</p>	<ul style="list-style-type: none"> - There is no land available for Agricultural development in the region. - SETA Programmes be must linked with CBO's and NGO programmes - Road Infrastructure construction in the Area be looked at as in good standard. - Sedibeng elderly forum should be merged with Vaal Elderly forum. - Provision of decent of houses for disabled people designed for them
<p>Ex Combatants, VEPPA and Khulumani Date:11 March 2011 Time: 10 am Venue :Saul Tsotetsi Sports Centre</p>	<ul style="list-style-type: none"> - Provision of Ratio on Houses allocated to EX Combatants, VEPPA and Khulumani - 70 percent of unemployment rate – breakdown in terms of number thereof unemployment rate - Availability of Directorates/ Clusters concern from District and Locals during Public Engagements - The Lefhiedi family massacre should be included as our struggle heritage. - Ex- combatants – The municipality to engage private sector were there are opportunities to accommodate Ex-combatants and VEPPA - Bursaries and employment in Municipalities should accommodate Khulumani victims and Ex Combatants families. - Budget allocation to Ex Combatants. - Municipality must also assist those who specialise in fine art and story telling on employment and capacity building. - Engagement of Security clusters with municipalities in order to accommodate Ex Combatants. - Communication channel should improve on branches of Khulumani across the District. - Improve the welfare of destitute and sickly Ex Combatants by providing transport to and from the clinics and hospitals for treatment. - Upgrade dilapidated houses of Apartheid victims and survivors.
<p>NGO and CBO sectors Date:15 March 2011 Time: 10 am Venue:Saul Tsotetsi Sports Centre</p>	<ul style="list-style-type: none"> - Lack of capacity in Residencia clinic and Empilisweni clinic not complying with 24 hrs service. - Unavailability of Tar roads, sewer spillages in Residencia, Evaton and Small Farms. - Provision of Sports facilities, multipurpose centres in Residencia, Rietspruit Evaton, Sebokeng and neighbouring townships in order to promote Sports Development in the District. - Parks development in Evaton and Sebokeng respectively. - SETA programmes should be linked with CBO's and NGO's in order to enhance its purpose of empowering local communities on capacity building. - Rietspruit communities should be provided with decent houses, amenities and it's communities should be informed about Government programmes on Rural development strategy. - Develop Database of youth and assist them to focus on Food gardening, Agro Processing programmes at the river banks and skills development programmes in order to encourage them to participate in the economic activities in the District and it's locals. - Provision of Centres for Funeral Undertakers, Old Age homes, Cultural Village, libraries in schools and Rehabilitation centres for drug abuse substance. - Provisions of HIV AIDS defaulters with food parcels and transport to attend treatments.

	<ul style="list-style-type: none"> - Build a heritage of Sebokeng Massacre victims. - Refurbishment of Vereeniging CBD as its infrastructure is in the state of decay. - Availability of land for Agricultural purposes.
<p>SMME`s Date:4 April 2011 Time: 9 am Venue :Vaal Technorama</p>	<ul style="list-style-type: none"> - Lifting of moratorium on land owned by Municipalities and deal with private land ownership which make it difficult for SMME`s to make business in the District and it should be addressed as matter of urgency. - Procurement Policies of all Municipalities that does not address the plight of the SMME`s and should be Reviewed. - SDM must monitor and evaluate its projects, by establishing an Assessment Committee that will oversee that local people also benefit on procurement processes and demands from IDP Public Participation Processes are adhered to. - Poor communication of all sector departments that is not properly channelled to Stakeholders. - Barrier imposed by Midvaal Local Municipality on rezoning of Business sites for SMME`s to grow by demanding huge amount of money even for installation Electrical connection from these emerging business which make it Difficult for them to survive in business world . - SDM and its locals must outsource Fleet Management thus enable local communities to benefit and create Job opportunities. - Installation of Robots in township Malls so as to avert traffic congestion and accidents.
<p>Date : 12 April 2011 Time : 14h00 Venue: Vaal Technorama</p>	<p>IDP Representative Forum:</p> <ul style="list-style-type: none"> - SDM should monitor and evaluate all projects especially in reference to poor workmanship in Sharpeville Phelindaba Cemetery precinct development and toilet facilities build in the project as it does not reflect exact total budget spent on that project. - Evaluation of services provided to community such as tarring of Sannuku Street in Sharpeville that did not have storm water drainage in line with specification when completed. - SDM should create job opportunities in line with Presidential Call for both government and private sector to provide job opportunities for the unemployed. - SDM should reconsider procurement process that will be biased towards local communities as external people are exploiting our local communities and are not benefitting from these projects of Evaton Renewal.
<p>Public Comments from Libraries</p>	<p>Tshepiso Development Association</p> <ul style="list-style-type: none"> - SDM should facilitate and Installation of 8 high mast lights in the newly developed area in Tshepiso (Ward 22) and maintenance of the existing lights in the area. - Upgrading of the existing sewer infrastructure as there is continuous sewer spillages in the area every week. - Paving of short streets as they are not accessible during the rainy season. - Implementation of Shack down programmes in order to avert continuous influx of informal settlements within our area. - Upgrading, Continuous maintenance of Local clinic and Libraries as these amenities cannot afford to provide services to population growth of our ward and provide additional staff in these premises. - Provision of Sports facilities and Youth Resource Centre for young generation who resort to series of illegal activities and crimes because of lack of unemployment in the area. - Facilitation and introduction of Learnership programmes through different SETA, s in partnership with different companies operating in the District. - Building of Multi-Purpose centre and Shopping Mall as Tshepiso community had to travel 5 to 7 km to access essential services and food stuffs. - Resealing and upgrading of our Roads Infrastructure especially access roads for public transport that ferry our communities.

2.1 OUR AREA:

2.1.1 GEOGRAPHICAL AREA

The Sedibeng District Municipality is a Category C municipality found in 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. It includes the towns of Vereeniging, Vanderbijlpark, Meyerton and Heidelberg as well as the historic townships of Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville, and Ratanda, which have a rich political history and heritage. The massive improvement in road network axis of East/ West and North and South with the N17, N1, N3, and R59-highways transverse the District, and it is seen as one of the most *accessible Districts in the country and Southern Africa*. This accessibility has improved even more, and making the District an ideal site for investors who wish to focus on export via the N3 route to Durban Port and the N1 and the R59 routes to OR Tambo International Airport. The R59-corridor and the northern parts of the Midvaal Local Municipality seem to be the primary areas of over-flow of industrial relocation from Central Gauteng and further a field into the District.

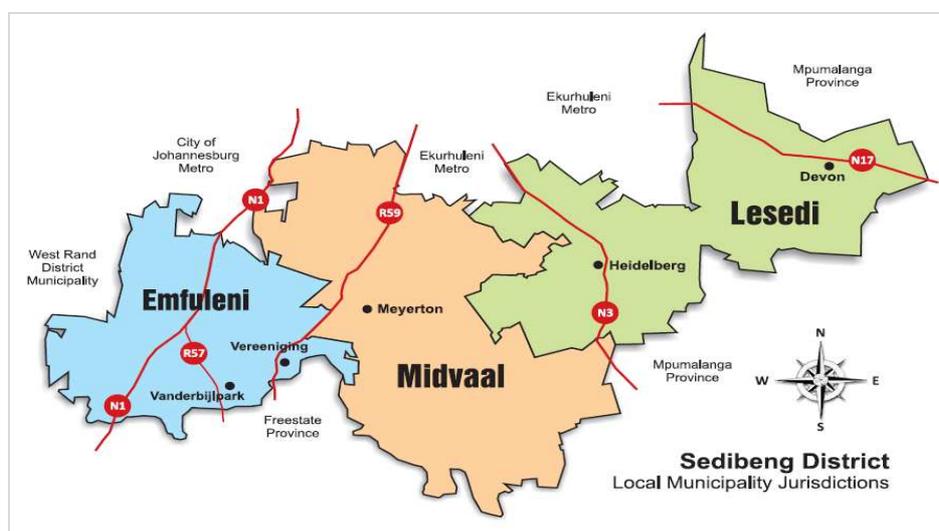
Total size of geographical area(km²)

Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
4,185 km ²	968 km ²	1,728 km ²	1,489 km ²

(Source: Global Insight, 2009)

The SDM covers the entire southern area of Gauteng Province. The total geographical area of the municipality is 4,185 square kilometers. 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

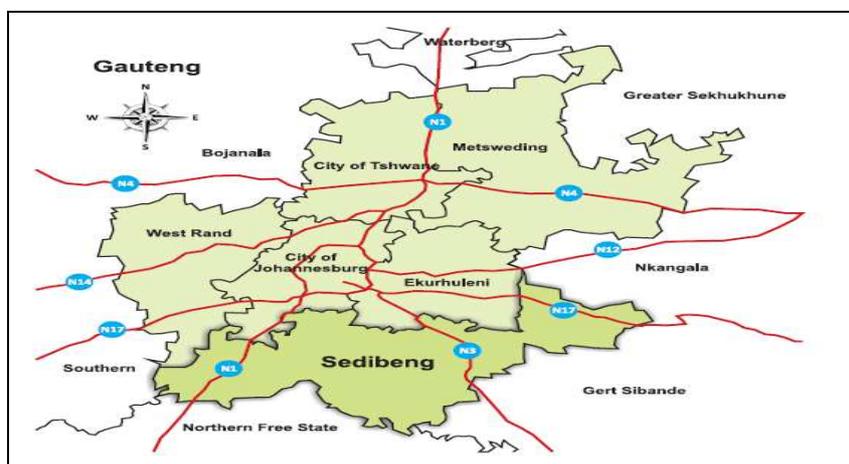
Source: Municipal Board (Demarcation 2007)

2.1.2 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 Metro and City of Johannesburg Metropolitan. All major routes are predominantly on a North-South axis and tend to converge on the City of Johannesburg. The regional main roads in the 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 in the District is situated in the Emfuleni area which has the highest 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. 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 District, 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 Board (Demarcation 2007)

2.1.3 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.

2.1.3.1 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 2009).

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.

2.1.3.2 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 minimization;
- Resource recovery;
- Treatment; and
- Safe disposal

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

2.1.3.3 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).

2.1.4 SEDIBENG ECONOMIC REVIEW

The economy of Sedibeng District Municipality has for the largest part of its existence been dominated by heavy manufacturing and still is the dominant feature of regional economy. There are two main sub-sector of manufacturing, namely (1) fabricated metal and (2) chemicals. In the metal sector, the Arcelor-Mittal (formerly ISCOR) steel plant, the Cape Gate Davsteel wire and steel plant and the ferromanganese plant of Samancor, are the three main large baseline plants in the District, while DCD-Dorbyl Heavy Engineering is the biggest manufacturer of massive engineered products in Southern Africa. SASOL, of which the primary plant in the District is based in the Metsimaholo Local Municipality in the Free State, is the major player in the chemical industry sector in the District.

It is envisaged that the manufacturing sector will remain the dominant economic sector in the District for the foreseeable future. It is therefore a sector in which efforts to revitalize the regional economy need to be consolidated and diversified. Given the backward and forward linkages in the manufacturing sector, mainly within the same sector and with agriculture and mining, it is also a significant economic multiplier.

Other important sectors in the District economy include services, trade, transport, electricity, construction and agriculture. Some economists observed that the recession was bottom out for those in the services sector, but at the same time, there was still a long road to go to recovery. Meanwhile other Economists saw a very good recovery in couple of years ahead, with a number of new shopping centres in the pipeline and massive new residential developments (10,000-20,000) being planned by the private sector.

2.1.4.1 Dual nature of the economy

Sedibeng District Municipality is characterized by dual economy consisting of formal and informal. According to Wikipedia (2010), formal economy is defined as the economic activity that is regulated and monitored by the government, contributing to the Gross National Product (GNP) of the country, whereas the informal economy is an activity that is neither taxed nor monitored by a government, and is excluded from the government's Gross National Product (GNP).

2.1.4.1.1 Informal sector

Informal sector covers a vast range of labour market activities, composing of two groups of different nature (Worldbank, 2010). Firstly, it results from coping behaviour of individuals and families in

economic climate where earning opportunities are limited. Secondly, informal sector is a product of rational behavior of entrepreneurs that desire to escape state regulations.

Two Types of Informal Sectors	
Coping Strategies (Survivalist)	Illegal business activities
111Casual jobs, temporary jobs, unpaid jobs, subsistence agriculture and multiple job holding	Tax evasion, avoidance of labour regulation and no company registration

Source: The World Bank Group, 2010

No record of support and intervention for the informal sector was mentioned throughout Sedibeng District Municipality however, an Informal Trader Strategy has been adopted to develop key programmes and support.

2.1.4.1.2 Formal Sector

As defined above, formal sector economy is a well-structured, organized, accounted and regulated sector of the economy. Below, a detailed analysis of formal sector in Sedibeng District Municipality is given.

2.1.4.1.2.1 Sectoral Analysis

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 manufacturing sector played a noteworthy role in the economy of the SDM. The share of the sector to the economy of the District municipality was 51.2% in 1996; 43.3% in 2001 and 35.3% in 2009. It is however worrying that the contribution of the sector to the District's economy was on a decline. The manufacturing sector was also the largest employer in the District, absorbing just over 24% of the District municipality's economically active population. The manufacturing sector was the District's comparative advantage, which means the District could export manufactured products to other Districts. Other key sectors were trade, finance and community services, which also absorbed a significant amount of the District's economically active population.

The secondary and tertiary sectors were key sectors to the economy of the SDM, both contributing significantly to the District's economy. The Primary sector was on the other hand the least contributor to the District's economy.

The table below illustrates the contribution of the three (3) sectors to the total District economy.

Sedibeng District Sectoral Economic Analysis in terms of percentage

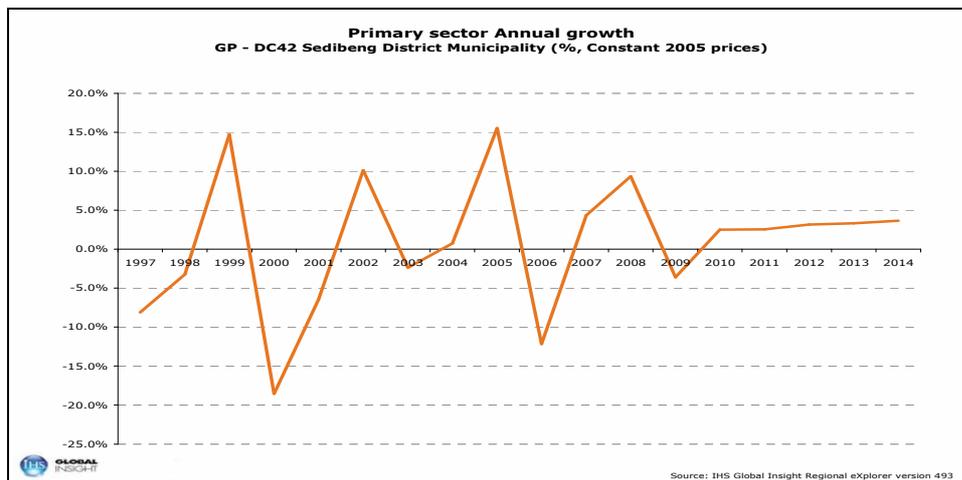
Year	Gross Value Added by District (GVA-R)								
	Primary Sector		Secondary Sector			Tertiary Sector			
	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community services
2006	1.5%	0.4%	41.1%	4.1%	3.1%	8.0%	5.3%	15.2%	21.3%
2007	1.7%	0.4%	41.2%	4.0%	3.3%	7.8%	5.0%	16.3%	20.2%
2008	1.4%	0.4%	40.8%	3.9%	3.7%	7.9%	5.4%	16.4%	20.2%
2009	1.4%	0.2%	35.7%	4.3%	4.4%	8.5%	5.8%	17.4%	22.4%
2010	1.4%	0.2%	35.4%	4.4%	4.2%	8.3%	5.8%	17.5%	22.8%

(Source: Global Insight, 2010)

▪ **Primary Sector**

The primary sector of the economy consists of the agricultural as well as the mining sectors. Mining contributes 0.3% while agriculture contributes 1.8 % to the Sedibeng GVA and together contributing 2.1% which is an increase of 0.1% compared to the 2008 figures of 2.0%. There has been a steady increase in the activity in this sector since 2001 from 1.8% to 2.1 in 2009, with the growth rate of 0.3% in 8 years.

GVA Growth Rates in the Primary Sector, 2001-2010

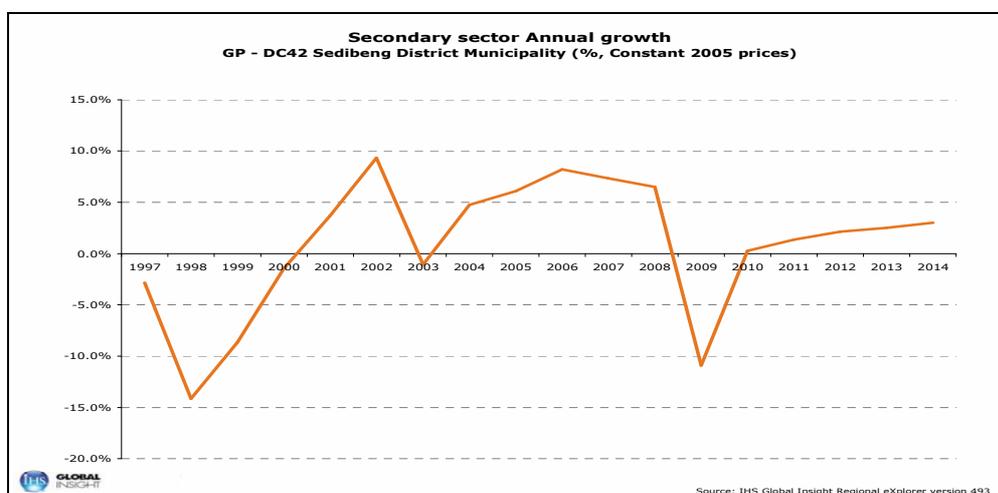


(Source: Global Insight, 2010)

▪ **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 contributing 40.8%. Together they contribute 47.7% of a total Sedibeng economy representing a decrease of 4.6% compared to 2008 figures of 52.3%. Although the data for the District suggests that the manufacturing sector is undergoing a slow, but steady decline, and the service sector is growing, manufacturing is still the largest sector and twice the size of any other single sector.

GVA Growth Rates in the Secondary Sector, 2001-2010

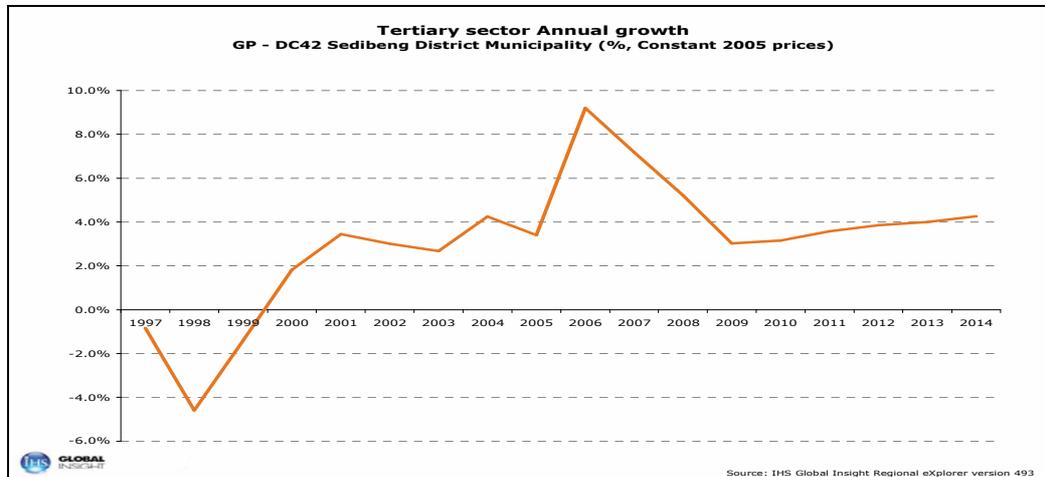


(Source: Global Insight, 2010)

▪ **Tertiary Sector**

The tertiary sector is basically the services sector as well as the government and contributes 50.2 % to the Sedibeng GVA. This sector has seen an increase of 4.5% compared to 2008 45.7%.

GVA Growth Rates in the Tertiary Sector, 2001 – 2010



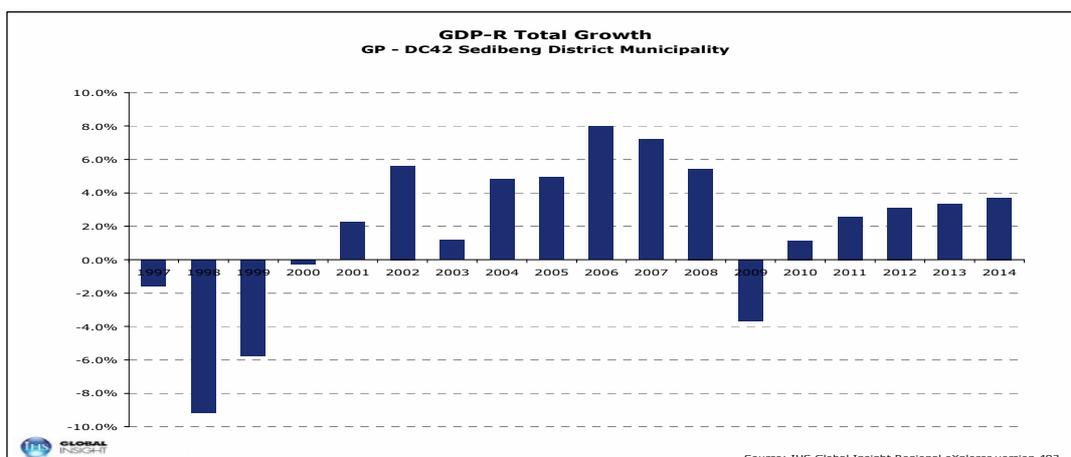
(Source: Global Insight, 2010)

▪ **Economic Growth**

Economic output in the Sedibeng District Municipality (DM) varied during 1996, 2001 and 2009. The total Gross Value Added (GVA) of the District municipality declined from R16, 7 billion in 1996 to R14, 5 billion in 2001. This was a 2.8% decline in output between the two years. The GVA however increased from R14, 5 billion in 2001 to R19, 5 billion in 2009.

The sectors that contributed significantly to the overall economic growth in the District were manufacturing, trade, finance and community (government) services (Global Insight, 2009).

Total growth rate of Gross Domestic Product by District, 2009



(Source: Global Insight, 2010)

The decline in the Sedibeng GDP-R shown in the above graph for the period 2008 – 2009 can be attributed to the global meltdown crisis that has affected both the Local and international economies. However, the projections seem to point to an upwards swing in 2010 and beyond.

Location Quotients

A specific regional economy has a comparative advantage over other regional economies if it can produce efficiently the same goods. The location quotient is one way of measuring this comparative advantage by taking into account production and employment. If the location quotient is larger than one for a specified sector and District, then that District has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy.

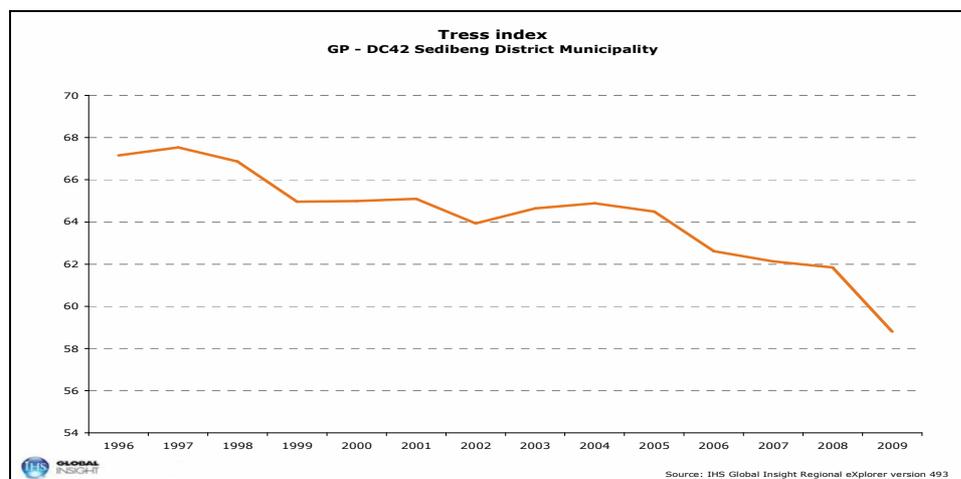
Year	Location quotient								
	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community services
2006	0.50	0.04	2.35	1.76	1.06	0.58	0.54	0.70	1.02
2007	0.51	0.04	2.43	1.74	1.05	0.59	0.55	0.72	0.99
2008	0.45	0.04	2.48	1.69	1.06	0.60	0.59	0.75	1.00
2009	0.46	0.02	2.36	1.75	1.13	0.64	0.62	0.80	1.05

(Source: Global Insight, 2010)

Tress Index

The Tress index indicates the level of concentration (or diversification) in an economic District. A Tress index value of 0 means that all economic sectors in the District contribute equally to gross value added, whereas a Tress index of 1 means that one economic sector contributes to all Gross Value Added.

Graph showing tress index in the District.



(Source: Global Insight 2010)

At 67.16 in 1996; 65.11 in 2001 and 58.82 in 2009, the SDM's tress index was high, indicating that the District's economy was not too diverse and relied on a handful of economic sectors. An ideal situation is where the District's economy is diverse and dependent on a number of economic sectors. Since the economy of the District is highly dependent on the manufacturing sector, the occurrence of events such as interest rate hikes, power failures(load shedding), labour strikes, insurgency and political instability will negatively impact the key sectors and ultimately the economy of the District(Global Insight, 2009)

▪ **Labour Force Profile**

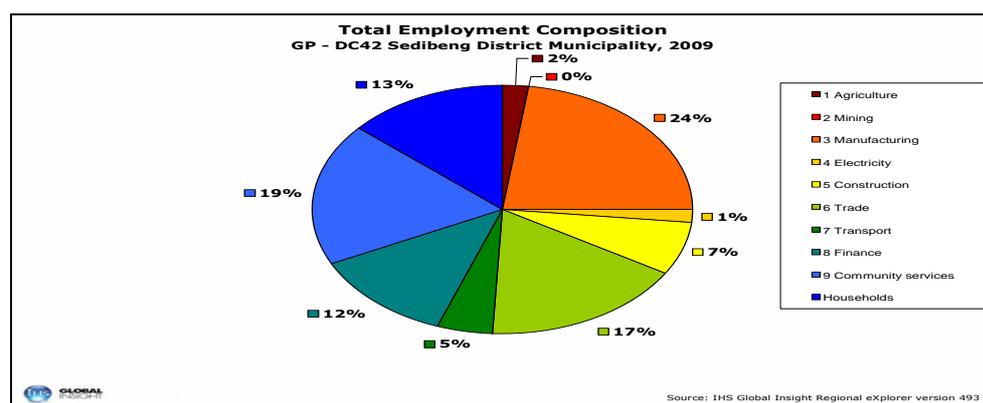
Table showing Population of Employed People across all sectors.

Race	Male		Female		Total	
	Count	Percentage	Count	Percentage	Count	Percentage
Black	153,212	82.4%	131,602	85.8%	284,814	83.9%
White	28,695	15.4%	19,057	12.4%	47,752	14.1%
Coloured	2,071	1.1%	1,822	1.2%	3,893	1.1%
Asian	1,939	1.0%	897	0.6%	2,836	0.8%
Total	185,917	100.0%	153,379	100.0%	339,296	100.0%

(Source: Global Insight, 2010)

The total number of the Economic Active Population across all sectors is 325 763. This represents 40.4% of the population of the District. The Blacks account for 83.9% of the economically active, followed by Whites at 14.1%, Coloureds at 1.1% and Asians at 0.8%. There was a decline in the total number of the economically active population from 339 296 in 2009 to 325 763 in 2010. These represents 13 633 jobs lost. The male population accounted for 54.8% while females comprised of 45.2% of the economically active population.

Sectoral Employment Figures in different Sectors of the Economy



(Source: Global Insight, 2010)

The above diagram presents the total employment composition across all sectors of the economy within Sedibeng, showing the manufacturing sector as the largest contributor in terms of employment with 24% and followed by the Community Services sector with 19%.

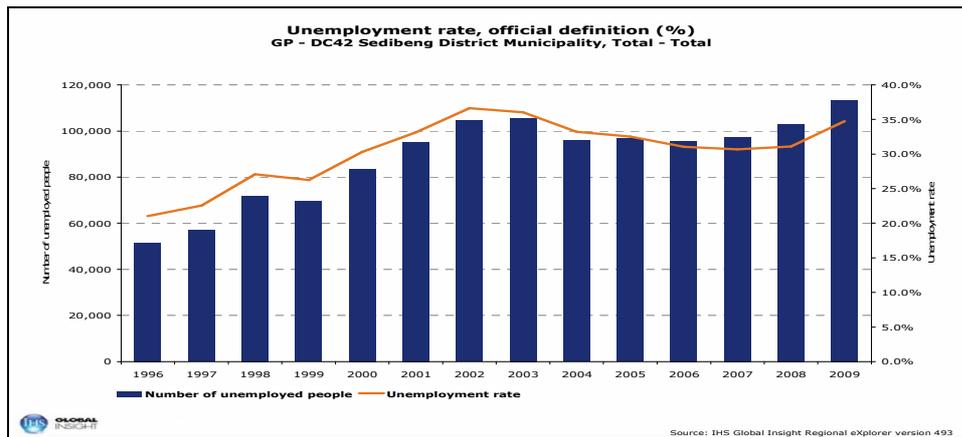
Population of Unemployed People.

Race	Male		Female		Total	
	Count	Percentage	Count	Percentage	Count	Percentage
Black	50 592	94.89%	60 090	95.84%	110 682	95.43%
White	2 267	4.25%	2 256	3.59%	4 524	3.9%
Coloured	289	0.54%	267	0.42%	557	0.48%
Asian	134	0.25%	81	0.13%	215	0.19%
Total	53 283	100.00%	62 694	100.00%	115 977	100.00%

(Source: Global Insight, 2010)

The above table shows unemployment by race and by gender in the Sedibeng District. The Black population accounts for 95.43% of the unemployed population with Black females recording the highest figures of unemployment in the District at 95.84%. The White population accounts for 3.9% of the unemployed, while Coloureds, Asians are at 0.48% and 0.19% respectively.

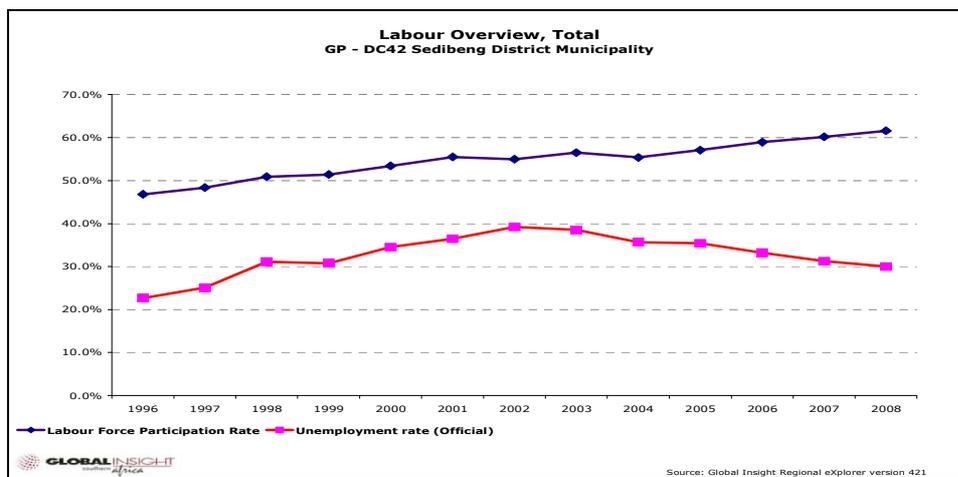
SDM Unemployment Rate



(Source: Global Insight, 2010)

The above diagram shows labour force participation as well as unemployment rates in Sedibeng. There seems to be an increase in the labour force participation rate in the period 1996 to 2008. A similar trend can be observed with the unemployment rate in the period 1996 to 2002. Since then, the unemployment has been on the decline. A drastic decline was experienced in the period 2002 to 2004 and in 2005 to 2008.

Labour force overview



(Source: Global Insight, 2010)

The numbering of “Labour Force” used by Statistics South Africa is “All persons of working age (15-65 years) who are employed or unemployed”. Labour Market” on the other hand is defined as, “All those of working age (5-65 years) the employed, the unemployed and the not economically active”. In 2007, 67.71% of the population in the District was between the ages of 15-65 (i.e. the labour market). However, only 44% of the population was located in the labour force, signalling a huge section of the workforce being located in the “not economically active-category”.

2.1.5 TOURISM

The Sedibeng District Municipality has embarked on a major drive to promote and develop the Tourism industry in the District as part of the attempt to diversify the economy and promote new or underdeveloped sectors. Special emphasis is on the development of township tourism. The District with

its diverse tourism offerings, embedded in rich cultural and natural heritage products, has the potential to grow into a major tourism destination. SDM has been classified as an area with above average tourism potential.

The classification is based on the following:

- Natural Resources
- Cultural Heritage Resources
- Scenic Attractions
- Close proximity to Johannesburg and major travelling routes
- Proximity to markets and airports
- Strong infrastructure
- Inland water resources
- Tertiary Education Facilities
- Quality medical facilities

2.1.6.1 Tourism Promotion and Development

A Tourism Development Strategy for the area was developed and adopted in 2003 and principles, programmes and projects were encapsulated in the Sedibeng Growth and Development Strategy (2004) and the Sedibeng 2010 Strategy (2007). The Tourism Strategies have the following goals namely:

- Develop a common understanding of the tourism industry, defining the roles and responsibilities of government in particular and the broader stakeholder groups, in growing the Tourism Industry in Sedibeng.
- Develop and formulate strategies to be implemented by each stakeholder group in relation to their respective roles taking the strengths and weaknesses of the Sedibeng Tourism Sector into consideration
- Build the capacity of the three major stakeholder groupings (Government, Private Sector and Community) to grow tourism and subsequently create economic and job opportunities.

Programmes to promote and develop tourism in the District

- Tourism product development
- Tourism marketing and promotion (Website, Promotional material, Exhibitions)
- Tourism institutional arrangements (Reviving of Local Tourism Associations, Establishment of a District Tourism Organization)
- Training and Capacity building
- SMME Support

The Tourism Department has conducted an audit on the graded and non-graded accommodation facilities in the District and continues to audit other establishments as an ongoing process. Sixty-six (66) establishments have already been graded in the District and 115 establishments have been identified for grading. These establishments' details have been submitted for grading. There is an approximately 3100 beds in establishments, ranging from luxury to budget accommodation to offer to tourist coming to the District. Packages have been designed by stakeholders to ensure that the quality of leisure activities is of a high-standard for international tourists, but will also ensure that Local residents will also be able to take advantage of these offerings.

2.1.6.2 Marketing and Exhibitions

The Tourism Department is involved with many exhibitions and events on an annual basis. This platform is an excellent marketing tool to raise the tourism profile of the District. A Generic Tourism Brochure and profiling the tourism offerings in the District has been printed and distributed. A promotional tourism DVD is being developed in partnership with private sector as a destination marketing tool to promote the District as a collective.

2.1.6.3 Capacity Building and Skills Development

Sedibeng in partnership with the Department of Tourism, Tourism Enterprise Partnership, Gauteng Enterprise Propeller, Gauteng Tourism Authority and tertiary institutions are conducting skills development and tourism awareness workshops on a regular basis to emerging and established tourism establishments.

2.1.6.4 Infrastructure, Signage and Routes Development

The SDM has developed 11 Tour routes throughout the District. These include two Struggle Routes through Sharpeville, Boipatong, Evaton and Sebokeng. Two more routes are in the process of being developed. A total of 293 Tourism signs have been erected in the District.

2.1.6.5 Institutional Arrangements

Roles and responsibilities of Tourism Stakeholders (Public Sector, Private Sector and Communities) were defined in a process implementing the Gauteng Tourism Institutional Framework, which resulted in the establishment of an Interim Regional Tourism Association.

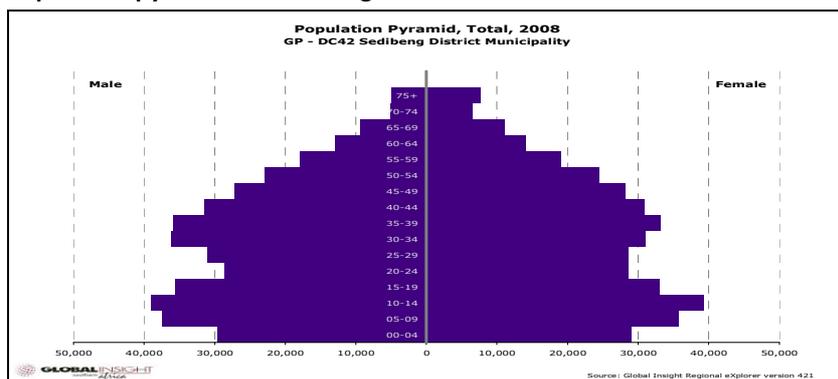
The Interim Regional Tourism Association has the following objectives:

- To assist the Sedibeng District Municipality in implementing the Gauteng Tourism Institutional Framework;
- To provide a platform for all stakeholders in the tourism industry to provide their inputs regarding their needs and expectations;
- To collate views and information in order to assist the Sedibeng District Municipality to make informed decisions regarding effective and optimal governance and management of the tourism industry in its area;
- To encourage stakeholders to organise themselves and elect representatives of any particular sector within the industry;
- To promote active participation of all stakeholders in the structures and systems that may be developed;
- To serve as an interim Regional Tourism Association until a final municipal entity is established.

2.2 OUR PEOPLE:

Our District of Sedibeng is moderately populated. The statistics below and comparative analysis provide a base on which development within the municipality’s area of jurisdiction can be made. According to *Global Insight 2010* figures, the total population of Sedibeng 2010 is 805 168. According to *Statistic SA Community Survey 2007*, with its limitations, the total population of Sedibeng 800 819. The below figures provides us with and age breakdown of Sedibeng population, an age breakdown comparison with South Africa as well as the growth rate estimates.

Population pyramid for sedibeng 2009



(Source: Global Insight, 2010)

The above graph presents the age breakdown of the Sedibeng population. It illustrates a typical developing region population pyramid with the dominance of people under the working age. Furthermore, it shows that there is a higher population between the ages 10 – 14 followed by 05 – 09. The smallest population is between the ages 70 – 74 followed by 75+. The population between ages 10 – 14 share a significant distribution of males and females. This may indicate that the population in the Sedibeng District may have an equal distribution of males and females in the future.

2.2.1 DISTRIBUTION OF POPULATION PER MUNICIPALITY SUB AREA

Emfuleni Local Municipality represents 80.9% of the entire Sedibeng District Municipality population, which effectively means that more people reside in the Emfuleni. Although Emfuleni represents the largest population of SDM, it is Midvaal that has the biggest land area of 41.3% followed by Lesedi at 35.6%. Areas that were previously dominated by whites are experiencing a change, witnessing more white people leaving the area and people from other races coming in to stay. The table below illustrates the population distribution by gender and population groups in Sedibeng.

Distribution of Population per Municipality

		Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
African	Male	336,118	276,709	26,520	32,890
	Female	331,255	273,743	26,040	31,473
White	Male	59,603	42,934	11,642	5,027
	Female	60,302	44,102	11,073	5,126
Coloured	Male	5,007	3,713	652	641
	Female	5,176	3,924	673	578
Asian	Male	3,892	3,325	188	379
	Female	3,818	3,264	168	385
Total		805,168	651,713	76,957	76,498

(Source: Global Insight, 2010)

▪ Population Density

Population Density is defined as the number of persons per square kilometres.

	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	159.48	568.86	30.41	43.23
White	28.65	89.95	13.14	6.82
Coloured	2.43	7.89	0.77	0.82
Asian	1.84	6.81	0.21	0.51
Total	192.40	673.51	44.52	51.39

(Source: Global Insight, 2010)

In Sedibeng the density levels were approximately 190 km² in 2001 and this increased to approximately 192 km² in 2008. Population density levels in Sedibeng have settled to 91 km² between 2001 and 2008.

2.2.2 URBANISATION

	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	89.6%	95.7%	40.5%	76.8%
White	84.7%	91.1%	66.3%	71.5%
Coloured	85.0%	95.9%	36.5%	67.6%
Asian	92.1%	96.0%		89.0%
Total	88.8%	95.1%	48.2%	76.0%

(Source: Global Insight, 2010)

The table above illustrate that Emfuleni has the highest number of people living in urban areas at 95.1% with Midvaal reflecting the lowest rate at 48.2%. Sedibeng urbanization figures have been declining from 93.6% in 2000, to 92.2% in 2007 and 88.8% in 2008.

Number of household by population Groups

	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	201,047	160,992	22,565	17,489
White	43,378	32,077	7,933	3,368
Coloured	2,811	2,021	507	284
Asian	2,033	1,754	98	181
Total	249,269	196,844	31,102	21,323

(Source: Global Insight, 2010)

2.2.3 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 District came from Free State in the main, as the District is the first stop into Gauteng. Major migration into the District comes primarily from farm dwellers and poor people from rural areas, who migrate because of economic prospects of urban areas and 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.

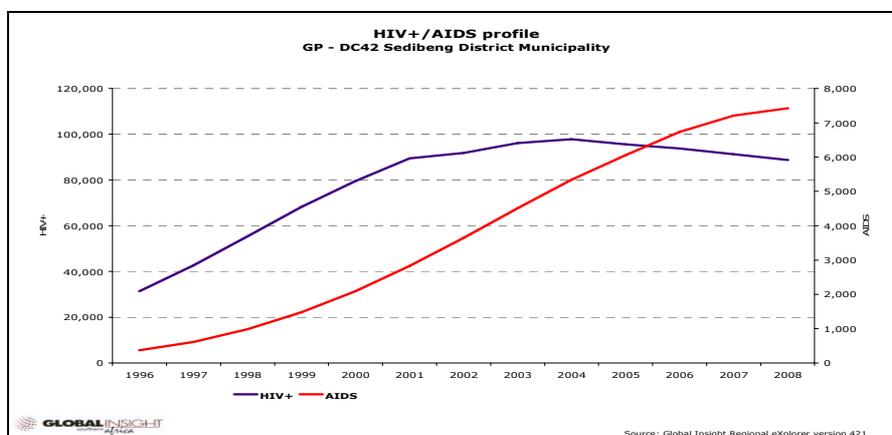
The current trends of migration at present show that the majority of people coming to this District are students who come to study at institutions of higher education.

The main attraction of young people into this area is to further their studies at North West University Vaal Campus, Vaal University of Technology, and Sedibeng College as well as other independent or private institutions.

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 return to their respective homes but seek jobs in that area.

2.2.4 HIV AND AIDS PREVALENCE

Number of HIV Positive Individuals



(Source: Global Insight, 2010)

The graph above shows a steady decline in the number of people living with HIV, between 2004 and 2008 in Sedibeng District. According to *Global Insight* (2010), the number of HIV+ estimates is 86 481 and AIDS related Deaths is 7 495. This is further attested by the National HIV and Syphilis Prevalence Survey Report for 2009, which shows that the Sedibeng's HIV-prevalence rate has decrease from 31.8% 2008to 28.9% in 2009. There is evidence that the overall HIV prevalence in Gauteng province has remained level from 2007 to 2009.

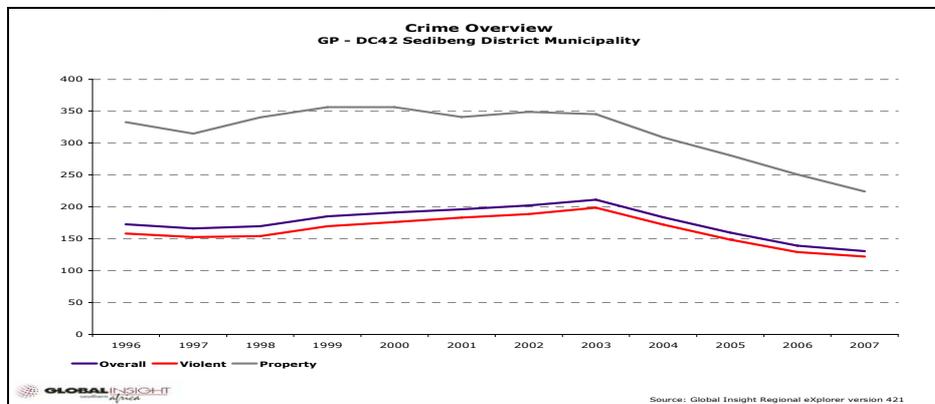
The highest HIV prevalence of 34.0% was recorded in Ekurhuleni, followed by Metsweding with a prevalence of 33.3%. Ekurhuleni, West Rand and Metsweding Districts have shown an HIV prevalence increase of 2.5%, 2.3% and 8.2% respectively. All the health Districts in Gauteng recorded HIV prevalence above 25% among 15-49 year old women.

The results illustrate the positive impact of various HIV and AIDS programmes the District launched and implemented in the past two to three years, including the ward-based approach to the mitigation of the socio-economic impacts of HIV&AIDS in the District. The District is convinced that with the continuing decline in the HIV-prevalence, over time the AIDS-related illnesses will also slow down, especially with the full-scale provision of the antiretroviral drugs.

2.2.5 CRIME

The crime statistics in the District has shown a steady decline, particularly between 2003 and 2007. This can be largely attributed to the CCTV and the CPF community patrollers in our townships.

Graph showing Crime rate in the District



(Source: Global Insight, 2010)

The graph above indicates that the crime rate in the District was high between 1997 and 2000. The analysis is specifically on the violent and business robberies.

2.2.6 HUMAN DEVELOPMENT INDEX

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0, indicating no human development.

Human Development Index

Population group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
African	0.52	0.53	0.45	0.47
White	0.88	0.87	0.89	0.89
Coloured	0.57	0.60	0.52	0.46
	0.75	0.75		
Total	0.60	0.60	0.63	0.56

(Source: Global Insight, 2010)

The Human development index table depicts the HDI composition by population group in the period 2009-2010 for Sedibeng District and its Local municipalities. HDI levels for Whites are the highest at 0.88 followed by Asians at 0.75, Coloureds at 0.6 and Blacks at 0.52. The overall development level of Sedibeng District has remained the same from 2009-2010 at 0.60.

2.2.7 GINI COEFFICIENT

The Gini coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns

all the income and other households earn nothing). In practice the coefficient is likely to vary from approximately 0, 25 to 0, 70.

Population Group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
African	0.58	0.57	0.53	0.64
White	0.45	0.43	0.44	0.45
Coloured	0.67	0.66	0.65	
Asian	0.53	0.53		
Total	0.66	0.63	0.72	0.70

(Source: Global Insight, 2010)

2.2.8 INCOME LEVELS

The following section shows how many houses are in each of the predefined income categories, starting at the lowest income category R0 - R2 400 per annum up to R2 400 000 per annum and includes payments in kind from employers, old age pensions, income from informal sector activities, etc.

Number of households by income category					
Income category	African	White	Coloured	Asian	Total
0-2400	1,032	0	94	0	1,126
2400-6000	2,561	15	47	0	2,623
6000-12000	19,820	64	751	34	20,670
12000-18000	22,951	18	421	50	23,440
18000-30000	32,072	42	260	102	32,477
30000-42000	29,108	147	308	125	29,688
42000-54000	21,673	203	191	100	22,167
54000-72000	19,798	340	215	268	20,621
72000-96000	16,367	1,987	163	301	18,818
96000-132000	13,231	4,297	146	123	17,797
132000-192000	10,733	5,926	119	284	17,061
192000-360000	10,410	12,693	144	415	23,662
360000-600000	3,872	8,675	43	176	12,766
600000-1200000	1,467	5,775	43	109	7,394
1200000-2400000	354	1,759	0	18	2,132
2400000+	56	377	0	1	435
Total	205,507	42,317	2,944	2,107	252,876

2.2.9 POVERTY

Reducing poverty has become a major focus of development policy. To inform policy, research on poverty has focused on income or consumption based poverty measures. Yet it is now increasingly realized that poverty is multidimensional, encompassing all important human requirements. Poverty is now widely viewed in terms of capability deprivation.

The income approach views poverty simply as lack of income (or consumption). Poverty exists when some persons in the society have so little income that they cannot satisfy socially defined basic needs. But lack of income is not the only kind of deprivation people may suffer. Indeed, people can suffer acute deprivation in many aspects of life, beyond those defined as basic needs, even if they possess adequate command over commodities (for example, ill health or lack of education and so on). The conceptual distinction between deprivation of this kind and that primarily resulting from inadequacy of income is of fundamental importance (Southern African Regional Poverty Network (SARPN)).

The percentage of people living in poverty in Sedibeng is estimated at 37.5 %, with the coloured community constituting the highest percentage at 60.6%, followed by the black community at 43.9%. Whites have the lowest percentage of people living in poverty at 0.8%.

Percentage of people in poverty

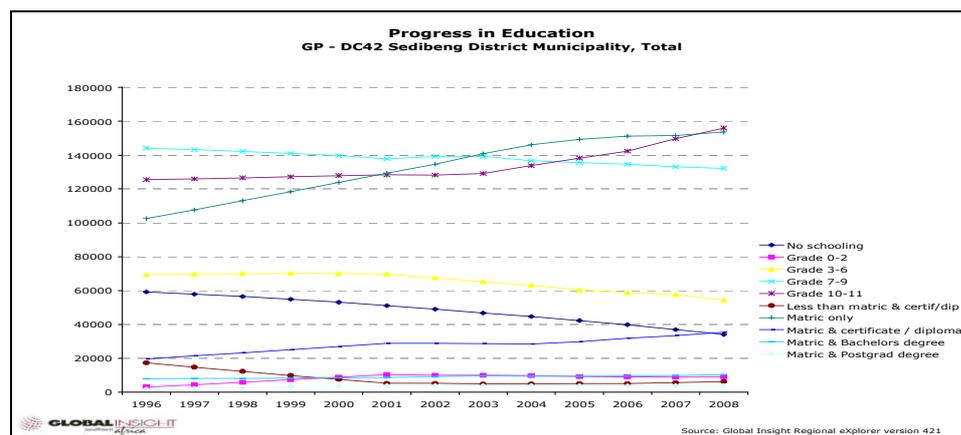
Population Group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
African	43.9%	42.7%	46.5%	52.8%
White	0.8%	0.9%	0.7%	1.1%
Coloured	61.6%	57.2%	66.2%	84.5%
Asian	13.0%	12.9%	18.9%	11.3%
Total	37.5%	37.0%	33.2%	46.0%

(Source: Global Insight, 2010)

2.2.10 Level of Education in the District

The level of education is measured only for persons aged 15 and above. In other words, one needs to be older than 15 before they can be classified into one of the listed education categories.

Graph showing level of Education in the District



(Source: Global Insight, 2009)

Literacy Rate

Functional literacy is defined as the proportion of persons aged 20 and above that has completed Grade seven (7). 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. 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.

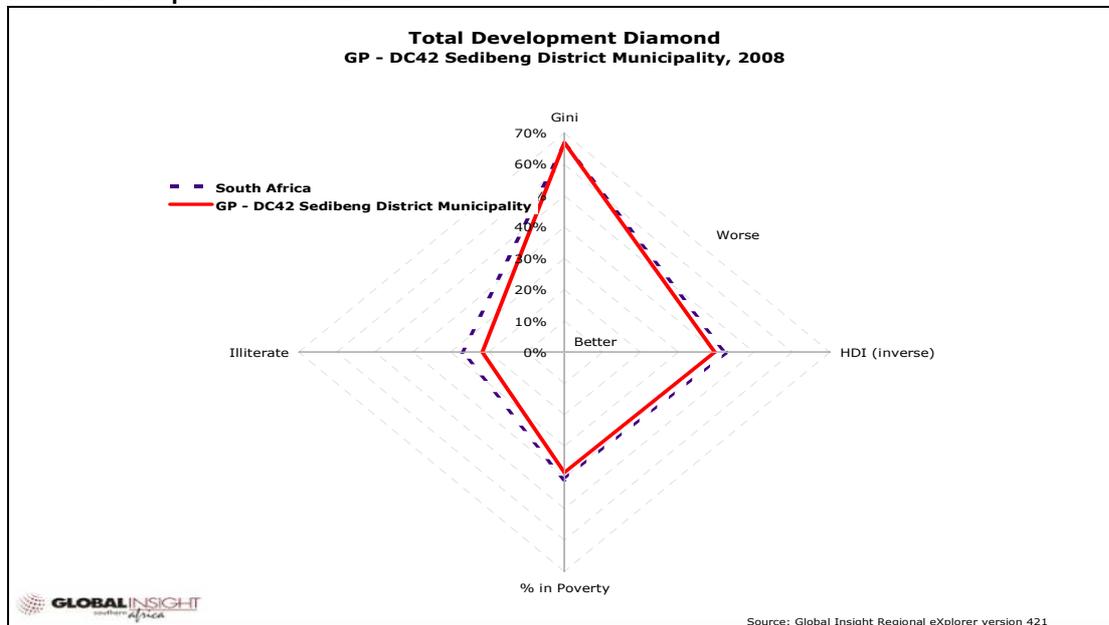
Population Group	Illiterate	Literate	%
African	107,266	320,157	74.9%
White	3,270	86,471	96.4%
Coloured	1,125	5,383	82.7%
Asian	409	5,025	92.5%
Total	112,071	417,036	78.8%

(Source: Global Insight, 2009)

2.2.11 Development Diamond

The development diamond gives an overview of development in the District compared to the national total. Four variables; the Gini coefficient, HDI, percentage of people in poverty and the literacy rate are used to depict the overall development in the District.

Human Development Diamond



The above-mentioned diagram is an illustration of Development Diamond in the District using four variables; (a) Gini coefficient, (b) Human Development Index (HDI), (c) percentage of people living in poverty and (d) the literacy rate. Gini coefficient is used to measure inequalities, and literacy rate is used to measure numeracy, reading, and writing abilities about people, whilst the poverty rate measurement use the definition of indigent policy. Human Development Index (HDI) measures access to education, provision of quality of education, including Early Child Development (ECD), and access to health.

The optimum Gini co-efficient is zero, representing an absolute equality in society and the above illustration point to the fact that in Sedibeng District Municipality, our Gini- coefficient is about 68 %, which is 0.68. The four quadrants represent our variables be greater, extent of illiteracy, poverty, underdevelopment inequality. The diagram indicates the SDM level of illiteracy, percentage of poverty, underdevelopment and inequalities are better than the national averages in all variables. Therefore, the larger Development diamond, the less developed the District. The smaller (close to the center) the more developed the District is considered to be.

2.3 OUR INSTITUTION:

2.3.1 Political Overview

Council, with its elected political representatives, represents the highest political decision making body in the institution. The Executive Mayor, together with the members of the Mayoral Committee, has direct political oversight over policy implementation, decision implementation and the various parts of the administration. These structures have been fully functional and have convened regularly, have always had a quorum and been exemplary in procedure and process. Their work has been consolidated by the PMT (Political Management Team) which comprises the Executive Mayor, the Speaker and the Chief Whip. By invitation on specific matters, the Municipal Manager is invited to the PMT.

The nature of reports tabled the PMT indicates a will for strong political control, intervention and oversight. The political representatives have translated political will into reports, programmes and events which serves to give expression to political mandates. The communities remain the single most important beneficiaries of all these efforts, and therefore it is important to reflect on the actual experiences in interaction with communities. Three areas are worth mentioning; Izimbizo, Stakeholder Relations and Public Protests.

2.3.1.1 Izimbizo

Direct public engagements with communities have seen transacted on a direct basis through public Izimbizo. These have on all occasions been very well attended. They have been vibrant and open and often marked by robust expressions of community needs and demands. These events have been orderly and procedural. Despite the lack of distinction between the role of a local council and a district council, inputs made at these Izimbizo have been very useful to Sedibeng District Municipality for purposes of measuring community needs, community dissatisfaction, and on occasion community appreciation when delivery has taken place. Greater administrative processing of all inputs, its dissemination to locals if applicable, subsequent actions and report backs on progress needs to be further refined.

2.3.1.2 Stakeholder Relations

Stakeholder engagements are organised, but the lack of consistency in stakeholder engagements often leads to engagements, which take place mostly, during IDP consultations being undermined. During the IDP process there is a sense of engagement for the purposes of compliance, rather than a sense of engagements to meaningfully engage to solicit views and help develop sectors. One of the reasons for a lack of strong, systematic and coordinated engagements relates to the stakeholder database at Sedibeng.

The stakeholder database in the municipality is fragmented. It is structured according to respective directorates and therefore managed separately. There is a need for a consolidated database, held within a database program (such as MS Access), that can generate significant reporting and analysis of trends and communication with stakeholders.

The public participation Summit that was convened is a step in the right direction towards achieving democratic, developmental governance at a District level.

The Public Participation Summit deliberated extensively on the following matters:

- Solidify social cohesion
- Developmental aspects of Public Participation
- Governance approach to Public Participation
- Two-tier system of Public Participation

Implementation of the outcomes of the Summit will go a long way in addressing some of the challenges facing this area of political interphase.

2.3.1.3 Public Protest

In recent years there has been a sporadic eruption of service delivery unrests in South Africa. Sedibeng District has not been immune to these public unrests (e.g. Ratanda, Sebokeng, Sharpeville, Midvaal, Rust-ter-vaal, and Evaton). These 'service delivery' protests are occurring despite government's response to service delivery as part of its endeavor to improve the lives of the people. In total the District received six (6) and four (4) petitions during 2008/09 and 2009/10 financial year respectively. Some of the petitions were originating from individuals, others groups and even political parties for that matter. From the above, three (3) were delivered via a march, and the rest were hand delivered. The following are some of the primary issues of concern raised:

- The needs of youth and people with disability empowerment,
- Unlawful Evictions
- Payment for water and electricity difficulties,
- Lack of constructive stakeholder engagements,
- Exorbitant billing problems,
- Scrapping of arrears,
- Refuse removals,
- Lack of quality houses and roads construction,
- Lifting of moratorium on land,
- Allegations of corruption, tender irregularities and
- Lack of compliance to environmental laws across the District.

The issues noted above reflect that most of the issues raised, are relevant to the Local municipalities of Sedibeng and not the District. Communities however, do not make any distinction when organising protest actions. In ensuring responsive and accountable governance, the Petition Management Committee in conjunction with the affected Local municipalities was prompt on its investigations and deliberations. Petitions management in Sedibeng is misaligned between the District and the Local municipalities and requires better coordination.

Hard evidence exists to show that in some instances, these protest have not been motivated by issues other than service delivery. The construction sector is also mobilizing itself in challenging the utilization of Local contractors in infrastructure development projects. This comes as a result of growing concerns that Local businesses do not benefit from infrastructure development projects initiated by government in the District. The manner in which government executes its capital projects, sometimes with the councillors at the epicentre of the project implementation in the wards, results in councillors more than often at odds with the communities, political organizations as well as the civic movement.

Governance is one that every municipality strives to improve and refine constantly. Most of the structures and systems of the Municipality have been functional. The Section 80 Committees, the Mayoral Committee, the PMT, Council meetings, as well as administrative committees such as the Management Committee (MANCO), Bid Adjudication Committee, Budget Panel, IDP Steering Committee etc. Areas that can be improved include oversight, supervision, and support intervention structures. Ward committees (managed by Local municipalities) are functioning inconsistently and communities are not receiving timely and adequate feedback. Stronger interface between chapter 9 institutions and Local government structures should also be encouraged. Some Section 79 Committees are not functioning optimally; the MPAC and Petition Management Committees have stepped up their oversight and accountability, and are set to have greater impact on accountability and oversight. The council in enhancing its stakeholder engagements with regard to oversight and accountability mechanisms of section 79 committees have identified the following challenges:

There is a misalignment of petition policies and procedures between the District and its Locals. Lack of civic education and training, particularly with regard to the structures, policies, procedures and processes in ensuring a constructive engagement with the civil organisations, community based organization and the community at large. Low level of information dissemination with regard to the work of council committees

A positive development was the launch of a Multiparty Women Caucus during 2010. This platform is to serve as a key vehicle in fast tracking women empowerment and an advisory and consultative body for the interests and concerns of women in the District. The Multiparty Women Caucus is directly linking with women based structures in the form of interface e.g. Progressive Women Movement of South Africa (PWMSA).

There are intergovernmental structures in place where the political management team consisting of the Speaker, the Executive Mayor and the Chief Whip are part of as a means of strengthening the relationship between the District and the Local municipalities as well as with the province. The interaction with Local municipalities is not getting sufficient support from the District. An example of this that, while it is known that Local municipalities are struggling with ward committees, very little support is provided from the District in this regard. Furthermore national government has identified the need for the establishment of street committees, but up to thus far nothing was done at the level of the District to support the Local municipalities in that respect. Community based planning is another programme that was identified and equally little has been done, except for the joint strategic discussions that ensued between the District municipality and the Local municipalities.

Oversight over the administration can be improved, particularly with regard to monitoring and evaluation, and resolutions tracking. The caucus of the ruling party has increased its political oversight in this regard. A daunting task is the lack of clear separation of powers between the council (legislative) and the executive, as well as the role clarification and delegations within the council. According to the Turn-around strategy on Local government, indications are that the following elements require vigorous attention (SA, 2009).

- Ensure that municipalities meet the basic service needs of communities,
- Build a clean, effective, efficient, responsive and accountable Local government,
- Improved performance and professionalism in municipalities
- Improved national and provincial policy, oversight and support
- Strengthen partnerships between communities, civil society and Local government

2.3.2 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 included their voice and inputs in government activities for the first time. Sedibeng District Municipality arose out of the evolution of the former Regional Services Council and the former Lekoa-Vaal Metro Council. 2011 marks a significant year in the genesis of District Municipalities with significant debates about the future of District Municipalities.

Back in 1994, government put in place a vision of municipal structures that would be both democratic and developmental, and which would aim to fulfill government's constitutional mandates. The government transformed the entire systems, institutions and processes of Local government. This was to enable this sphere of government, closest to the communities which were previously disadvantaged; to have easy access to services as a whole and 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.

2.3.3 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.

2.3.4 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.

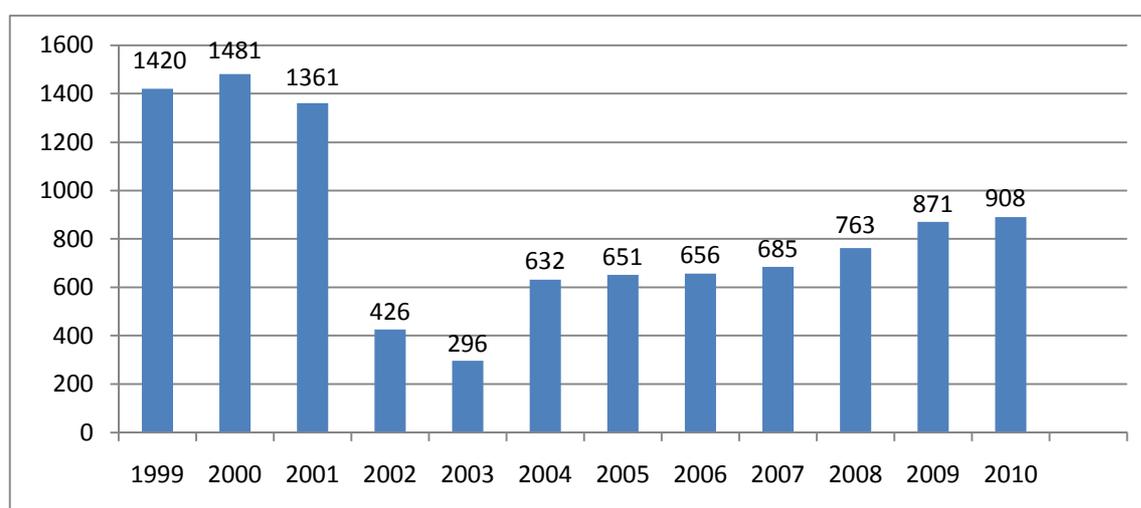
The targets set by the national government are cascaded to municipalities with an expectation to meet these targets and deliver services to all citizens. However there are sometimes challenges faced by municipalities with regard to implementation due to gaps between the skills required to perform and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

The SDM has successfully achieved and managed to overcome a challenge of restructuring the organisation, then the 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 that 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 District's competitive edge. More resources need to be invested in this endeavour.

2.3.5 Staffing Establishment

Sedibeng District Municipality staff establishment currently comprises of 913 employees, councillors and appointed Community members serving on ad hoc committees which were established due to the transformation and the restructuring process of Council in order to effectively and efficiently achieve strategic objectives, thereby providing required service delivery.

The table below depicts Sedibeng [Staff Growth] inclusive of Councillors from 1999 to June 2010



Between 1999 and 2001, the functions of the Leko Vaal Metropolitan Council, included Health Services traffic, security, vehicle licensing, libraries and fire and Emergency Medical Services (EMS) which were devolved to the local municipalities on their establishment in 2002. In 2004, EMS and Licensing were transferred back to SDM. The staff growth from 2004 occurred as a result of organizational redesign.

2.3.5.1 Composition of the staff establishment

The staffing establishment of the Municipality consists of officials appointed, on full time basis in terms of the Conditions of Employment negotiated at SALGBC, fixed term contract employees appointed on conditions of employment negotiated at the workplace and those appointed in terms of the Municipal Systems Act 32 of 2000.

Out of the total staff establishment of the Municipality the table below depicts the number of full time employees.

SDM FULL TIME EMPLOYEES AS AT 31 JANUARY 2011													
Current Profile by Occupational Levels	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Full time employees	386	8	9	40	401	344	6	8	32	390	0	0	831
TOTAL PERMANENT	386	8	9	40	401	344	6	8	32	390	0	0	831
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	386	8	9	40	401	344	6	8	32	390	0	0	831
Disabilities(Included in the Grand Total)	4	0	0	2	4	2	0	0	3	5	0	0	11

2.3.5.2 Fixed term contract employees

These are employees appointed on fixed term contracts of employment at the discretion of the Municipality

SDM FIXED TERM CONTRACT EMPLOYEES AS AT 31 JANUARY 2011													
Current Profile by Occupational Levels	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Fixed term contracts	15	1	0	0	16	3	1	0	0	4	0	0	20
TOTAL PERMANENT	15	1	0	0	16	3	1	0	0	4	0	0	20
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	15	1	0	0	16	3	1	0	0	4	0	0	20
Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0

2.3.5.3 Fixed term contract employees

In terms of the Municipal Systems Act 32 of 2000, the Municipal Manager and Managers reporting directly to him must be appointed on regulated term contracts of appointment.

The matrix reflected below indicates all the employees appointed in terms of the Municipal Systems Act 46 of 2000

SDM FIXED TERM (SECTION 57) EMPLOYEES AS AT 31 JANUARY 2011													
Current Profile by Occupational Levels	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
SECTION 57 EMPL	4	1	1	0	6	1	0	0	0	1	0	0	7
TOTAL PERMANENT	4	1	1	0	6	1	0	0	0	1	0	0	7
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	1	1	0	6	1	0	0	0	1	0	0	7
Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0

2.3.5.4 Councillors

The (913) staff establishment compliment includes 43 councillors (as at March 2011).

The table below depicts the composition of the Municipal Council.

SDM COUNCILLORS AS AT 31 JANUARY 2011													
Current Profile by Occupational Levels	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Councillors	16	0	0	7	16	16	1	1	2	20	0	0	43
GRAND TOTAL	16	0	0	7	16	16	1	1	2	20	0	0	43
Disabilities(Included in the Grand Total)	0	0	0	0	0	0	0	0	1	1	0	0	1

- Ad hoc Committee Members

In terms of the Municipal Structures Act 117 of 1998 every Municipality must appoint, through the public process of advertising from among the communities, persons who have the capabilities to serve on the Bursary and Audit Committees.

For the current financial year the composition of the both bursary and audit committees is as shown below.

SDM AUDIT COMMITTEE MEMBERS AS AT 31 JANUARY 2011													
	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Audit Committee	2	0	1	0	3	2	0	0	0	2	0	0	5
GRAND TOTAL	2	0	1	0	3	2	0	0	0	2	0	0	5
SDM BURSARY MEMBERS AS AT 31 JANUARY 2011													
Current Profile by Occupational Levels	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Bursary Committee	3	1	0	0	4	3	0	0	0	3	0	0	7
GRAND TOTAL	3	1	0	0	4	3	0	0	0	3	0	0	7

2.3.6 Institutional Arrangement

In order to achieve the required levels of service delivery both the human and non-human capital have been synergised. The resultant human capital allocation is depicted in the table below.

Clusters	Staff compliment
Office of the Speaker	09
Office of the Executive Mayor	10
Office of the Chief Whip	06
Municipal Manager's Office	08
Corporate Services	263
Treasury	32
Community Services	309
Strategic Planning & Economic Development	44
Transport Infrastructure & Environment	177
Total	858

2.3.7 Employment Equity Plan

This section serves to indicate current employee population by level, race and gender within the municipalities.

Employee population by level, race and gender within the municipality.

Current Profile by Occupational Levels	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Top Management	20	3	1	2	24	5	0	0	0	5	0	0	31
Senior management	36	0	2	11	38	12	1	2	4	19	0	0	68
Professional/specialists/Mid Management	91	1	2	22	94	61	2	4	17	84	0	0	200
Skilled Tech/Academic qualified/Jnr managers/Supervisors/Fore men	169	5	2	5	176	193	4	0	11	208	0	0	389
Semi-skilled	8	0	0	0	8	15	0	2	0	17	0	0	25
Unskilled	81	1	1	0	83	62	0	0	0	62	0	0	145
TOTAL PERMANENT	405	10	8	40	423	348	7	8	32	395	0	0	858
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	405	10	8	40	423	348	7	8	32	395	0	0	858
Disabilities (Included in the Grand Total)	4	0	0	2	4	2	0	0	3	5	0	0	11

2.3.8 Human Resources Strategy

The Human Resources Strategy assists the Municipality to retain staff within its ranks, attract suitable staff and better manage the workplace employer / employees relationship.

In order to enhance its Human Resources Strategy, the Council has during the period under review, approved the following policies:

- Termination of service
- Absenteeism
- Recruitment and selection (reviewed)
- Performance Management and Development System
- Disciplinary and Grievance Procedures (reviewed)

2.3.8.1 Human Resources Development

Currently capacity building and empowerment do not sufficiently respond to the complexities of Local government as the coalface of service delivery to the people.

Both councillors and officials' capacity building and empowerment require much more attention for the municipality to operate more effectively and efficiently. The Municipality as a learning organisation also values its Human capital and to that effect therefore employs a range of strategic interventions geared towards the development of the skills and competencies of both councillors and officials.

2.3.8.2 Training and Development

In line with the Workplace Skills Programme deriving from the Personal Development Plans, the following were undertaken:

- Labour Relations oriented training for Shop stewards and Senior Management, i.e. disciplinary procedure.
- Training on administrative support systems, i.e. computer literacy, records and financial management, Career Development, Coaching and Motivational Skills, Examiner of Driving Licenses and Events Management

2.3.9 Occupational Health and Safety

The health and safety of councillors and officials though critical, the institution focused more on the employees than on councilors, despite the fact that councillors also are part of the workplace environment. The policy was adopted by Council in October 2010 which detailed roles and responsibilities of various stakeholders in protecting people (staff and clients).

Fifteen disabling incidents were recorded, the two of which were fatal and had external sources as cause.

SDM INJURIES AND DISEASES AS AT 04 FEBRUARY 2011													
Current Profile by Occupational Levels	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Non fatal	7	0	0	1	7	5	0	0	0	5	0	0	13
Fatal	0	1	0	0	1	1	0	0	0	1	0	0	2
TOTAL PERMANENT	7	1	0	1	8	6	0	0	0	6	0	0	15
GRAND TOTAL	7	1	0	1	8	6	0	0	0	6	0	0	15
Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0

2.3.10 Employee Assistance Programme

In pursuance of implementing an effective Employee Assistance Programme (EAP) including HIV and AIDS workplace programme and support to employees and councillors on financial planning, for the period under review the following were attained:

- Training of Peer Educators (HIV & AIDS)
- Recognition of annual national days, i.e. World Aids Days concomitant with distribution of awareness and preventative material
- Counseling (inclusive debriefing, clinical) in times of need, e.g. reported injury, death and stressful incidents including sexual harassment.
- Coordination of Lifestyle Improvement Programmes

Officials and councilors are dealing with personal issues such as mental illness, family problems financial challenges, health related or substance abuse; often result in a drop in productivity. Currently not much

is done to address bio-psycho social factors in the work environment for both councilors and officials with regard to a powerful and effective therapeutic approach.

2.3.11 Performance Management and Development System

Since the conversion of the manual PMDS into an electronic version SDM has successfully migrated all staff performance information on the various fields on the web based version of the electronic PMDS system. After the procurement and installation of the SQL server for the new electronic PMDS system it will then be commissioned.

- Completion of Performance Agreements and Plans for Municipal Manager, Executive Directors, Directors and Managers.
- Completion of Performance Agreements and plans for all staff
- Presentation of electronic PMDS on performance agreement, plans, PDP's and reviews
- Uploading of individual performance into the electronic performance management and development system (ePMDS)

2.3.12 Work Study and Quality Assurance

The Sedibeng District Municipality is continually researching processes by means of which it can improve service delivery processes in order to achieve this all important imperative it was then resolved, in the early part of the period under review to establish a division that will ensure:

- Implementation of total Quality concepts, theories on Management practises.
- Organizational development/ restructure the organisation.
- Ongoing support for staff development and improvement on work methods and processes.
- Continuous assessment and evaluation of Job Descriptions aligned to Council Strategy.

In the short space of time within which the division has been conceived the following milestones have been achieved:

- Researching and aligning Human Resources Policies to best practises within the sector.
- Concept Standard Operating Procedures.
- Assisting and advising Departments on Compilation of Job Descriptions in the TASK format

2.3.13 Batho-Pele

During the second part of the reporting period, the Batho Pele functionary and support staff have been appointed which is indicative of the firm stance the Municipality has taken to ensure that the all important Principles, Values and Norms that underpins Batho Pele "Putting People First" are entrenched and inculcated within the Sedibeng District Municipality workplace. In addition, to ensure community members are made conscious about the Municipal Service Rights.

2.3.14 Labour Relations

Despite the volatile workplace environment besetting most industries in the Country the Sedibeng District Municipality managed its workplace relationships such that no major disruptive incidents occurred. The Local Labour Forum (LLF) meets on a scheduled basis.

2.3.15 Staff Containment and Retention Strategy

The Corporate Services Department is continuously refining and developing policies for the development of our human capital. Of the numerous policies being developed, two strategy / policies will require considerable efforts in the next financial year. These are a strategy on containing the cost of personnel and staff retention where skills are in short supply. Both these will require proper consultations with all stakeholders, and organised labour in particular. The issues listed below as possible components of the strategies, are all listed as possible areas of application, the feasibility of these must still be professionally examined and tested as viable.

The rising cost of personnel and lack of matching increase in the Equitable Share poses a threat to the long-term sustainability of the District. Local government is expected to perform various functions which are entrenched by constitution. Sedibeng as a category C municipality has different functions allocated as per legislative requirement and in most instances is intended to act as a coordinator and mechanism through which provincial and national government link to Local government. The following factors have compounded the financial viability of the District

- Increases in the Equitable Share lagging behind actual increases.
- Realignment of structures in line with national policy for designated groups.
- The rate of salary increases which are negotiated at a central bargaining level.
- The need to absorb workers at the conclusion of some programmes eg: EPWP programmes.

The following area offer practical and implementable solutions to the problem:

- **Provincialisation of EMS** – This has been the subject of protracted discussions between municipalities across the Gauteng Province and the Provincial Department of Health. The current shortfall between the subsidy received and the cost of running the service on behalf of the Province amounts to R20m per annum and is continuously growing. Indications are that the province wants to take back this function. This move will relieve the Sedibeng District Municipality of the R20m shortfall per annum and 260 staff members. The associated costs linked to the department will create a further relief in the financial strain.
- **Age Profile** – An in depth analysis is required of the age profile of the institution. This will identify possible staff who could be offered early retirement packages. Some staff are reaching retirement as a natural process of aging.
- **Medical Boarding** – Some staff members, due to ill health, have become unproductive. In some instances staffs have had to be contracted in to ensure that the work was done. Without violating labour laws, there is scope for dealing with such cases in an appropriate manner.
- **Attrition** – The institution has a natural rate of attrition. If flexibility exists to deploy staff according to the needs of the institution without filling these attrition vacancies, then this is a viable way of reducing the staff numbers. Hand in hand with this strategy goes the general moratorium of filling of vacancies and only in extreme loss of skills would a vacancy be filled.
- **Structural Flexibility** – This is an important agreement that has to be in place that allows movement of staff to accomplish several reduction measures. This needs to be negotiated with organised labour to ensure that they are partners in the process to achieve reduced cost and reduced numbers.
- **Youth Advise Centres** – These Centres were established with funding from Umsobomvu Youth Fund and are operational across the Districts. These Centres were established with an MOU that

these would be transferred to local Municipalities by June 2011. Local Municipalities have indicated that they are not ready for these transfers. A grace period should be allowed, and on a phased and mutually agreed basis, these Youth Centres must be transferred to local municipalities.

- **Externally Funded Posts** – Negotiations are currently underway to have the Sewer Scheme Project Management Unit (PMU) funded from the funding allocation from various sources towards the new Regional Sewer Scheme. This would remove several staff members from the payroll. The NPDF grant has recognised the need for skills in the Project management of the NDPG projects in the District. Discussions are underway for some posts to be funded from the available funds for technical assistance which was awarded to Sedibeng.
- **Overtime** – This has been a major contributory factor to increased costs of personnel. Currently R8 per annum is being consumed by overtime costs. This is largely in the EMS department. Stricter control would return large savings.
- **Tools of Trade** – Several staff members have over a period of time been allocated with cell phone allowances and more recently, 3G access. An analysis of the staff job descriptions indicate that these tools of trade are unwarranted and cannot be justified. In many instances, staff have moved department and migrated their allowance with them even though the new post does not require the devices. A complete recall of all these devices and a systematic allocation to only warranted users will greatly reduce the costs of these allowances.
- **Travel Costs**- Despite some employees enjoying locomotion allowances and the cost of running a considerable fleet, ad-hoc claims need to be curtailed.

A well-conceived and compliant Cost Reduction Strategy will feature highly in the 2011/2012 financial year. Consistent with this reduction strategy care must be exercised not to shed critical skills required by the institution. A staff retention strategy must therefore go hand-in-hand with the reduction strategy.

2.4 SERVICE DELIVERY:

The Municipal Systems Act, 32 of 2000 enjoins the municipality to make provision for the receipt and consideration of petitions. The District has pursuant to the legal dictate adopted a policy on the management of petitions and has also constituted the Petitions Management Committee to inter alia consider all petitions lodged with the municipality. The recent sporadic political unrest is as a result of lack of providing timeous response or feedback on the issues raised by different communities with regard to service delivery. Even though the committee has stepped in terms of intervening, the District has to properly coordinate its work and its Locals which currently are experiencing challenges to provide services at the expected standard. In addition public participation on how to deal with the submission of petition requires more attention.

Sedibeng is the leading District Municipality in the 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. Sedibeng has adequate provision of water, sanitation and electricity and is in line 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.

2.4.1 HEALTH AND SOCIAL DEVELOPMENT

In terms of health services, there are three (3) public hospitals in Sedibeng District Municipality, namely Kopanong and Sebokeng Hospitals that are located in Emfuleni Local Municipality and Heidelberg Hospital which is within the Lesedi Local Municipality. In addition to these public hospitals there are five private hospitals of which four of the hospitals are within Emfuleni and one is located in Lesedi. Based on this scenario it is evident that hospitals services are clustered in Emfuleni Local Municipality.

The Primary Health Care facilities (clinics) are clustered more in urban and service centres, while the rural areas are served through the mobile units. Emfuleni sub District has twenty one (21) clinics, four (4) Community Health Centres (CHC) and 4 mobile units. In Midvaal there are 4 clinics and 3 mobile units. In Lesedi there are 7 clinics and 3 mobile units.

The table below illustrate the number of health facilities in the District per sub District and the type of service rendered by the facility:

Sub District	Health Post	Mobiles	Satellites	Clinics	Community Day Centres	Community Health Centres	District /Districtal Hospitals
Emfuleni	0	4	0	21	0	4	2
Lesedi	0	3	1	7	0	0	1
Midvaal	0	3	0	4	0	0	0
Sedibeng	0	10	1	32	0	4	3

There are four (4) Maternity Obstetric Units (MOU's) and all these are located to Emfuleni Sub District, and therefore there is a backlog of MOU's in Lesedi and Midvaal. In light of this both Lesedi and Midvaal lack fully fledged Community Health Centres.

The expansion of services is taking place in all clinic facilities within the context of Provincialisation. The table below illustrate the Sedibeng per sub District coverage of National immunization campaign of Measles, Polio and Vit A from April to May 2010:

Sub District	Coerage In %
Emfuleni	100%
Midvaal	94%
Lesedi	96%
Sedibeng	99%

The table below shows TB cure rate from 2004/2005 to date

Indicator	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
TB cure rate	57%	66%	66.1%	72%	74%	77%

There has been improvement on TB cure rate from 57% in 2004/05 to 77% in 2009/10.

The table below indicate the H1N1 National immunization campaign in Sedibeng per sub District:

Sub District	1 st phase	2 nd Phase	Total administered
Emfuleni	1252	42 156	43 408
Lesedi	215	4992	5207
Midvaal	42	4142	4187
Sedibeng	1509	51290	52802

The table above indicates exerted effort to manage and control communicable disease across the District. Outbreak response team have been established to keep surveillance of all communicable disease. During 2009/10 financial year a total of 42 confirmed cases of H1N1 were reported across the District. Awareness and immunization campaign were done.

2.4.2 SERVICE DELIVERY PROFILE ON SOCIAL DEVELOPMENT

The table below indicate the older person's service centres and lunch on clubs registered and funded by Social Development within Sedibeng Municipality per sub District:

Centre/Lunch on club	Emfuleni	Midvaal	Lesedi	Sedibeng
Service Centres	6	3	1	10
Lunch on Clubs	9	0	3	12

2.4.3 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 District. 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 148 primary schools and 88 secondary schools in Sedibeng. Of the total 236 schools within Sedibeng, 90.3% are public schools and the remaining 9.7% are either private or semi – private schools. Some of the schools, especially those in the previously disadvantaged township areas and the rural areas, have various upgrading needs, for example, 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.

Table 5: Learner - Teacher Ratio, Sedibeng & Gauteng, 2007 & 2008

Types of Schools	Sedibeng		Gauteng	
	2007	2008	2007	2008
Primary	32.0	32.1	34.3	33.8
Secondary	30.4	30.4	31.8	29.5

(Source: Gauteng Dept. of Education, 2008)

The table above provides a comparison of the learner – teacher ratio between Gauteng and Sedibeng for 2007 and 2008. In comparison with the learner – teacher ratio for Gauteng, Sedibeng had a lower ratio for primary schools for both years; however the situation might have changed in 2009. Approximately 12% of schools or 38 schools exceed the recommended learner to educator ratio. The ratio for was larger for secondary schools in Sedibeng at 30.4 in comparison to 29.5 in Gauteng. This indicates that there is still room for improvement for Sedibeng in the learner – teacher ratio in the secondary schools.

2.4.4 LIBRARIES AND COMMUNITY HALLS

There are 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.

2.4.5 YOUTH DEVELOPMENT

Sedibeng have so far advanced programmes of Youth Development by reaching out to our young people within rural areas such as Devon, Vischkuil, Sedaven, Waterdal and Maalbank including the Youth with Disability. A total of 267 young people from rural areas have been recruited into a two year learnership the (NARYSEC) programme established in partnership with the National Department of Rural Development and Land Reform. Amongst this young people a total of 23 have been absorbed by the SANDF while others are to be absorbed by the NAVY and the rest will be registered with FET Colleges for study.

The Youth Advisory Centre is located in the District and continues to reach out to a number of young people across the District by providing services of demand such as Entrepreneurship advice, Job preparedness workshops, Internet access, CV writing skills, Monthly basic Computer Courses including Life Skills programmes.

Since June 2010 to date, a total of 25797 people have so far accessed these various services through the Youth Advisory Centre in an endeavour to acquire skills for employability and livelihood opportunities. There are three young people with disability who have volunteered in the Youth Advisory Centre since inception have been recruited into an accredited learnership for a period of 12 Months in the District and Department of Labour.

A total number of sixty five (65) young people were recruited as fieldworkers to conduct the Youth Situational Analysis through a strategic partnership with Vaal University of Technology (VUT) and the National Youth Development Agency (NYDA). A draft report of this analysis (Sedibeng Youth Research) has been completed scheduled for Youth Conference in the current year.

As part of redressing the imbalances of the past the District continues to provide Mayoral Bursaries to the needy students, for the financial year 2009/2010 a total of 81 deserving indigent students in their first, second and third year have been awarded bursaries through various institutions of Higher Learning.

2.4.6 DESIGNATED GROUPS DEVELOPMENT

The historical exclusion and inequality inherited from the past including lack of skills has resulted in the designated groups having lower levels of employment, lower levels of income, lower levels of education and fewer chances of upward mobility. Total emancipation will never be achieved unless equity related matters and women empowerment are addressed.

2.4.7 PUBLIC SAFETY SERVICES

There are 13 police stations situated in the District, 7 in Emfuleni, 3 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.

Through the CCTV Project which started in 2005, about 15 CCTV Street Surveillance Cameras have been installed in Vereeniging CBD. Two CCTV Street Surveillance Cameras were also installed in Sebokeng, eight (8) in Evaton and one (1) in Sharpeville. With expansion phase of the project, a new system has been introduced in Sebokeng and Evaton, whereby the optic fibre video transmission network has been replaced with a wireless video transmission network which support the ICT Connectivity functions. The wireless network provides broadband solutions that can serve the Youth Advisory Centres, Schools and Primary Health Centres.

It further supports IP Mobility through ADSL, ISDN, etc. and Voice over IP (VoIP) Communication Network at minimal costs. Installation of CCTV Cameras in Sebokeng (06), Evaton (06), Sharpeville (04) and Meyerton (04) has been completed. The sleeves that will run optic fibre video transmission network have been laid underground from the Surveillance Centre to Vanderbijlaprk and Bedworthpark and the installation of cameras should be completed by the end of December 2011. The deployment of cameras will be as follows; Vanderbijlpark(24), Bedworthpark (04), Heidelberg (07), Ratanda (03), Meyerton (04) and Vereeniging (16).

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.

CCTV cameras have also been installed at all four Licensing Service Centres in the District to address issues of criminality.

Various programs have been developed to address issues related to Social Crime Prevention. These include awareness programs in domestic violence, child prostitution and rape, schools safety, rural safety, alcohol and substance abuse and road safety. Through the regional Victim Empowerment Centre (Lehae la Bophelo), victims of crime are treated in relation to trauma counselling and further referrals to other institutions to receive professional assistance. The Centre situated at Itsose Primary School in Sharpeville.

Community based structures in safety and security are continuously capacitated through skills development workshops whereby the Community Policing Forums, Youth Crime Prevention Desks and Community Patrollers are trained in crime prevention measures to ensure that partnerships are sustained and that communities are safe. Through these structures, awareness programs on schools safety, road safety, crime prevention and cleaning campaigns are conducted throughout the District.

2.4.8 DISASTER MANAGEMENT PLAN

The Sedibeng Disaster Management Centre is established in the administration of the Sedibeng District Municipality to serve the area of the municipality as a whole. The department exercises its powers and performs its duties in terms of Section 44(1) of the Disaster Management Act, 2002. The department specialises in issues concerning disasters, disaster risk management and promote an integrated and co-ordinated approach to disaster risk management within the District.

The department currently runs the Sedibeng Emergency Communication Centre (10177), which serves as a central facility within the Disaster Management Department to provide 24-hour emergency communications to facilitate the issuing of early warnings and co-ordinated responses to incidents. The centre serves the Midvaal and Emfuleni Local Municipalities. Lesedi currently handles its own emergency calls.

The department further has a Multi Purpose vehicle, which highlights level of readiness in effective Incident Management, effective transportation means for people affected by disastrous incidents and effective management of mass events for the Sedibeng communities. The vehicle has the following features:

- **The Transporter**
 - It can seat over 55 people, has a canvas cover for protection; It can be modified to be utilized as a cargo body and can also be used as a tipper. For instance, during floods, if there is a need for sand to be transported for flood prevention, the transporters can be used.
- **The Water Tanker**
 - The tanker has the capacity to carry 5000 litres of water; It can carry drinking water and can also be utilized as a fire fighting vehicle.
- **Communication Pod**
 - a weather station
 - CCTV
 - 20 tactical communication radio
 - Airband that can be linked to Emergency Management Air support
 - Generator
 - Air Conditioner and a fridge.
 - P.A system for information dissemination.

The Sedibeng District has also, as a legacy of the World Cup, been able to setup a JOC Centre at a hall at the Vaal Teknorama Museum. This has been tested and used during the floods in early 2011.

As far as Fire & Rescue Services within the District are concerned, the operational competency lies with the 3 Local municipalities. There are all in all 5 Fire Stations in Sedibeng (3 in Emfuleni, 1 in Midvaal, 1 in Lesedi). There is also a satellite fire station in Devon, but it is not fully operational.

The Disaster Management and Fire-Coordination Unit at the District level only coordinate fire fighting services in terms of Sec 4 (1) j of the MSA, which include: which includes:

- i. Planning, co-ordination and regulation of Fire fighting Services
- ii. Specialized fire fighting services such as mountain, veld and chemical fires.
- iii. Co-ordination of the standardization of infrastructure, vehicles, equipment and procedures,
- iv. Training of fire officers.

2.4.9 PUBLIC AWARENESS, EDUCATION AND TRAINING

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

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

2.4.10 SPORTS RECREATION ARTS, CULTURE & HERITAGE

Heritage Routes and Sites

The SDM has a rich and diverse cultural and political history. Promoting and developing the heritage of our District 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. Teknorama Museum is being earmarked to for the establishment of a 21st century Digitised Museum as part of a turn around strategy. Below is a breakdown of the number of 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	Maccauville 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
Heidelberg Motor Museum		Night Vigil Massacre Site
		Boipatong Massacre Site
		Macamel Church
		Wilberforce Community College
		Sylviavale Museum

▪ Sports Facilities

Sedibeng District Municipality currently has 26 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 0.10%.

A minimalist standards approach is needed around facilities to enable our communities to continue using the portion of land that they have been using for years as sports grounds. Amongst others many of our sports facilities are being vandalised and need a turnaround for the benefit of the community therefore President Park stadium in Vereeniging must be allocated to Sedibeng to establish District Sports Hub to host multi sporting codes.

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	Sedibeng District Municipality
17 x facilities	4 x facilities	5 x facilities	26 Facilities

(Source: Global Insight, 2010)

2.4.11 BASIC SERVICE DELIVERY LEVELS

▪ Water

Sedibeng is the leading District municipality in terms of basic service delivery. Improvements in access to services were exhibited in respect of piped water inside the dwelling, refuse removal by Local authorities, formal housing, sanitation and electricity. Sedibeng District Municipality has high water service levels, with 95.5% of the households having access to RDP water services with a backlog of 1.4%.

Number of households by level of access to Water						
	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Sedibeng District Municipality	177,843	59,665	3,871	6,554	4,943	252,876

(Source: Global Insight, 2010)

▪ Sanitation

Sedibeng has high sanitation service levels, with 91.2% of the households having access to sanitation. Sedibeng has a sanitation backlog of 1.5%.

Number of households by type of Toilet						
	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Sedibeng District Municipality	225,099	5,641	19,245	731	2,160	252,876

(Source: Global Insight, 2010)

The Statistics SA Community Survey of 2007 also 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.

▪ Electricity

The Global Insight indicates that 88.7% of the households in Sedibeng have access to electricity, with a backlog of 11.3% of household with no electricity.

Number of households by electricity usage				
	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Sedibeng District Municipality	1,517	222,789	28,570	252,876

(Source: Global Insight, 2010)

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.

▪ Refuse Removal

In terms of refuse removal, 95.6% of the households in Sedibeng have access to refuse removal, having a backlog of 4.4%.

Number of households by access to refuse removal						
	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Sedibeng District Municipality	241,507	211	666	6,314	4,178	252,876

(Source: Global Insight, 2010)

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.

▪ Housing

Approximately 83.9 % of the population has access to formal housing and 16.1% has access to informal housing and other type of dwellings such Traditional dwelling. The majority of new low cost housing developments have been located in Emfuleni. Large housing developments which have been implemented within the SDM primarily focus 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.

Number of households by type of dwelling unit						
	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Sedibeng District Municipality	161,131	50,942	38,308	347	2,148	252,876

(Source: Global Insight, 2010)

Emfuleni Local Municipality Townships

	Construction of Houses/Units	Houses completed & allocated	Houses Completed
Tshepiso North Ext 1	295	91	91
Tshepiso North Ext 3	1500	971	971
Tshepiso Proper	540+500	540	125
Lakeside Ext 4	380	18	326 (Need to be rectified)
Boipatong (OldXhasa)	1098	279	106
Boipatong Backyard	750	450	450
Kanana	2053	2030	20
Eatonside& EvatonEstate	1599	1599	1599
Sebokeng Zone 24	247	55	76

Lesedi Local Municipality Townships

	Construction Of Houses/Units	Houses completed & allocated	Houses Completed
Kaydale	2290	Feasibility study	Planning stage
Impumelelo Ext 2	1259	846	864
Ratanda Ext 1,3,5,6 & 7	130	98	98 units only but no land available for completion of project (32 outstanding)
Tokolohong Agrivillage	290	None	287
Heidelberg Ext 23	95	95	95
Kwazenzele Rural Projects	240	None	33

Midvaal Local Municipality Townships

	Construction of houses	Houses completed & allocated	Houses Completed
Lakeside Estate Ext 1	1247	1245	1245
Sicelo Shiceka Proper	1089	38 Temporarily occupied 1051 Allocated	1089
Kliprivier	620	Feasibility study	None
Mamello	500	Feasibility study	None

2.4.12 INFORMAL SETTLEMENT

Informal residential settlements can be defined as settlements that do not conform to any formal town-planning and tend to 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. The six (6) projects' infrastructure process will be completed by the end of March 2011 and the top-structure process will commence in the next Financial Year. They are as follows: Tshepiso North Ext 1, Tshepiso North Ext 4, Sonderwater, New Village, Sebokeng Zone 24, and Tshepong Phase 2.

2.4.13 RURAL DEVELOPMENT HOUSING

Currently farm workers do not have access to formal housing. One of the reasons is considered to be related to the township establishment process as these areas are located outside the urban edge as approved by all authorities including the Province, District and Municipalities. The edge needs to be revised or conditional approval be given. 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”. Nation Government is in the process of finalizing the Rural Development Policy.

2.4.14 TRANSPORT PLAN

The integrated transport plan (ITP) for Sedibeng 2008 to 2013 is focused on developing transport infrastructure and operational plan for the District 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, utilization and capacity;
- Analyzing routes and services;
- Collating information relating to operating licenses and subsidized bus transport information;
- Cordon Surveys done;
- Reviewing relevant legal framework;
- Analysis of planned developments; and

In terms of Integrated Transport Plan for Sedibeng, further studies that need to be undertaken are as follows;

- Strategy for Modal Integration of public transport (Mini-bus, buses and trains)
- Assessment and strategy to deal with Meter Taxis and scholar transport in the region.
- Provision of transport for people with special needs.
- Policy on management of public Transport Facilities and bylaws.
- Support Gauteng with finalisation of main Public transport corridors (including Gauteng) that is Integrated Public Transport Network Design Project.
- Assistance to Municipalities on Road Safety campaigns Traffic signals, Road signage.
- Develop freight Transport Management plan.
- Develop Airport turn around strategy or commercialization of current Airport
- Develop waterways plan for the region.

Public Transport Status Quo:

- There are 35 Bus rank in Sedibeng, of which only two (2) are formal.
- There are 56 Taxi/Public Ranks in Sebokeng, of which only twelve (12) are formal. Major portion of ranks are in Emfuleni Local Municipality.
- Only 25% of mini-bus taxi ranks are in good condition, most ranks are either informal and/or temporally on street.

Operating License Strategy

- Every route has oversupply of seats (including 30% contingency)
- Formal ranks are saturated (operating at over capacity conditions).
- High proportions of operators were issued with Operating License without considering oversupply.
- High proportions of vehicle registration from site do not correspond with registrar database (and OLS).
- Route compliance not strictly enforced.
- Provincial Department of Roads and Transport intends to establish Transport Operating License Administrative Body (TOLAB) in Sedibeng to assist Local operators.

Rationalisation Plan

- Subsidized contracts bus services are mainly serving low income residential areas, long distance
- There are two hundred and fifty six (256) subsidized bus routes which majority are in Emfuleni Local Municipality.
- There are no subsidized operations in Lesedi Local Municipality
- Only 6% of commuter trips in Sedibeng District Municipality are by rail, 15% by bus and the rest by taxi
- The operator extended routes at own cost to provide service while maintaining contract performance.
- Scholar trips and mini-bus taxis are not subsidized.
- Subsidized services are in direct completion with taxi operations for the majority of the routes.

3. REGIONAL SPATIAL DEVELOPMENT FRAMEWORK

3.1 INTRODUCTION

Spatial Development Framework (SDF) is one of the main tools which is utilized by Government and Local Government to ensure the eventual realization of the spatial vision and spatial objectives of the Growth and Development Strategy and the Integrated Development Plan of the municipality. Reference must be made to capital investment programmes, Government and Local Government's spending on infrastructure, public works, community facilities, housing and the like. The location of these public projects should obviously strengthen and support the spatial philosophy, principles and vision as set out in the Spatial Development Framework.

The Spatial Development Framework (SDF) is a key legislative mechanism to address the numerous developmental challenges of the District. A number of these challenges considered and interpreted by the SDF include:

- Integrating the urban spatial form created under apartheid to separate townships from economic areas;
- Addressing the services backlogs for the poorest of the poor and the market-related residential development property boom;
- Providing an effective and affordable district-wide public transportation network that takes into account the reliance of the low-income communities on public transport (at a greater relative monthly cost) and conversely, the dependence of middle income communities on private modes;
- Balancing and facilitating market and public sector development in an effective and co-ordinated manner; optimising the use of existing resources;
- Determining and communicating reasonable and effective development policies and strategies;
- Investing in infrastructure in a cost-effective and proactive fashion whilst ensuring that historical backlogs are addressed; and

Within these challenges, the GDS development paradigms also raise spatial questions; how do we proactively absorb the poor and restructure settlements whilst balancing growth? How do we facilitate social mobility and ensure environmental justice.

3.2 LEGISLATIVE COMPLIANCE

In terms of Chapter 5 of the Municipal Systems Act each local authority in South Africa is required to compile in Integrated Development Plan for its area of jurisdiction and Section 26 of the Municipal Systems Act it is furthermore stated that the SDF forms core components of an Integrated Development Plan. Other legislative frameworks that will be taken into account are:

- The Municipal Systems Act 32 of 2000
- Government Gazette No. 22605 dated 24 August 2001
- The Gauteng Planning and Development Act 3 of 2003
- Development facilitation Act 67 of 1995
- Gauteng Urban Edge Delineation Policy of 2007

3.3 SDF COMPONENTS

In addressing these questions and other challenges the SDF provides a policy directive for the spatial development of the District in a manner that will expand opportunities and contribute towards the tangible upliftment of all communities in the District.

Conceptually, the SDF includes:

- District wide Spatial Plan comprising development principles, strategies and guidelines indicating spatial responses to these challenges;
- Local interpretation of the District-wide Spatial Plan – the Municipal Spatial Development Frameworks (MSDF) and Precinct Plans;
- Supporting spatial/non-spatial instruments – incentives/disincentives packages e.g. Urban Development Zone, Special Development Zones.

3.3.1 PRINCIPLES AND OUTCOMES

Principles	Outcomes
Sustainability	<ul style="list-style-type: none"> ■ Responsible use of the District’s natural resource ■ Safe and secure urban environments through safety and design principles ■ Protection and conservation of the District’s cultural heritage ■ Sustainable economic growth and job creation
Efficiency	<ul style="list-style-type: none"> ■ An efficient and robust urban form and structure ■ Managed growth facilitated within the constraints of infrastructure provision ■ Major open space systems that are Interconnected
Accessibility	<ul style="list-style-type: none"> ■ Facilitating physical access to opportunities for all communities and citizens ■ Diversity of opportunities – economic, social and institutional afforded by the District ■ All modes of transport supporting good access to opportunities

The re-structuring and re-engineering of the existing urban form and function of the whole District without defined direction and intervention will take generations to accelerate the delivery of developments that support the SDF’s principles of Sustainability, Accessibility and Efficiency, medium- to long-term objectives and strategies have been supplemented by specific instruments that are used on a daily basis to address recurring development issues and assess the appropriateness of a development proposal or initiative.

3.4 DISTRICT-WIDE INTEGRATED OBJECTIVES

The spatial objectives and the spatial development principles need to be promoted. In the current IDP, the seven main spatial objectives have been formalized for the district as follows:

- A **continuous and sustainable open space network** has been 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 Vaal river area.

- A **system of functionally defined activity nodes** has been 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 have been **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. Mixed-use high-density development should be promoted along the routes. The current commuter rail linkages still needs to be promoted as the main public transport system within the district.
- **An urban development boundary/ urban edge** has been 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 current urban edge.
- The **existing major development opportunities** in the district should be **maximized through 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.
- **Corridors** should be enhanced by promoting **High-density development** along main public transport links.
- Upgrading of services should be focused primarily on previously disadvantaged township areas.

3.5 PACKAGE OF SDFS

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 will be 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 are detailed plans and aligned with the district SDF and which will contain the local spatial objectives and strategy.
- 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 local municipalities, which are subject to development pressure and are of strategic importance, requiring detail planning.

3.6 EXISTING LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORKS

The Gauteng Spatial Development Framework identifies the Johannesburg/Pretoria axis as the main development focus in Gauteng. Sedibeng District is regarded as somewhat of a rural hinterland in this plan. The Sedibeng SDF proposals that show that the majority proposed land use in the district would be rural.

The plan provides for some future urban development between Vereeniging/Vanderbijlpark and Sebokeng/Evaton, and along the R59 as well as in Heidelberg (Zone of Opportunity).

It is significant to note that there are currently no Blue IQ or other high profile projects situated within Sedibeng District, except the 20 Prioritized Township Projects (20PTP) funded by the Gauteng Department of Public Transport, Roads and Works (GDPTRW), the Precinct Development under the Neighbourhood Development Partnership Grant (NDPG) funded by the National Treasury Department.

All three local municipalities in the district have prepared spatial development frameworks as part of their IDP's are briefly discussed hereunder:

■ Emfuleni

The Emfuleni SDF is a detailed plan, indicating a variety of future proposed land uses, as well as development corridors, activity nodes and rural service centres.

■ Midvaal

The Midvaal SDF indicates other areas of strategic development where the plan is mainly focusing on future development along the R59 corridor, minor adjustments to the Gauteng urban edge, to include Henley-on-Klip, Vaal Marina/Mamello, De Deur and Walkerville are proposed.

■ Lesedi

The Lesedi SDF makes broad proposal relating to strategic development areas. It is proposed that future urban development will be concentrated mainly in Heidelberg/Ratanda and in Devon/Impumelelo, while the rest of the area will retain its rural character. The area next to the N17 has been identified as a "Zone of Opportunity", pertaining to future local economic development of rural nature. Certain adjustments to the current urban edge as demarcated by province are proposed, to include Jameson Park/Kaydale, Devon/Impumelelo, and a small area abutting Jordaan Park on the west and the R42 on the north.

3.7 MAIN DEVELOPMENT ISSUES

Emanating from the situational analysis, the identified main development issues in Sedibeng District can be summarized as follows:

■ Provincial Periphery

Sedibeng is situated on the southern periphery of Gauteng Province, away from the hub of economic activity, which is situated in the Johannesburg/Pretoria area. Because of its location, the district will find it difficult to compete with more centrally situated areas for new investment, which will hamper the economic growth rate. Development policy for the district should concentrate on maintaining and strengthening the existing linkages between the district and the economic hub to the north.

■ Rural Nature of the area

Sedibeng District can be categorized as a largely rural area, with low population densities, which has serious implications in terms of cost effective service delivery. The towns in the district are far apart and lack a common identity. Due to the long distance and low population densities, infrastructural and social service provision to the rural communities is very expensive, and innovative ways to provide basic services to these communities must be sought. The bulk of municipal service provision will be concentrated in the urban areas.

■ Good urban services Infrastructure

The existing services infrastructure in the urban areas of the district is reasonably good, and has spare capacity to accommodate further urban development. Services backlogs are experienced in certain areas, while services upgrading is also required in certain areas, notably the previous disadvantaged township areas.

Future urban development should be concentrated in those infill/densification areas where spare bulk services capacity is already available.

■ Economic Stagnation

Economic growth in the district during the last few decades has failed to keep pace with population growth, and this has resulted in a general decrease in the standard of living. The spatial manifestation of the growing poverty in the area will include general urban decay, growth in informal settlements, decreasing service levels, increased informal economic activity, etc.

The local economy is overly dependent on the heavy industrial sector [Sasol, Arcelor Mittal, Samancor, etc.] and economic diversification is urgently required. Economic sectors that show potential for future growth include tourism and agriculture, and investment into these sectors should be actively promoted. The economic growth rate of the three municipal areas has a high degree of correlation while that of Midvaal and Emfuleni show similar growth rates.

Economic growth for Lesedi has been the highest of all the municipal areas in the district and showed high growth between 2003/2004 to 2006/2007. Economic growth in Emfuleni is vulnerable to fluctuations in the Manufacturing sector due to the high dominance of this sector in the local economy. Since 2002/2003 the local economy gradually started to show signs of improvement while positive growth was evident in 2005/2006.

■ Socio-Economic Disparities

There are huge socio-economic disparities between the different communities in the district, with high levels of poverty prevailing in the previously disadvantaged township areas. These disparities should be addressed as part of a holistic development strategy to be followed by the district and local municipalities.

Public investment initiatives should favour those projects that will result in upliftment of the previously disadvantaged communities and narrowing the gap between these communities and their more affluent neighbours.

■ Environmental Constraints and Opportunities

There are a number of major environmental constraints and opportunities in the district, which should be taken into account in the planning for future development in the area. Environmental constraints include the high levels of pollution, especially in the western parts of the study area, the visual unattractiveness of certain parts of the study area, adverse environmental conditions in the township areas, etc.

Environmental opportunities in the district include the existing nature reserves [Suikerbosrand and Alice Glockner], the various conservancies and watercourses through the study area, especially the Vaalriver and Vaal dam, the Suikerbosrand ridges, and the agricultural potential of the study area.

3.8 SPATIAL DEVELOPMENT PLAN

3.8.1 SPATIAL COMPOSITION AND MAJOR PRIMARY LAND USES

The District consists largely of agricultural open space with three primary residential areas located around the primary nodes of Sebokeng- Vanderbijlpark—Vereeniging, Meyerton and Heidelberg. Major commercial and industrial land uses are concentrated in Vanderbijlpark-Vereeniging area.

■ Urban Residential Areas

Residential land uses include both formal and informal residential suburbs. 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. A number of informal settlements occur in and around the previously disadvantaged township areas. The residential areas in Midvaal include Risiville, Meyerton and 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.

Formal housing development in the previously disadvantaged township areas has in the past consisted almost entirely of mass housing projects driven by government with public funding, and it is not foreseen

that this trend will change in the foreseeable future. Due to the depressed local economy, private sector housing development has been slow during the last decade, consisting mostly of small housing schemes within or abutting the existing medium and high-income residential areas.

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 $\pm 13\,392$ ha., which makes up $\pm 2,9\%$ of the total area in the district.

- **Rural Residential [Small Holdings]**

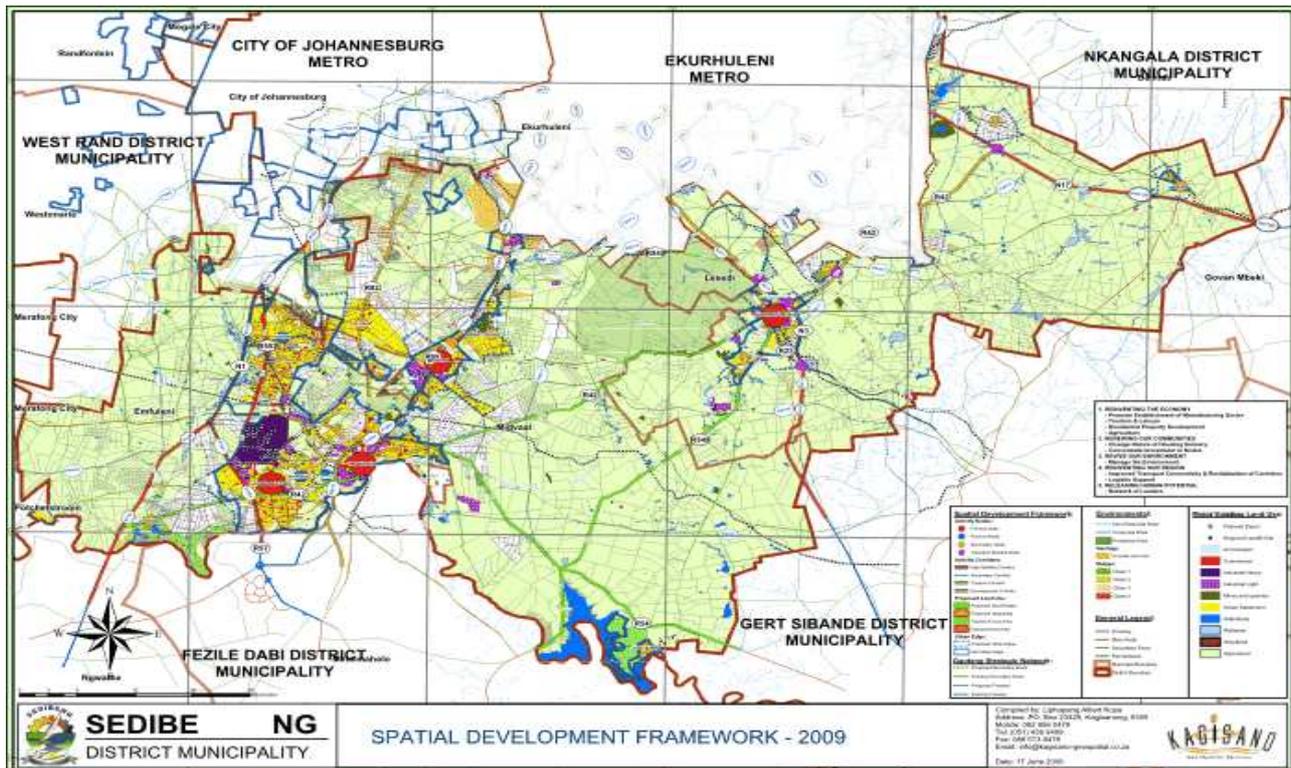
The rural settlement pattern in the district is characterized by a large number of small holdings/small farms settlements ranging from 1 – 5 ha properties located around the fringes of the urban areas, especially in the western part of the district, in Midvaal and Emfuleni. Agricultural holding areas 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 is vacant. Rural residential areas make up $\pm 4,0\%$ of the total area of the district [$\pm 18\,582$ ha.].

- **Industrial/Commercial Development**

Industry in Sedibeng takes up a relatively large amount of land, which demonstrates the significance of industrial activities, especially in Emfuleni. These industrial activities are mainly around Vanderbijlpark and Vereeniging and relate to the steel and petrochemical 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. 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 only other significant industrial activity in the district takes place in Heidelberg, consisting of the BAT cigarette manufacturing plant, the Eskort meat processing plant and some other lesser industrial concerns. Commercial activity [which can be defined as warehousing, distribution and transport businesses] is found interspersed with industries in all the major industrial areas. The total area taken up by industrial/commercial land uses in the district is $\pm 3\,920$ ha. [$0,8\%$ of the total area].



- **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 $\pm 1\%$ 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.

- **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 potential opportunities for downstream economic activities and job creation in terms of further processing of agricultural produce [e.g. Karan Beef, Eskort, all of which are going concerns within Lesedi].

- **Nature Reserves**

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

■ The Suikerbosrand Nature Reserve

The Suikerbosrand Nature Reserve is situated on the north-eastern edge of Midvaal Local Municipality, in the Suikerbosrand hills. These hills contribute substantially to the natural beauty in and around the Sedibeng area. The nature reserve is well managed and the eco-system is fully protected in this area. The reserve has huge eco-tourism potential and is promoted as such. Economic activities within the reserve span a wide range of eco-tourism related activities, including game viewing, hiking, and mountain biking, hunting, and other types of outdoor activities.

The Suikerbosrand Reserve is under threat from urban sprawl. Low cost informal housing on the outskirts of the Katorus area has almost reached the northern boundary of the reserve and the situation is not well controlled. Communities residing in this area do not have infrastructural and other services and are impacting negatively on the local environment.

■ The Alice Glockner Nature Reserve

The Alice Glockner Nature Reserve to the south of Heidelberg/Ratanda, in Lesedi Local Municipality, has been upgraded during the last year. The reserve is primarily known for the Heidelberg Copper Butterfly, which is a red data species. A number of other interesting flora and fauna and geological features can be found in the reserve, while red data plants are currently being investigated. The Alice Glockner Nature Reserve forms part of a larger area for conservation envisaged by GDACE, including linkages with the Suikerbosrand Nature Reserve and the military land to the northeast of Heidelberg.

3.8.2 Vacant land

The provincial eLand decision support system indicates that there is ±98000ha of developable vacant land situated in Sedibeng District. ±4900ha 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. Abovementioned figures indicate that there is enough vacant land within the current urban edge to accommodate substantial future urban development within the district.

3.8.3 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. The SDF has outlined the following objectives for corridor development within Sedibeng District Municipality:

- To determine the infrastructure needed to promote development within the corridors and nodes;

- To develop a plan to optimally capitalise on the development potential in each corridor and node;
- To promote the maximum yield in as far as job opportunities within the corridors and nodes are concerned;
- To retain and expand existing development opportunities and promote new investments;
- To determine catalytic interventions along the corridors and nodes to maximise economic development.

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, R59 and the proposed K11, and R42), which need to be defined and structured to create economic opportunities. These corridors and nodes in further discussed in detail.

■ 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:

(a) 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 uses 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.

(b) Evaton

This node is situated adjacent to the Golden Highway. Apart from providing retail and commercial facilities this node could also accommodate community facilities likes 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.

(c) 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 Sharpville, 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.

(d) 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.

(e) General Hertzog / Vootrekker 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 and at the Intersection of the R57 and R42 Roads (south eastern quadrant).

▪ 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 includes land uses such as retail, residential, service industries, commercial, activities, social, agricultural related uses and recreation. The proposed development corridors are as follows:

(a) 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.

(b) 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.

(c) Along the R59 between Meyerton and Vereeniging

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 recommended. 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.

(d) 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. The GDS recognised this corridor as a potential for small craft hubs, coffee shops, art dealers and light industry. The failure of the Gauteng Department of Transport to implement a long standing upgrade plan for this road has delayed the

potential of this corridor. The expansion of the Jacobskop Cemetery and the boom of an organised 'Flee Market' in De Deur, has seen huge increases in traffic volumes on this corridor on weekends especially.

(e) 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.

(f) 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.

(g) General Hertzog Boulevard (Three Rivers).

There has been a rapid conversion of residences into business sites. This has led to several new developments along this road. The lack of bulk infrastructure and sewer capacity in particular, restricts this development.

(h) Johannesburg Road / Adams Street (Evaton)

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

(i) 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.

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:

- **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:

- (a) **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.

- (b) **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.

- **Secondary Corridors (Provincial Roads)**

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

(a) **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 routes;
- Section through the Heidelberg;
- 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 that should focus on mixed land uses (service industries, housing, social and manufacturing).

(b) **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.

(c) **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.

(d) **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.

(e) **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, corridor development within the Hall Gate AH and between the N17 and the R548 intersection.

(f) **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.

▪ 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:

- (a) **R42 Road** – Linking Heidelberg with Vereeniging (Vaalriver) and Meyerton past the Suikerbosrand Nature Reserve;
- (b) **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.

▪ 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:

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

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, and R551), 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 and 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 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 area are dispersed, implying that many communities have to travel long distances to reach basic social services.

The Strategic Development Rationale for the Midvaal Municipality is therefore to develop the area with **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 Sedibeng District Municipality 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.

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 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.

- **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 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 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.

▪ 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:

- (a) **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.
- (b) **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.
- (c) **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.
- (d) **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 and 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.

(e) 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:
 - Firstly ensure that the road is upgraded to improve safety and service standards; and
 - Secondly protect the mobility function of the route;
- Protect the existing rural character and associated tourism potential of Midvaal;
- 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 K7.

(f) Freight & Logistics Hubs

- The manufacturing industry in the District has a great need for a Freight & Logistics hub that would facilitate business in and through the District.
- Rail is a high priority for heavy industry as opposed to road. Roads are being increasingly damaged by heavy carriers of steel and other heavy cargo.
- An airport for small capacity cargo has great potential in the area.

4. IDP STRATEGIES, KEY DELIVERABLES & KEY PERFORMANCE INDICATORS

VISION:

The Sedibeng District Municipality is an innovative, dynamic, developmental Government that consistently meets and exceeds the expectation of the communities and various stakeholders it serves.

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.

4.1 KEY DELIVERABLES & KEY PERFORMANCE INDICATORS FOR 2011/12

There are seven Key Priority Areas (KPAs) that were adopted in the 2007 – 2011 IDP for the Sedibeng region. Our KPAs remained the same as adopted in the 2007 – 2011 IDP and we revised our **STRATEGIES, KEY DELIVERABLES AND KEY PERFORMANCE INDICATORS** for each priority area for the 2011/2012 financial year to ensure that our IDP remain relevant to the changing circumstances and challenges of our region. Key Performance indicators will be reported on quarterly basis in the Service Delivery and Budget Implementation Plan and annually in the Annual report of the Municipality.

4.1.1 REINVENT THE ECONOMY by consolidating the existing sectors and exploring new sectors of growth;

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
REINVENT OUR ECONOMY	Support the Consolidation and Expansion of the Metal, Energy and Construction Sectors	<ul style="list-style-type: none"> ▪ Implement SDM District Wide Incentive Policy. ▪ Explore and if feasible initiate and support the establishment of an Industrial Development Zone; ▪ Implement Steel Industry Sector Support Strategy ▪ Develop and conclude the Construction Sector Strategy. 	<ul style="list-style-type: none"> ▪ Attract investment into identified restructuring zone ▪ 10 SMMEs in the Steel sector benefitting from down and upstream beneficiation in the steel industry ▪ Construction Strategy adopted by Council
	Promote and Develop Tourism and Leisure Sectors	<ul style="list-style-type: none"> ▪ Establish regional tourism structures (RTO) ▪ Conduct Tourism research ▪ Market Sedibeng District Municipality (SDM) as Tourism Destination ▪ Facilitate development of tourism ▪ Develop tourism Infrastructure ▪ Develop township tourism strategy 	<ul style="list-style-type: none"> ▪ Launch of a Regional Tourism Organization ▪ Council approve township tourism strategy ▪ Produce and distribute marketing brochure to market tourism offerings of the Sedibeng region ▪ Participate in exhibitions and tourism platforms to market Sedibeng region ▪ Tourism Research report approved by Council
	Promote and Develop	<ul style="list-style-type: none"> ▪ Establish Sedibeng District Municipality’s farmers’ forum 	<ul style="list-style-type: none"> ▪ Launch a Sedibeng Farmers’ forum.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
	Agriculture Sector	<ul style="list-style-type: none"> Implement Agricultural Strategy, Develop rural development strategy for Sedibeng. Facilitate access to training and capacity building programs. Facilitate access to funding for Agriculture and Facilitate access to government land for Agriculture 	<ul style="list-style-type: none"> Township Tourism strategy developed and approved by council. Train small scale farmers and cooperatives No. of small farmers accessing the land for agriculture Link 5 farmers to funding for agriculture Rural Development Strategy approved by Council Launch of 3 pilot Agro-processing projects
	Promote Opportunities for Increased Inclusivity in the Economy	<ul style="list-style-type: none"> Facilitate training programs for SMME's Conclude/Establish partnerships Host annual Business week Establish united Sedibeng Business Forum 	<ul style="list-style-type: none"> Train 20 SMMEs Sign 4 partnership agreements with Development Finance Institutions, private sector, Department of Labour, SETAs and public entities Business Week held and create opportunities for networking Launch Sedibeng United Business Forum
	Ensure Integrated Economic Development and Investment through the Vaal 21 Initiative	<ul style="list-style-type: none"> Identify flagship investments and Vaal 21 Projects 	<ul style="list-style-type: none"> Brand and package all flagship programmes linked to Vaal 21 Vereeniging Inner City Improvement Investment
	Consolidate all Analysis of SGDS1 and Develop SGDS2.	<ul style="list-style-type: none"> Complete the second Generation GDS; 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; 	<ul style="list-style-type: none"> Second generation GDS approved by Council Produce brochures for marketing and promoting SGDS2 Launch Skills Forum

4.1.2 RENEWING OUR COMMUNITIES by provision of basic services, regeneration and property development to improve the quality of living for all;

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
RENEWING OUR COMMUNITIES	Ensure Integrated Spatial Development Planning and Promote Good Land Use Management	<ul style="list-style-type: none"> Develop and Manage the Geographical Information System for SDM Ensure the management and review of Spatial Development Framework; 	<ul style="list-style-type: none"> Geographic Information System working and updated Spatial Development Framework reviewed
	Promote Residential Development and Urban Renewal	<ul style="list-style-type: none"> Keep Housing projects statistics Assist to resolve Housing beneficiaries queries Monitor Evaton renewal programmes Campaign shack down eradication programmes Implement Precincts and residential development projects A local development plan for the Doornkuil area in Walkerville. A local development plan for the area in 	<ul style="list-style-type: none"> Housing Statistics available Number of Housing beneficiaries' queries resolved Submit quarterly reports on Evaton Renewal No of shacks removed in new housing developments Quarterly Reports on Precincts projects Local development plans approved

		the surrounds of the Fresh Produce Market;	
	Plan for Effective, Efficient and Sustainable Infrastructure for Water and Sanitation Services, and Provision of Electricity	<ul style="list-style-type: none"> ▪ Facilitate the speedy implementation of the Sedibeng Regional Sewer ▪ Support the development of the master plan for bulk services in conjunction with the locals to plan for future demand for water, sewer, and electricity and consolidate into an integrated regional plan ▪ Initiate a study to determine the extend if informal sanitation activities and its impact in greater Evaton area ▪ Ensure regional coordination and liaison in respect of basic services through intergovernmental relation forum. 	<ul style="list-style-type: none"> ▪ Coordinate implementation of RSS. ▪ Approved study Minimum of one Basic Services IGR meeting convened per quarter.

4.1.3 REVIVING A SUSTAINABLE ENVIRONMENT by increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city;

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
REVIVING OUR ENVIRONMENT	Ensure the Minimisation of Waste and the Maximize Recycling of Waste	<ul style="list-style-type: none"> ▪ Review and Update Integrated Waste Management Plan (IWMP) ▪ Implement an Industrial Waste Exchange Programme (IWEX) ▪ Develop and Implement Clean and Green Program ▪ Facilitate and Support Implementation of Buyisela (Eco-Towns) Program in Emfuleni 	<ul style="list-style-type: none"> ▪ Draft IWMP plans reviewed. ▪ No. Public Workshops held ▪ Approved IWMP ▪ Waste stream analysis Report ▪ Tyre Recycling Program ▪ No. of permitted Waste Disposal/ transfer Facilities ▪ 3-year IWEX business plan developed ▪ Volume of industrial waste exchanged <p>Cleaner Production Support Programme developed</p>
	Create Healthy Environment through Effective Environmental Health Management	<ul style="list-style-type: none"> ▪ Implement the Municipal Health Services Strategy ▪ Ensure compliance to and the effective implementation of the SLA through good inter-governmental relations; ▪ Development and promulgation of AQM and MHS By Laws ▪ Support Implementation of Highveld Priority Area Air Quality Management Plans ▪ Rollout of the “Clean Fires Campaign in the Sedibeng Region ▪ Develop an effective Air Quality Licensing System in terms of the Air Quality Act ▪ Develop and implement Energy and Climate Change Response Strategy for the Sedibeng Region 	<ul style="list-style-type: none"> ▪ Consolidated analysis report ▪ Implementation of the MHS strategy adopted by council. ▪ Functional Transition Management Committee established ▪ Change management plan developed ▪ Proof of Monthly payments to Local Municipalities ▪ No of quarterly reports submitted ▪ By law Framework developed and approved by stakeholders ▪ Task team established ▪ Approval of draft by law by Council ▪ Stakeholder engagement report ▪ By laws for the Sedibeng district promulgated ▪ Clean Fires Program ▪ No. of household exposed to BnM demonstrations ▪ BnM Annual Report ▪ Number of meetings attended

			<ul style="list-style-type: none"> ▪ No. of IGR meetings held ▪ No. of AQMP Status Reports ▪ State of Air Reports Developed ▪ No. of meeting reports/ minutes produced ▪ No. of reports submitted to Section 80 ▪ Draft of AEL guidelines document ▪ Operational licensing fee collecting on system ▪ Filling of critical position (budget dependant) ▪ Applications received v/s license issued
	Build Partnerships to Ensure Integrated Environmental Awareness, Planning and Management	<ul style="list-style-type: none"> ▪ Implement an Industrial Outreach Program ▪ Implementation Education and Awareness Program ▪ Develop the Sedibeng Environmental Management Framework 	<ul style="list-style-type: none"> ▪ EMF development process completed ▪ Number of Industries Visited ▪ Confirmations from Industries ▪ Report submitted ▪ Number of Schools and Wards Participating ▪ Plans Approved ▪ Awards Winners ▪ Awards Allocated
	Promote Conservation of Environmental Resources and Biodiversity	<ul style="list-style-type: none"> ▪ Develop and Implement Clean and Green Program ▪ Develop Sedibeng Bio-regional Plan ▪ Support Sedibeng Wetlands Cleanup Program 	<ul style="list-style-type: none"> ▪ Letters to LMs ▪ Plans Approved ▪ Arbor Celebrations ▪ MoU signed ▪ LMs involvement ▪ Bioregional Plan for Sedibeng ▪ Project Plans Completed ▪ Project Steering Committee Established

4.1.4 REINTEGRATING OUR REGION with the rest of Gauteng, South and Southern Africa through improving Connectivity and transport links;

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
REINTEGRATING OUR REGION	Plan, Promote and Provide for Effective Efficient and Sustainable Road Infrastructure	<ul style="list-style-type: none"> ▪ Ensure the Development of the Sedibeng Strategic Road Framework. ▪ Ensure the upgrading of the tourism and the directional signs infrastructure in the regional road network. ▪ Ensure regional coordination and liaison in respect of road master planning through IGR forum. ▪ Ensure the upgrading and tarring of township roads. ▪ Ensure the development of the developer contribution policy for road infrastructure. 	<ul style="list-style-type: none"> ▪ Bi-annual reports to Section 80 on Gauteng Forum outcomes. ▪ Bi-annual reports to Section 80 on the Regional Forum outcomes. ▪ Prioritized list of regional road infrastructure to be developed. ▪ Bi-annual report to Section 80 on the upgrading of regional roads by GDRT. ▪ Council adoption of the Sedibeng Strategic Road Framework. ▪ Preliminary design report on the upgrading of the regional signage infrastructure. ▪ Regional signage designs that are approved by GDRT. ▪ Road signage tenders advertised. ▪ Completion report on the

			<ul style="list-style-type: none"> upgrading of the regional road signage infrastructure. ▪ Bi-annual reports to Section 80 on IGR Forum outcomes. ▪ Bi-annual reports to Section 80 on Regional Road Forum outcomes. ▪ Upgrading list approved by Council. ▪ The RfP advertised. ▪ Policy approved by Council.
Plan and Develop Accessible, Safe and Affordable Public Transport Systems and Facilities	<ul style="list-style-type: none"> ▪ Implement Public Transport Plan ▪ Ensure effective establishment of an effective Transport Planning Authority as required by the National Land Transport ▪ Ensure the development of a proper transport planning methodology through good inter-governmental relations ▪ Work with PRASA for the development and promotion of rail in the region ▪ Promoting Non-motorized transport 	<ul style="list-style-type: none"> ▪ Approved Modal integration strategy ▪ Verified data base of meter taxis ▪ Verified data base of learner transport ▪ Successful implementation of the RATPLAN ▪ Successful implementation of the OLS ▪ Regular interaction with public transport operators and programs promoting public transport ▪ Approved ToR ▪ Letter of appointment ▪ Approved study ▪ Minimum of one Transport IGR meeting convened per quarter. ▪ Rail summit/workshop convened. ▪ Reports to Council on implementation plan of PRASA rail plans in the region. ▪ Presentation by PRASSA to Section 80 on their implementation plans. ▪ Number of bicycles issued to learners ▪ Number of roads designed having side walks 	
Promote Efficient Movement of Freight	<ul style="list-style-type: none"> ▪ Develop Freight Transport Management Plan considering overload control, abnormal loads and transporting hazardous materials. ▪ Develop a feasible and appropriate freight facility in partnership with the North West University and its partners. 	<ul style="list-style-type: none"> ▪ Approved ToR ▪ Letter of appointment ▪ Approved study Reports submitted to Council on progress 	
Render an Efficient and Corruption Free Vehicle Registration and Licensing Service	<ul style="list-style-type: none"> ▪ Ensure the extension of the Licensing Testing Grounds to meet the increased capacity of the Examiners of Driver License (EoDL) ▪ Ensure the upgrading of the Vereeniging Licensing Building without disrupting the continuous provision of licensing services. ▪ Ensure the development of a proper document management and filling system at Licensing Services Centers. ▪ Ensure proper and secure cash management operations and activities 	<ul style="list-style-type: none"> ▪ Report on the ratio of EoDL to the square meter of testing ground. ▪ Extension of the Licensing testing grounds tenders advertised. ▪ Completion report on the extension of licensing testing grounds. ▪ Preliminary design report on the upgrading of the Vereeniging Licensing Building. ▪ Mobile Office Space procured 	

		<p>at Licensing Services Centers.</p> <ul style="list-style-type: none"> ▪ Ensure capacity building and training of Licensing Personnel. 	<p>and installed.</p> <ul style="list-style-type: none"> ▪ GDRT appointed to temporarily relocate the eNatis infrastructure to the Mobile Offices. ▪ Tenders for the upgrading of the Vereeniging Licensing Building advertised. ▪ Completion report on the upgrading of the Vereeniging Licensing Building. ▪ Preliminary design report on the upgrading of the document and record management system at Licensing Services Centers. ▪ Document and record management system designs that are approved by GDRT. ▪ Document and record management system tenders advertised. ▪ Completion report on the upgrading of the document and record management system at Licensing Services Centers. ▪ Procure and install Cash Counting Machines. ▪ Contract ABSA to provide Drop Safes at Licensing Services Centers. ▪ Contract ABSA to provide Debit and Credit Cards machines at Licensing Services Centers for the electronic payment of licensing services by the public. ▪ Report on the capacity building and skills development plan. ▪ Licensing personnel registered at training colleges.
	Improve ICT Connectivity in Sedibeng	Installation of fibre optic backbone in conjunction with Community Safety	<ul style="list-style-type: none"> • Km's of fibre optic cable laid. • Number of wireless links installed.

4.1.5 RELEASING HUMAN POTENTIAL through accelerated investment in people and increased focus on the development of social capital.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
RELEASING HUMAN POTENTIAL	Nurture the Development of People's Potential through Sport, Recreation, Arts and Culture	<ul style="list-style-type: none"> ▪ Promote Regional Sports Council Programs ▪ Develop and promote sport and artistic talent through competitive sport and major Arts and Culture events. ▪ Establish and support the Regional Craft Hub 	<ul style="list-style-type: none"> ▪ Number of regional sports programmes supported ▪ Number of Sports and Artistic events held ▪ Signed-off regional craft hub establishment report
	Promote and Develop the Heritage of our Region	<ul style="list-style-type: none"> ▪ Declare, preserve and promote Heritage sites – Old Sharpeville Police 	<ul style="list-style-type: none"> ▪ Signed-off Comprehensive Heritage implementation programme

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
		Station, Sharpeville Exhibition Centre, Memorial site Phelindaba and Vuka Cemeteries, Kwa Dlomo Dam, Roam Catholic Church <ul style="list-style-type: none"> ▪ Support the Geographic Name Change process. ▪ Support identified commemorative National, Provincial and Regional events (Human Rights, Heritage, 15th Anniversary of the signing of the Constitution, Nangalembe and Boipatong Massacres 	<ul style="list-style-type: none"> ▪ Signed –off report on the geographical name change process ▪ Signed-off reports for commemorative days
	Promote a Safe and Secure Environment	<ul style="list-style-type: none"> ▪ Support and sustain Victim Empowerment Centres ▪ Monitor the implementation process of the Community Safety Plan 2008 – 2014 ▪ Upgrade and manage the Optic Fibre network installed in the region. ▪ Develop and implement the VIP Protection Policy 	<ul style="list-style-type: none"> ▪ Number of Victim empowerment Centres supported in partnership with SAPS, Communities, Provincial Government Departments and Local Municipalities. ▪ Percentage implementation of the programmes related to the SDM Community Safety Plan ▪ Number of CCTV Cameras installed to expand the surveillance system ▪ Signed-off VIP protection policy
	Perform Disaster Management Efficiently	<ul style="list-style-type: none"> ▪ Ensure the state of readiness and alertness aimed at combating potential disaster situations within the region ▪ Establish appropriate and effective Disaster response and mitigation measures ▪ Ensure effective stakeholder participation and engagement on Disaster Management issues ▪ Ensure effective service delivery of the Sedibeng Emergency Communication Centre ▪ Ensure the delivery of specialized fire fighting services in accordance with the sec 84 (1j) of MSA as per the MOA with local municipalities ▪ Ensure execution and implementation of public awareness programs and identified calendar events 	<ul style="list-style-type: none"> ▪ Number of simulation exercises coordinated ▪ Number of emergency plans coordinated ▪ Number of Disaster Management Forum meetings held. ▪ Percentage implementation of the centralised communication centre services ▪ Number of reports and claims received on specialised fire fighting services ▪ Number of public awareness programmes implemented
	Promote HIV and AIDS Understanding, Treatment, Care and Support	<ul style="list-style-type: none"> ▪ Support the promotion of safer sexual practices and behaviors; ▪ Facilitate the implementation of internal and external workplace programmes and mainstreaming; ▪ Support the functioning of the District and Local Municipalities AIDS 	<ul style="list-style-type: none"> ▪ Number of educational campaigns on safer sexual practices and behaviours ▪ Number of sectors and departments participating in HIV&AIDS policies and programmes ▪ Number of AIDS Councils meetings held ▪ Number of local municipalities’ wards

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
		<p>Councils;</p> <ul style="list-style-type: none"> Coordinate the implementation of HIV&AIDS ward-based programmes; Coordinate the utilisation of HIV Counselling and Testing (HCT) Support the collaboration of HIV/TB programmes including the roll-out of ARVs; Facilitate the multisectoral coordination; 	<p>implementing HIV&AIDS programmes.</p> <ul style="list-style-type: none"> Number of people utilising HCT services Number of people on ARVs Number of sectors and departments participating in HIV&AIDS PROGRAMMES
	Promote Efficient Delivery of Emergency Medical Services	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Percentage of P1 incidents reached within 15 minutes in urban areas and 40 minutes in rural areas. Number of personnel trained in EMS courses Number of public educational programmes conducted Number of Emergency Medical vehicles dedicated per shift at identified satellite areas
	Promote Efficient Delivery of Primary Health Care Services	<ul style="list-style-type: none"> Support the Development of District Health System within the context of provincialisation 	<ul style="list-style-type: none"> Number of the reports signed-off by the MMC Health and the ED
	Promote Social Development of our Communities	<ul style="list-style-type: none"> Ensure implementation of developed policies for respective designated groups relating to women and gender, youth and people with disability, and the elderly. Facilitate the implementation of Ex - Combatants programme; Facilitate the administration of the SDM external Bursary Funds Policy; Support and facilitate the implementation of Youth Development Programmes; and Facilitate the implementation of the Youth Advisory Centre Services and programmes. 	<ul style="list-style-type: none"> Number of programmes implemented for each designated group Number of programmes implemented for ex-combatants Number of bursaries awarded Number of youth development programmes implemented Number of Youth Advisory Centres established and programmes implemented
	Mainstreaming of issues relating to designated groups	<ul style="list-style-type: none"> Ensure that programmes exist to empower and promote designated groups; Facilitate implementation of developed policies and mechanisms to enhance participation of the designated groups; and Develop the capacity and understanding of officials on how to mainstream. 	<ul style="list-style-type: none"> Number of reports signed-off for mainstreaming Number of departments implementing mainstreaming Number of workshops conducted

4.1.6 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE	Revenue collection, management and finance mobilization	<ul style="list-style-type: none"> ▪ Completeness of fixed asset register ▪ Review of rental agreements with Locals in accordance with the powers and functions ▪ Collection and completeness of revenue ▪ Optimize alternative revenue generating and funding model for Council ▪ Improve revenue management 	<ul style="list-style-type: none"> ▪ Monthly asset reconciliations. ▪ Asset officers in Clusters to perform and maintain inventory stock of immovable assets. ▪ Claims on services/leases rendered to Locals have been billed and claims payable to Locals has been paid accordingly. ▪ Monthly reduction of cashier shortages monitored through spot checks. ▪ Monthly Debt management and credit control report.
	Governance of municipal finance	<ul style="list-style-type: none"> ▪ MFMA Compliance ▪ Implementation of financial internal control procedure manual 	<ul style="list-style-type: none"> ▪ Monitor, review and report on MFMA compliance. ▪ Training on the financial procedure manual to be conducted with Clusters.
	Financial Reporting	<ul style="list-style-type: none"> ▪ Clean Audit Programme achieved ▪ Ensure successful implementation of GRAP standard 	<ul style="list-style-type: none"> ▪ Preparation of Financial Statements in accordance with legislation. ▪ Nil emphasis achieved in relation to existing controls. ▪ Monitor and review auditor’s report through action plan. ▪ Financial statements completed in compliance with GRAP.
	Building capacity to manage municipal finance	<ul style="list-style-type: none"> ▪ Institutionalization of appropriate training and mentoring for all staff in line with the minimum competency requirements ▪ Successful CFO IGR Forum interventions conducted with Locals, GDF and DLG & H ▪ Improvement on internal customer survey 	<ul style="list-style-type: none"> ▪ Monitoring of skills development plan through assessments conducted with staff. ▪ Conduct bi-annual survey questionnaire.
	Budgeting and planning municipal finances	<ul style="list-style-type: none"> ▪ Review existing tariffs while mindful of the need to keep tariffs affordable ▪ Effective budget management and monitoring through the coordination of a Budget Panel in aligning IDP priorities to SDBIP deliverables on budgeting process ▪ Develop a medium to long term expenditure framework strategy in alignment with National, Provincial and Municipal priorities (GDS and IDP) ▪ Full implementation of budget formats as per Municipal Budget Regulations (MBRR) 	<ul style="list-style-type: none"> ▪ Tariff setting in relation with budget process. ▪ Compilation of Medium term income and expenditure Framework. ▪ Budget panel meeting set up in line with Mayoral resolution. ▪ Compile framework of cost cutting measures. ▪ Compile cost centre re-alignment in relation to organizational structures. ▪ Submission of SDBIP performance progress report. ▪ Completion of Adjustment Budget process. ▪ Completion of Draft and Final OPEX and CAPEX Budget. ▪ Compilation of long term financial plan for the District. ▪ Submission of municipal budgets in compliance with the new budget formats.

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
	Credibility and transparency of Supply Chain Management	<ul style="list-style-type: none"> ▪ Ensure full compliance with financial reporting requirements as outlined in the current legislation and any new legislation ▪ Reduction in the number of recurring findings emanating from internal and external audit ▪ Accurate and complete supplier database ▪ Improve the effectiveness of demand management function ▪ Effective management of contracts ▪ Establish programme to support SMME's to tender for government tenders ▪ Implement streamlined procurement system and bid committee processes through acquisition plan ▪ Effective and efficient disposal of goods/assets no longer needed 	<ul style="list-style-type: none"> ▪ Monthly legislative compliance reports. ▪ Submission To National/Provincial Treasuries on contracts awarded above R100k. ▪ Submit all recorded and approved deviations to council. ▪ Supplier database updated and accredited on bi-annual basis. ▪ Develop and implement the demand management plan. ▪ Conduct an industry analysis and commodity analysis to get value for money. ▪ Full functional tender advice centre. ▪ Develop the SDM's procurement strategy to promote SMME's ▪ Coordinate and monitor an Integrated Supply Chain Module with Locals to promote SMME's within the region.
	Effective Management of Council Business	<ul style="list-style-type: none"> ▪ 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 ▪ Review the Disaster Management Plan for Archives 	<ul style="list-style-type: none"> ▪ Percentage compliance of time-lines and quality of agendas. ▪ Number of contracts effectively managed and closed of as fully compliant. ▪ Production of quarterly newsletter. ▪ Adherence to National Archives policy
	Render Effective IT services	<ul style="list-style-type: none"> ▪ Manage and enhance the Sedibeng Wide Area Network (WAN) and Local Area Network (LAN) through the implementation of a fibre optic network ▪ Develop a IT Strategy for the Sedibeng District 	<ul style="list-style-type: none"> ▪ Number of sites linked (Up-time) ▪ Approved IT Strategy

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> ▪ Roll-out specialized software enhancements and working with internal departments to meet their respective IDP demands 	<ul style="list-style-type: none"> ▪ Number of staff members trained on emerging technology and software ▪ Successful implementation of required software
	<ul style="list-style-type: none"> ▪ Ensure Effective, Competent and Motivated Staff 	<ul style="list-style-type: none"> ▪ Ensure a Healthy and Safe working environment ▪ Ensure team building interventions ▪ Accelerate Programs of Batho-Pele ▪ Review of Organizational Structure ▪ Ensure harmonized Labour relations ▪ Continuous implementation of Performance Management System in line with National Skills Strategy ▪ Implement the Employment Equity Plan ▪ Implement an effective Employee Assistance Programs 	<ul style="list-style-type: none"> ▪ Percentage Implementation of OHS Policy ▪ Number of interventions implemented ▪ Changes to align structures to strategies ▪ Number of disputes resolved ▪ Percentage implementation of the Batho-Pele Strategy ▪ Number of signed Performance Management and Development Systems contracts ▪ Number of training interventions implemented ▪ Percentage achievement of Equity Plan ▪ Percentage implementation of Employee Assistance programs
	<p>Develop and Maintain High Quality Municipal Facilities</p>	<ul style="list-style-type: none"> ▪ Ensure reasonable accommodation for all People with disabilities. ▪ Facilitate Accessible, attractive and safe facilities for clients at our service points inclusive of vehicle registration, licencing centres , public safety facilities, museums and youth advisory centres ▪ Effective fleet management strategy for councilors and staff. ▪ Develop a long term plan and model for the efficient management and maintenance of our facilities. 	<ul style="list-style-type: none"> ▪ Approved audit report on municipalities friendliness to people with disabilities.(PWDs) ▪ Approved facilities management plan for all municipal buildings, service points and infrastructure. ▪ Approved feasibility study report and a fleet management strategy. ▪ Approved long term plan and model for facilities ▪ Approved model for utilities management. ▪ Percentage implementation of the Turn Around strategy ▪ Percentage implementation of the Turn Around strategy

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
	Ensure measurable performance and transparent monitoring of the Municipality	<ul style="list-style-type: none"> Ensure effective performance management in the Sedibeng District Municipality Facilitate the development and review of Key Performance Indicators (KPIs) Ensure that quality assured quarterly, midyear and annual reports are generated 	<ul style="list-style-type: none"> Approved PMDS policy Established and operational e- Performance Management System. 4 Workshops convened and reports presented. Approved implementation plan, and monitoring reports. 1 workshop convened and report presented. 2 Workshops convened and reports presented. All reports quality assured. Approved reports submitted as per set timelines and legislation.
	Facilitate Access to Relevant Information and Promote Knowledge	<ul style="list-style-type: none"> Implement Knowledge Management Strategy Establish a skills Forum Facilitate replication of institutional best practice on service delivery Participate in District Learning Network to share experiences across districts and metros Facilitate e-learning with stakeholders throughout the district 	<ul style="list-style-type: none"> Knowledge management champions nominated in each department Skills Forum launched Pilot best service delivery practices District Learning Network disseminating information and experiences Visit best practice and innovation centres on e-learning

4.1.7 VIBRANT DEMOCRACY

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
VIBRANT DEMOCRACY	Build High Level of Stakeholder Relations and Effective Communication and Branding	<ul style="list-style-type: none"> Implement communication, marketing and Branding strategy 	<ul style="list-style-type: none"> Communication, marketing and branding profile increased
		<ul style="list-style-type: none"> Consolidate all database of stakeholders for the Municipality Co-ordinate a District Communications' Forum Produce a Quarterly External Newsletter Update and maintain Council website 	<ul style="list-style-type: none"> Increase in the number of stakeholders recorded in the database Quarterly development & implementation of programmes
	<ul style="list-style-type: none"> Arranging sectoral Izimbizo and dialogues in relation to the GDS & IDP with designated groups including Women, Youth, the elderly, people with disability, etc. Maximize the branding on the Municipality and the Executive Mayor through various mediums, e.g. publications, newspaper, etc 	<ul style="list-style-type: none"> Number of information and/or briefing sessions conducted Number of information and/or briefing sessions conducted Successfully held SODA Number of interview slots arranged 	
	Promote high Level of Intergovernmental Co-operation and coordination	<ul style="list-style-type: none"> Develop and Implement Intergovernmental Relations Strategic Programmes Promote inter-municipal learning relationships Promote Municipal International 	<ul style="list-style-type: none"> Approved IGR structures Approved SDM Plan of action 12 Joint MMs, 4 Joint Mayoral Committee, and 4 Joint Mayors convened and reports presented. Prepared and submitted monitoring

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
	<p>Ensure High Level of Corporate Governance</p>	<p>Relations</p> <ul style="list-style-type: none"> ▪ Implement an Internal Auditing Plan ▪ Provide an independent and objective assurance for effective internal control systems and governance processes ▪ Implement Enterprise Risk Management Programmes 	<ul style="list-style-type: none"> reports to MAYORAL & Joint Mayoral ▪ 7 Tours undertaken (one per Cluster) ▪ 2 District wide IGR workshops conducted and reports presented. ▪ Approved Strategy ▪ Approved internal audit plans by the Audit Committee and Council ▪ Total implementation of the approved annual internal audit plan. ▪ Total implementation of the approved annual internal audit plan ▪ Submitted audit reports to the Audit Committee on the outcomes of audit assignments. ▪ Submitted audit reports to the Audit Committee on the outcomes of Forensic Investigations. ▪ Finalised Management Audit Report and ▪ Validation Report on corrective measures. ▪ 4 Audit Committee meetings convened, and Annual Audit Committee report presented to Council. ▪ Approved SDM Enterprise Risk Management Framework. ▪ Installed and operational risk management software ▪ An approved Risk Management Process Plan ▪ Approved Business Recovery Plan. ▪ 7 Risk Management workshops across all clusters and reports presented. ▪ Approved risk tolerance levels by Council. ▪ Approved Risk Registers and Risk Response Strategy. ▪ 2 workshops convened and a report presented. ▪ Publicized anti-fraud and corruption plans to all employees. ▪ Updated database of fraud and corruption incidents register.
	<p>Ensure Public Participation</p>	<ul style="list-style-type: none"> ▪ Identify the best possible form of public participation ▪ Holding public meetings and putting documents into public domain as required in terms of the Municipal Systems Act and Municipal Finance Management Act. ▪ Providing adequate support for stakeholders ▪ Strengthening ward committees; ▪ Implementing and co- 	<ul style="list-style-type: none"> ▪ Increase in the number of stakeholders and role-players ▪ Number of programmes undertaken ▪ Number of public meetings well attended and successfully held. ▪ Number of workshops held

IDP KEY PRIORITY AREA	IDP STRATEGY	KEY PERFORMANCE DELIVERABLE	KEY PERFORMANCE INDICATOR
		<p>coordinating a petition management system to effectively deal with petitions from members of the public across the district.</p>	
	<p>Strengthen Oversight and Accountability</p>	<ul style="list-style-type: none"> ▪ Ensure effective functioning of Study Groups and enhance high level of political understanding amongst Study Group members and strengthening oversight and accountability ▪ Coordinate caucus strategic retreats to enhance high level of political understanding among caucus members and strengthening oversight and accountability ▪ 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). 	<ul style="list-style-type: none"> ▪ Number of Study Groups convened. ▪ Convening of Caucus Strategic Retreats ▪ Final report by MPAC related to the Annual Report.

STRATEGY	PROJECT	FINANCING REQUIREMENTS
	<p>Completion of the Business Plan, signing of financial commitments from SRAC&H (Gauteng Province and Aaron Mokoena Foundation)</p> <p>Detailed Design Development and Tender process for the following:</p> <ul style="list-style-type: none"> • Sharpeville Sports Precincts <p>Completion and implementation of construction of Sharpeville Quick Wins.</p> <p>FEASIBILITY STUDIES:</p> <p>From Feasibility to implementation (Midvaal-Sicelo)</p> <p>Development of Preliminary Designs</p> <p>Development of the Project and Business plans and possible quick wins.</p> <p>From Feasibility to implementation (Emfuleni-Boipatong, Bophelong and Sebokeng)</p> <p>Development of Preliminary Designs</p> <p>Development of the Project and Business plans and possible quick wins and the tender process for the following identified projects.</p> <ul style="list-style-type: none"> • Wetland regeneration and park development in Boipatong • Upgrade of Civic and Commercial hub in Bophelong • Development of Open Space in Bophelong along R57. • Creation of a Cultural precinct in Sebokeng • A transit hub near Boipatong; and Development of Regional node in Sebokeng. <p>From Feasibility to implementation (Lesedi – Jamestown, Ratanda, Kwazenzele and Impumelelo)</p> <p>Preliminary Designs, Project Development, identification of possible quick wins and tender process for the following:</p> <ul style="list-style-type: none"> • Development of retail, cultural, sports and transport precincts. <ul style="list-style-type: none"> ▪ Supporting 2010 deliverables. 	<ul style="list-style-type: none"> • External Funding from NDPG
<p>Youth development</p>	<ul style="list-style-type: none"> ▪ Youth research ▪ Youth Rural development projects ▪ Youth EPWP projects 	<ul style="list-style-type: none"> ▪ Internal funding and external funding to be sourced
<p>Promote HIV and AIDS understanding, treatment, care and support.</p>	<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); ▪ Bucket of Love event (Children on ARVs) in December, (Toys, 	<ul style="list-style-type: none"> ▪ Internal funding and external funding to be sourced

STRATEGY	PROJECT	FINANCING REQUIREMENTS
	clothing etc.); <ul style="list-style-type: none"> ▪ Bophelo/Impilo Project, (Targeted community mobilisation and empowerment) ▪ EPWP (employment of people living with HIV) ▪ SACE (Sedibeng AIDS Cultural Exhibitions) 	
Promote a safe and secure environment	<ul style="list-style-type: none"> ▪ Support and sustain Victim Empowerment Centres ▪ Monitor the implementation process of the Community Safety Plan 2008 – 2014 ▪ Upgrade and manage the Optic Fibre network installed in the region ▪ Develop and implement the VIP Protection Policy 	<ul style="list-style-type: none"> ▪ External funding to be sourced ▪ Internal Funded ▪ Internal Funding R 30 million (External funding to be secured) • Internal Funded
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. It is an unfunded mandate, include as part of Turn-around Strategy. ▪ Monitoring of communicable diseases and outbreak response. ▪ Promotion of community participation in primary health care through active involvement of PHC facility committees; 	<ul style="list-style-type: none"> ▪ Internal funded and external funding to be sourced
Promote social development of our communities	<ul style="list-style-type: none"> ▪ Implementation of strategic mainstreaming plans for designated and vulnerable groups; ▪ Facilitation for the implementation of Ex-Combatants Programme; ▪ External bursary Award to deserving needy students; and 	<ul style="list-style-type: none"> ▪ Internal funded and external funding to be sourced
Ensure financial sustainable local government including of revenue collection, management and financial mobilisation	<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. 	<ul style="list-style-type: none"> ▪ Internal Funded
Promote and develop the heritage of our region	<ul style="list-style-type: none"> ▪ Declare, Preserve and Promote Heritage Sites- Phelindaba and Vuka Cemeteries, Sharpeville Exhibition and Memorial Sites, Sharpeville Roman Catholic Church, Kwa – Dlomo Dam; ▪ Support the Geographic Name Change Process – Wrongly spelt and Corrupted names project. ▪ Support Identified Commemorative National, Provincial and Regional Events-Heritage, Human Rights, 15th Anniversary of the signing of the Constitution, Nangalembe and Boipatong 	<ul style="list-style-type: none"> ▪ Internal funded and external funding to be sourced

STRATEGY	PROJECT	FINANCING REQUIREMENTS
	<p>Massacres events.</p>	
<p>Nurture the development of people’s potential through sport, recreation, arts and culture.</p>	<ul style="list-style-type: none"> ▪ Support regional sports council programmes; ▪ Facilitate the upgrading of Multipurpose Sports and Recreation Facilities –Upgrade of Tennis Court in Devon; <ul style="list-style-type: none"> - Construction of Sports Field in Vischkuil; - Construction of Sports Field in Jameson Park -Upgrade Impumelelo Sports Stadium. ▪ Promote and support Identified Arts and Culture events; ▪ Support the Regional Craft Hub in Sharpeville Police Station Museum; 	<ul style="list-style-type: none"> ▪ Internal funded and external funding to be sourced ▪ External Lotto funding
<p>Develop and maintain high quality municipal facilities</p>	<ul style="list-style-type: none"> ▪ Upgrading of facilities for accessibility of disabled people; ▪ Upgrading Theatres; ▪ Upgrading of Constitutional Square, Market Street; ▪ Upgrading of taxi rank infrastructure; ▪ Fencing of the airport (palisade) Vereeniging & Heidelberg; (Vereeniging only 3rd phase) ▪ Paving of Taxi ways – Heidelberg;(carry over) ▪ Paving of the drive way & car parking Vereeniging Airport;(done) ▪ Replacement of leaking roof at Vereeniging Fresh Produce Market;(carry over) ▪ Corporatisation of the Fresh Produce Market; and(finalized) ▪ Finalize second stage of turnaround strategy for Airports. ▪ Implementation of the Turnaround Strategy for Utilities. ▪ Implementation of the Turnaround Strategy for Taxi Ranks. ▪ Resealing of run-way (Vereeniging Airport) 	<ul style="list-style-type: none"> ▪ Internal ▪ External funding to be sourced
<p>Render effective IT services</p>	<ul style="list-style-type: none"> ▪ Manage uptime and performance of the WAN, LAN and Server connectivity ▪ Expansion of WAN to link municipal offices ▪ Implementation of a district wide Financial System Disaster Recovery Plan (FDRP) ▪ Implementation of a district wide Novell Disaster Recovery Plan (NDRP) ▪ Review Memorandum Of Agreement with local Municipalities ▪ Implementation of fibre-optic links to nodal points in line with the CCTV fibre roll-out plan 	<ul style="list-style-type: none"> ▪ Internal Funded
<p>Plan and provide for effective efficient and sustainable</p>	<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. 	<ul style="list-style-type: none"> ▪ Internal Funded

STRATEGY	PROJECT	FINANCING REQUIREMENTS
road infrastructure		
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. ▪ Erection of road signage in Sedibeng ▪ Construction of Evaton Site walks ▪ Revamping of Vereeniging Taxido rank 	<ul style="list-style-type: none"> ▪ Internal ▪ External Funding to be source ▪ External EPW – R7.5 Million ▪ External EPW – R4.5 Million ▪ External Funding to be source
Render an Efficient and Corruption Free Vehicle Registration and Licensing Service	<ul style="list-style-type: none"> ▪ Upgrading of testing grounds in Sedibeng to increase capacity ▪ Upgrading of Vereeniging Licensing building 	<ul style="list-style-type: none"> ▪ External Funding sourced
Effective, Efficient, and Sustainable Infrastructure for Basic Services	<ul style="list-style-type: none"> ▪ Facilitate implementation of the Sedibeng Regional Sewer Scheme. 	<ul style="list-style-type: none"> ▪ Internal Funded
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. ▪ Development of Municipal Health System (MHS) Strategy 	<ul style="list-style-type: none"> ▪ Internal Funded and external funding to be sourced
Promote conservation of environmental resources and biodiversity	<ul style="list-style-type: none"> ▪ Develop and implement tree planting and greening initiatives. 	<ul style="list-style-type: none"> ▪ Internal Funded and external funding to be sourced
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. 	<ul style="list-style-type: none"> ▪ Internal Funded and external funding to be sourced
Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> ▪ Electronic Clocking/Time Management System ▪ Electronic leave filling system for effective capturing and control of leave to keep abreast with current trends. ▪ Procurement of SQL Server for installation of electronic Performance Management and Development System 	<ul style="list-style-type: none"> ▪ Internal Funded ▪ Internal Funded ▪ Internal Funded

STRATEGY	PROJECT	FINANCING REQUIREMENTS
	<ul style="list-style-type: none"> ▪ Erect a canopy, with writing counters and application depositories, to affix recruitment advertisements 	<ul style="list-style-type: none"> ▪ External funding to source
<p>Facilitate access to relevant information and Promote knowledge</p>	<ul style="list-style-type: none"> ▪ Knowledge Management Strategy adopted by Council ▪ Conclude MOU with Higher Education Institutions and Establish Skills Forum that will include business and Industry in the region; ▪ Promoting KM policy to SDM and its Locals and establish Intergovernmental Relations on Knowledge Management; ▪ Establish Research Unit; and ▪ Establish Key data sets for SDM and its Locals and Surveys. ▪ Migration studies ▪ Research work on socio economic development projects and infrastructure ▪ Develop a comprehensive research repository for compliance, alignment and service levels 	<ul style="list-style-type: none"> ▪ Internal Funded
<p>Ensuring a corruption free municipality</p>	<ul style="list-style-type: none"> ▪ Develop and implement an approach to address the non-technical skill gap in Licensing Service Centres. ▪ Planning the expansion of the Vereeniging LSC to provide for a larger learner license examination hall and office accommodation for personnel. ▪ Planning the erection of undercover waiting areas for clients to avoid weather elements and to comply with Batho Pele. ▪ Supporting and cooperate with the GPTRW’s DMS project to archive all vehicle and learner/driver license records at a central archive managed and controlled by the GPTRW. ▪ The GPTRW has established its controlled and managed driver testing centre’s, and very recently empowered the Post Office to renew vehicle licenses. This together with private vehicle test stations poses strong competition on the license department which can lead to a significant reduction in revenue. Failure to ensure a significant and maintained improvement in service delivery, can eventually lead to a possible reduction in the number of personnel presently employed. 	<ul style="list-style-type: none"> ▪ Internal Funded
<p>Build high level of stakeholder relations and effective communications and branding</p>	<ul style="list-style-type: none"> ▪ Marketing Vaal 21; ▪ HR Month Programme to Flagship Event; and 	<ul style="list-style-type: none"> ▪ Internal Funded
<p>Vibrant Democracy</p>	<ul style="list-style-type: none"> ▪ Establishment of SDM Anti-Fraud and Corruption Hotline; ▪ Establishment of a Resource Centre for Councillors; 	<ul style="list-style-type: none"> ▪ Internal Funded

STRATEGY	PROJECT	FINANCING REQUIREMENTS
	<ul style="list-style-type: none"> ▪ Establishment of a Media Centre; ▪ Vaal 21 Initiative; ▪ 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. ▪ Implement capacity building initiatives for caucus councillors 	
<p>Ensure public participation</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; ▪ Separation of powers between the council and the mayoral committee. ▪ Strengthening and improving the functioning of Section 79 Committees. ▪ Monitoring and evaluation (resolution tracking reporting) ▪ Public participation model that includes, a tool to measure deepening democracy; ▪ 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. ▪ Ensure proper capturing of complaints by public and provision for quick responses with regard to feed back. ▪ Early warning signal (Complaint/Petition) ▪ Follow ups feedback reporting ▪ International public participation summit 	<ul style="list-style-type: none"> ▪ Internal Funded

5.3 VAAL 21 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.

5.3.1 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.

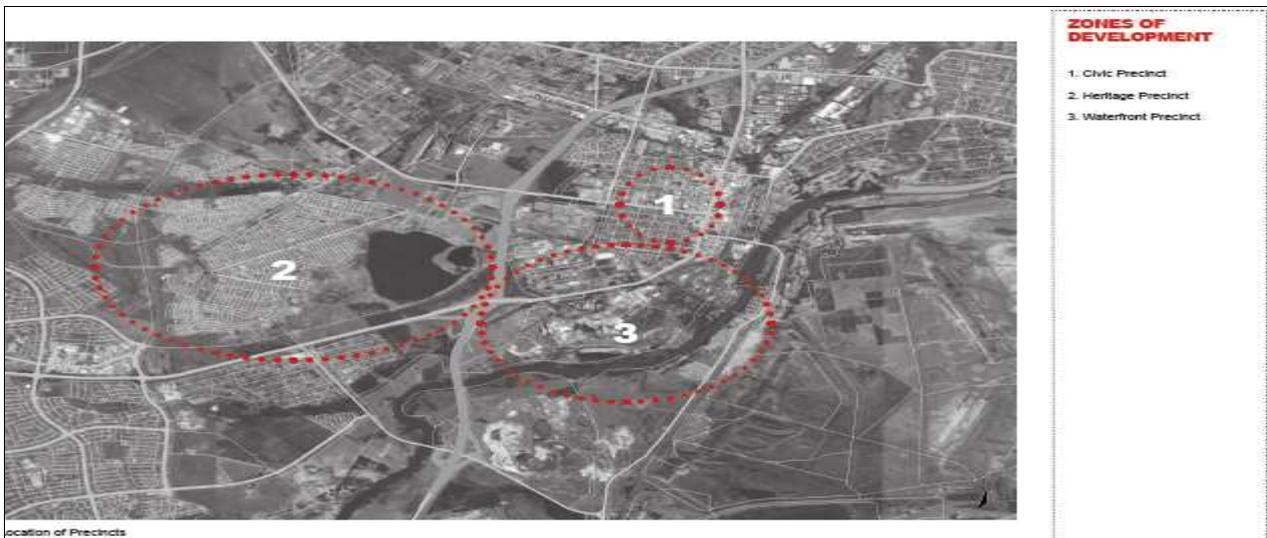
Urban renewal and framework is also looking at development adjacent to rivers and corridors. The status quo, feasibility analysis and business plans (technical assistant) will ensure that land development along the rivers and streams in Sedibeng are in compliance with all legislation and policies and 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.

Phase 1: Proposed Urban Framework

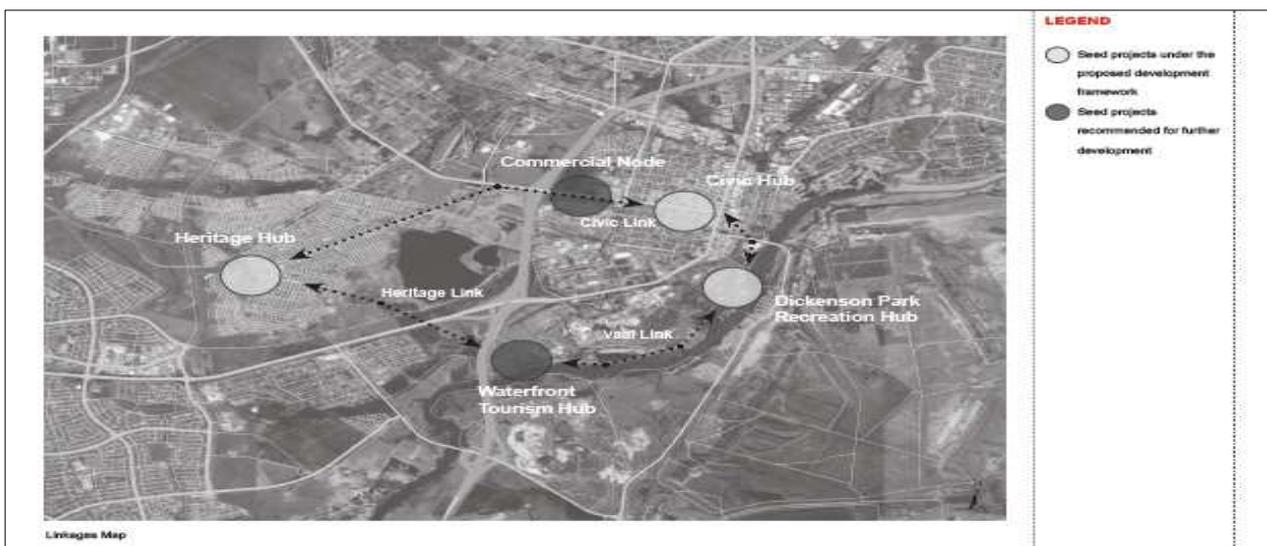
On the basis of the framework mandate, its various consultation and investigations, the three precinct projects listed and pictured below were identified and included in the IDP (Heritage, Civic, and Waterfront):

- 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 Dhlomo 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 1: Zones of Development Showing 3 Precincts



Map 2: Linkages between 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 and 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.

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:

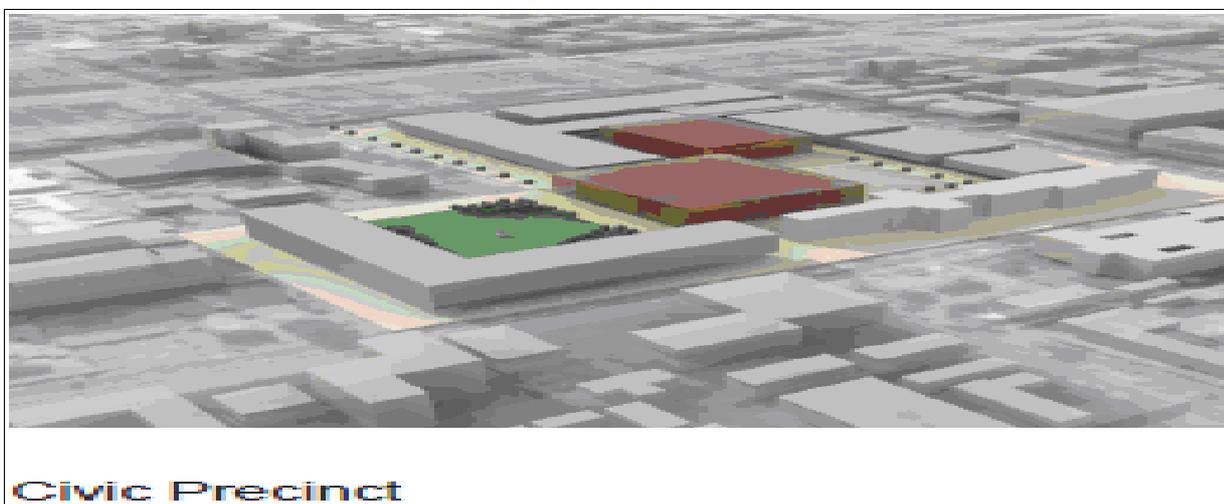
- Visionary: They aim to have iconic and memorable features for local residents to have pride in for visitors to want to experience;
- Fundable: They are not overly ambitious and are designed to attract public and private funds; and
- Phaseable: Some may not be able to be completed in one phase but will 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.

5.3.2 Civic Precinct in Vereeniging CBD

Concept Design for Civic Precinct



Map 3: Concept Design for Civic Precinct

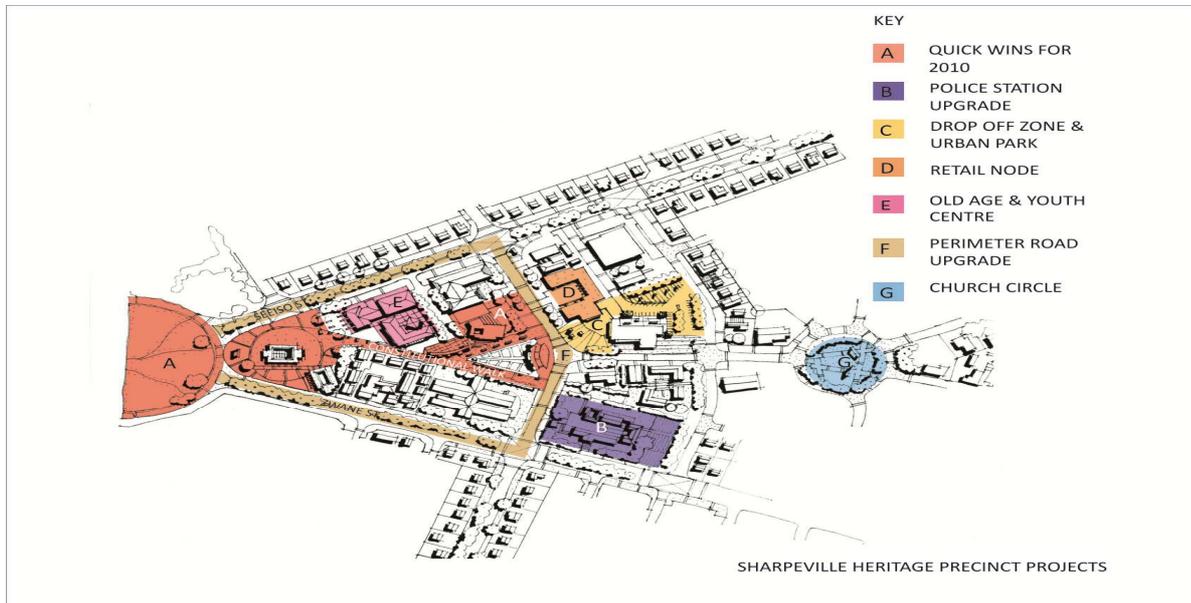
Detailed Design for Civic Precinct



Map 4: Civic Precinct in Vereeniging

Heritage Precincts

Concept Design for Heritage Precinct



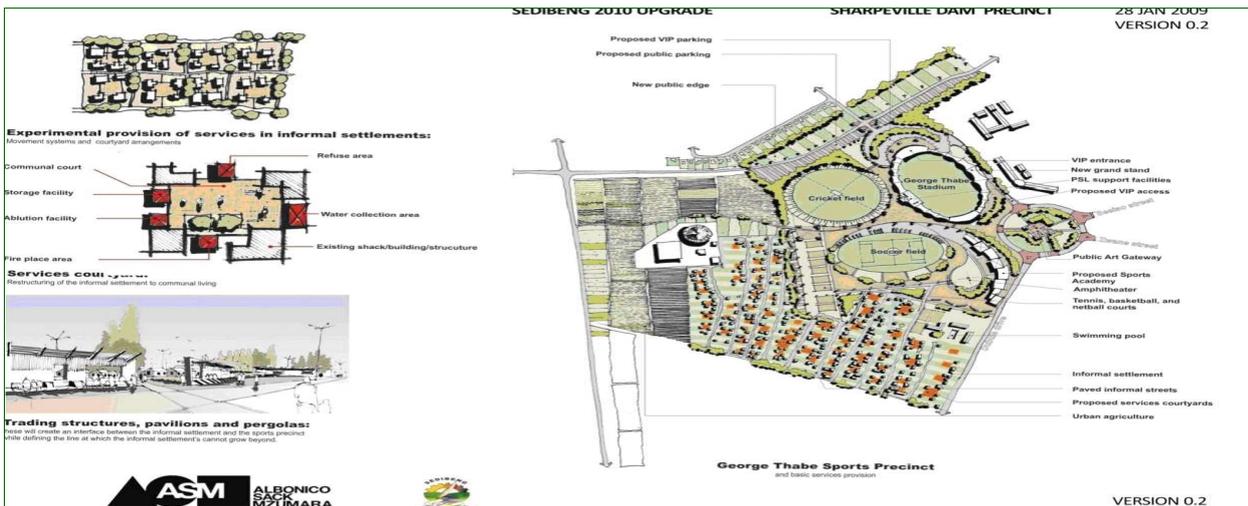
Map 5: Concept Design for Heritage Precinct

Detailed Design for Heritage Precinct



Map 6: Detailed Design for Heritage Precinct

Detailed Design for George Thabe Stadium – part of Heritage Precinct



Map 7: Detailed Design for George Thabe Stadium

Detailed Design for Sharpeville/KwaDhlomo Dam – part of Heritage Precinct



Map 8: Detailed Design for Sharpeville/KwaDhlomo Dam

Waterfront Precinct

Concept Design for Waterfront Precinct



Waterfront Precinct

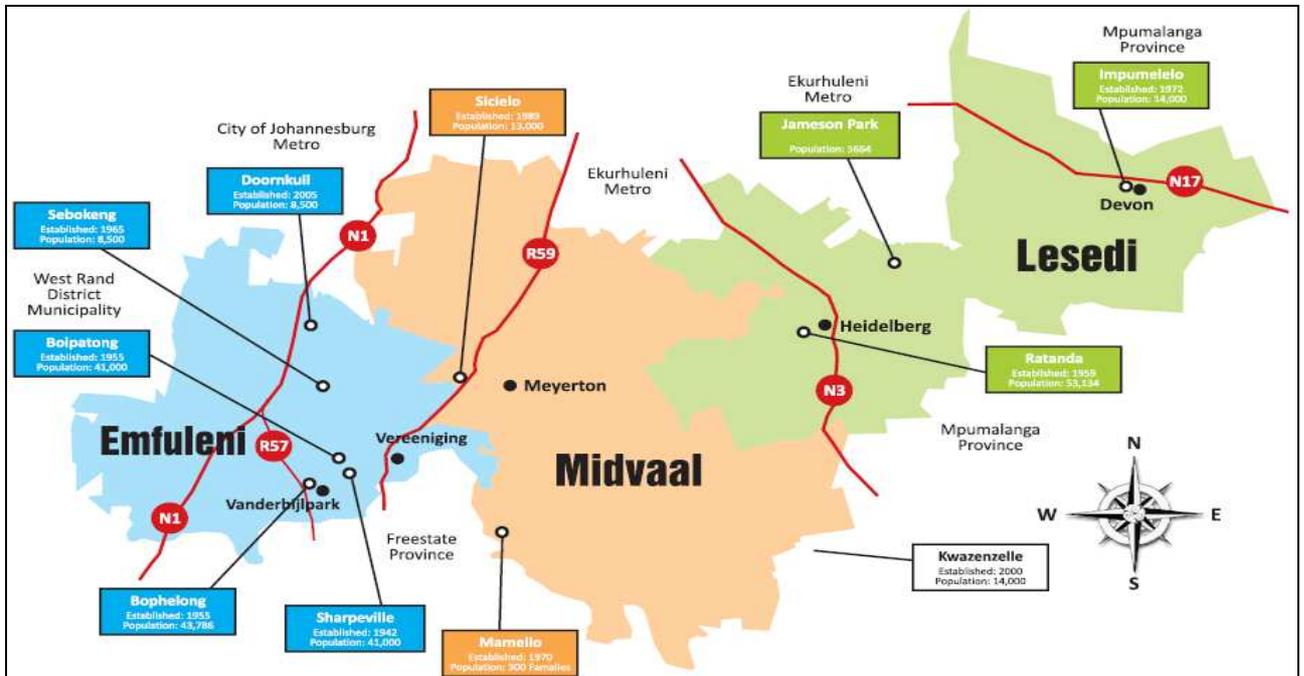
Detailed Design for Waterfront Precinct



Map 9: Detailed Design for Waterfront Precinct

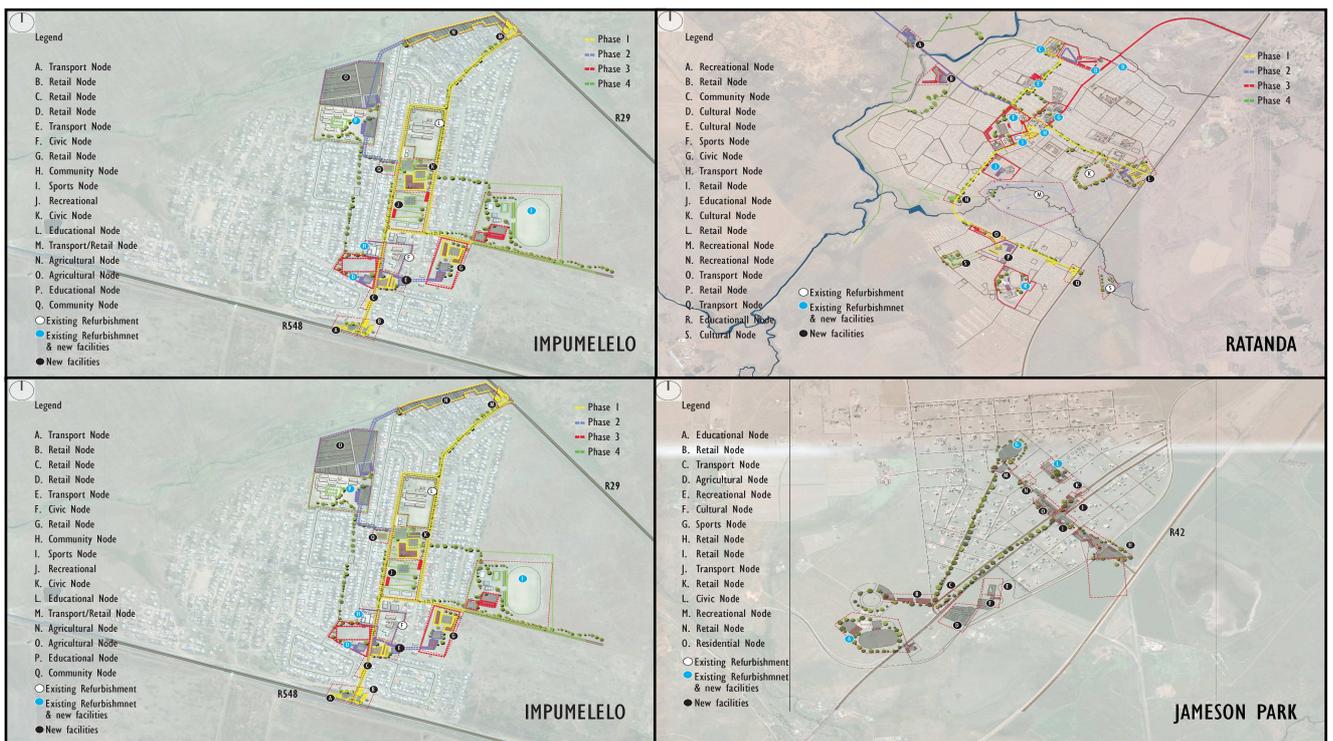
5.3.5 Extension of the Precinct Developments

Technical Assistance was granted by the NDPG to further investigate the possibility of creating an urban framework for the townships selected below. The investigation should demonstrate business /investment case. The end result of the study is to develop a business plan that is bankable in order to create precincts development partially funded by NDPG and leveraging through Private Sectors.



Map 10: Extension of Precinct Developments

Map 11: Extension of Precinct Developments



Feasibility Studies in Lesedi Local Municipality

The studies in Lesedi were not completed due to the fact that the Professional Team responsible was not able to complete the work. The new Professional Team is being appointed to complete the work.

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;
- 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:

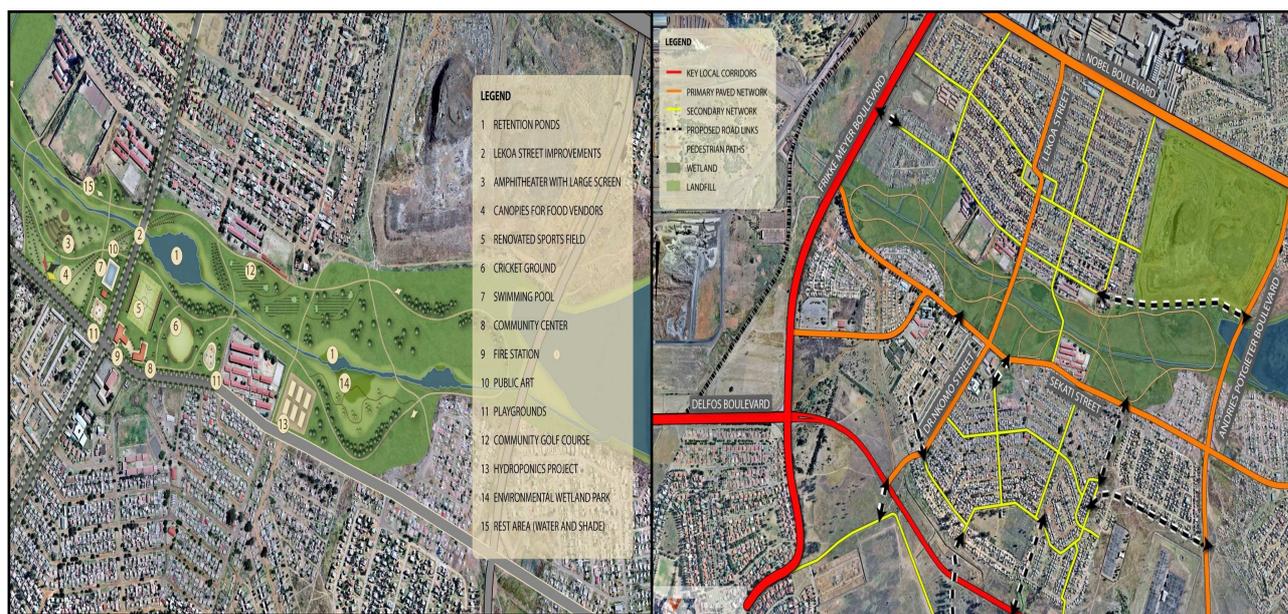
Table showing Evaton Urban Renewal Programme selected roads

LOCATION	BUDGET
Stirling	R1 600 m
Union Road	R2 700 m
1 st Avenue	R2 300 m
Hamilton	R2 300 m
Easton Road	R3 500 m
TOTAL	R12, 400 m

Feasibility Studies in Emfuleni Local Municipality

The studies at Emfuleni are continuing very well with the project plans completed and Business Plan undergoing for the following townships: Boipatong, Bophelong and Sebokeng.

Detail of Boipatong Park Concept Plan and Boipatong Street network and recommended new links.



In Boipatong, an urban design framework has been developed 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 has been developed for the R57 corridor and it’s surrounding 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 projects have been identified for potential precinct development and project plans have been developed. These projects 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
- 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.

Sicelo

The feasibility study is taking place in Sicelo. Sicelo was identified as ready for development as compared to other Midvaal Townships. The professional Team is in a process of finishing the feasibility study which will produce Business Case for implementation.

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.

Regional Sewer Scheme

Challenges for 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 systems of Emfuleni and Midvaal are currently running at their 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 MI/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 and other related 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 MI/day, staggered to spread the cash flow.

Clean Air

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

Air quality and its management are important as they affect 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. IDP BUDGET DRAFT 2011/12 TO 2013/14

6.1. INVESTMENT INTO OPERATING ACTIVITIES

The budget on financial performance (previously income and expenditure statement) has been drawn up on the GRAP (Generally Recognized Accounting Practices) principles of accounting where provision for depreciation has been taken into account (See Annexure A). The following should be noted:

6.1.1. 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.

<i>Fiscal year</i>	<i>2009/10 Actual</i>	<i>2010/11 Estimate</i>	<i>2011/12 Forecast</i>	<i>2012/2013 Forecast</i>	<i>2013/14 Forecast</i>
Headline CPI Inflation	6.3%	4.2%	4.8%	5.3%	5.5%

Source: MFMA Circular 55

6.1.2. Transfers to Municipalities

Section 214 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.

The Municipal Council were requested to ensure that the 2011/2012 performance contracts of their municipal managers, as well as those of senior officials, reflect, among other key performance areas, the above responsibilities and accountabilities.

<i>Allocation as per DORA Bill, Government Gazette No. 33959 of 24 January 2011</i>	<i>2011/2012 Allocation R'000</i>	<i>2012/2013 Forward Estimate R'000</i>	<i>2013/2014 Forward Estimate R'000</i>
EQUITABLE SHARE	220,439	227,627	233,903
Local Government Financial Management Grant	1,250	1,250	1,250
Municipal Systems Improvement Grant	800	1,000	1,000
Neighborhood Development Partnership Grant (Capital Grant)	14,000	25,000	25,000

Source: Government Gazette No. 33959 of 24 January 2011

6.1.3 Key Legal Provisions to be Strictly Enforced

All municipalities must prepare budgets, adjustments budgets and in-year reports for the 2011/12 financial year in accordance with the Municipal Budget and Reporting Regulations. In this regard, municipalities must comply with both:

- The formats set out in Schedules A, B and C of the regulations; and
- The relevant attachments to each of the Schedules (the Excel Formats).

All municipalities must do a funding compliance assessment of their 2011/12 budgets in accordance with the guidance given in MFMA Circular 42 and the MFMA Funding Compliance Guideline before tabling their budget, and where necessary rework their budget to comply so that they table a properly funded budget.

The deadline for the submission of tabled budgets is *Thursday, 31 March 2011*.

The deadline for the submission of approved budgets is ten working days after Council approves the annual budget

6.1.3. Operating Income

The service charges and rental income have been increased by 6,5% as laid out in "Table A6."

DESCRIPTION	Budget by Source R'000	BUDGET 11/12 R'000
A. OPERATING REVENUE		
<u>Service Charges</u>		7,623
Fresh Produce Market	7,623	
Heritage	0	
<u>Rental Of Facilities And Equipment</u>		446
Maintenance & Cleaning	346	
Vereeniging Theatre	60	
Mphatlalatsane Theatre	40	
<u>Interest Earned - External Investments</u>		7,886
Finance Cluster - Financial Management	7,886	
<u>Licenses And Permits</u>		58,728
License Services Centre - Support	3,600	
License Services Centre - Vereeniging	22,512	
License Services Centre - Vanderbijlpark	18,678	
License Services Centre - Meyerton	7,572	
License Services Centre - Heidelberg	6,366	
<u>Government Grants And Subsidies - Operating</u>		263,398
Finance Cluster - Financial Management (Equitable Share, FMG)	222,489	
HR	1,000	
HIV & AIDS	3,905	

EMS Coordination	34,694	
EPWP (Taxi Ranks)	1,310	
Government Grants And Subsidies - Capital		14,000
NDPG Unit	14,000	
Other Revenue (Minor Tariffs)		16,133
Finance Cluster - Financial Management	7,081	
Human Resources Administration	1,024	
Corporate	0	
Vereeniging Airport	825	
IT Emfuleni	5,439	
IT Midvaal	1,336	
License Services Centre - Support	2	
License Services Centre - Vereeniging	2	
License Services Centre - Vanderbijlpark	1	
License Services Centre - Meyerton	2	
License Services Centre - Heidelberg	2	
EMS Coordination	420	
Total Operating Revenue		368,214
DESCRIPTION		BUDGET 11/12 R'000
B. OPERATING EXPENDITURE		
Employee/Councilor Related Cost		246,215
Bad Or Doubtful Debts		0
Provisions		2,000
Depreciation		8,000
Repair And Maintenance		5,665
Finance Charges		5,604
Contracted Services		21,790
Grants And Subsidies		0
General Expenses		64,776
Transfers To Capital Expenditure		14,000
Total Operating Expenditure		368,050
Operating Surplus / (Deficit) A - B		164

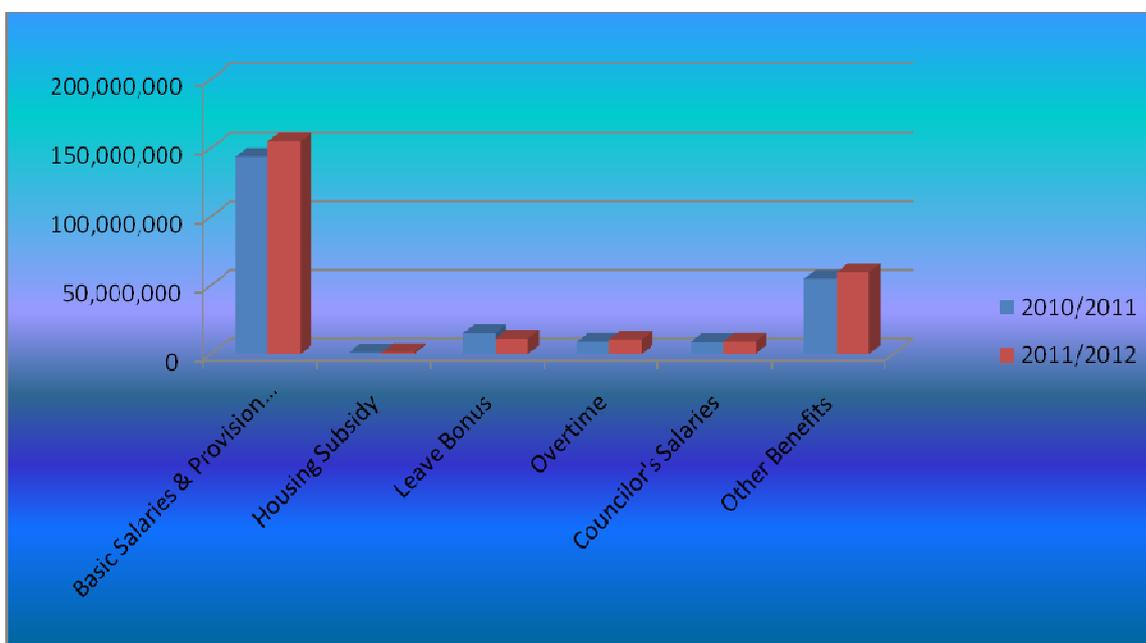
6.1.4. Employee and Councilor Related Costs

Salaries are projected at R246 million for the 2011/2012 financial year. The three-year labour salary agreement (SALGA & SALGBC) has been estimated at an increase of 8%. No provision for vacancies (new posts and attritions) was made for all Clusters as part of cost-reduction measures. The Municipality is currently in the process to finalize our personnel cost reduction strategy to bring structural alignment and stability to our salary bill.

Council must note that although employee related costs have grown by 8%, the provisional equitable share allocation has only grown by 3, 2% leaving Council to fund a deficit of 4,8%. This deficit has had to be filled by reducing other operational expenditure, potentially reducing Council's ability to render services but still able to fulfill our coordinating role based on our current human capital.

Attention is drawn to the current trend of the steep growth in employee-related expenditure for the total organization directly related to the increase in employee-related costs within Emergency Medical Services (EMS) and Licensing Service Centers (LSC). It can be reported that the Provincial Department of Health will proceed with provincialization of EMS in the 2011/12 financial period, to ensure this process to run smoothly the EMS budget has been ring-fenced accordingly. The total unfunded mandate once provincialization gets implemented will be raised as a debtor payable by the Department of Health. The amount currently stands at R 33,547,523 (R15, 808,047 for 2010/11 and R17, 095,544 for 2011/12 financial year).

Council is advised that these departments make alternative arrangements through shift and flexi-time systems to compensate staff for working outside regular municipal working hours in order to reduce overtime costs.



6.1.5. Depreciation

In accordance with the GRAP standards and principles, depreciation on all assets needs to be provided for within the statement of financial performance. This will allow Council to charge consumers during the useful life of the asset on a proportionate basis and not at the date of acquiring the asset. The amount provided for the 2011/2012 financial year amounts to R8 million, which is non-cash generated and only included as a book entry.

6.1.6. Repair and maintenance

Repairs and maintenance will be for current buildings occupied by Sedibeng District Council as well as the movable assets on the asset register. An amount of R6 million has been provided. This is a reduction of 25% of the 2010/2011 budgeted amount of R8 million based on actual expenditure and the growth parameters permitted by National Treasury.

However, the allocated amount is at 1,8% and above the accepted norm of 1% of total operating expenditure as part of Council's programme to address service delivery backlogs.

Repairs and maintenance of Council's assets are allocated as follows:-

REPAIR AND MAINTENANCE	R'000
Buildings Fences & Sites	3, 220
Network / Infrastructure	560
Plant Equipment & Furniture	1, 424
Vehicles	461

6.1.7. Contracted services

Contracted services have been determined by the need for services to be rendered by service providers and taking the current obligations into account. The top eight user-departments are stated below and the projects relate to:-

	CONTRACTED SERVICES R'000
Internal Security Unit	12,500
Maintenance & Cleaning: (Council buildings)	1,024
Community Safety : (CCTV Maintenance contract)	540
Corporate & Legal (Fumigation and Fire Protection for Archives)	542
Human Resources Administration: (EAP psychological referrals, trauma debriefing and OHS compliance)	440
Finance Cluster: Financial Management: (Implementation of Long Term Financial Plan & VAT Review)	1,500
Fresh Produce Market: (Maintenance and repair contracts)	1,184
Finance Cluster: Supply Chain Management: (Database Clean-up Project & Implementation of Procurement Strategy)	144

6.1.8. General Expenses

The general expenditure budget has been drawn up in order to assist the employees of Council to provide them with the necessary tools to achieve the deliverables as set in the GDS, IDP and SDBIP. The budget has also been drawn up taking into consideration that the main purpose of the District is to plan and co-ordinate, whereas the execution process will be performed at a Local Municipality level. There is a decrease of R 24 million from R106 million in 2010/2011 adjustment budgets to a sum of R82 million for 2011/2012.

This reduction has been effected to assist Council in funding the deficit on the employee-related costs bill.

The major decreases were:-

<i>General Expend - Departments</i>	<i>BUDGET 2010/2011 R'000</i>	<i>BUDGET 2011/2012 R'000</i>	<i>VARIANCE</i>	<i>% DECREASE</i>
Donations	855	126	729	85%
Collection Costs	3,400	0	3,400	100%
Catering	1,367	974	393	29%
Workshops	7,285	5,287	1,998	27%
Legal Charges	3,225	1,670	1,555	48%
Market & Promotions	3,054	1,512	1,542	50%
Subsistence & Travel	2,936	1,629	1,307	45%
Consultation Fees	3,491	1,769	1,722	49%
Contracted Services	25,848	21,790	4,058	16%

These savings were redistributed towards service delivery orientated expense items such as marketing/promotion/advertisements, computer requirements, advertisements, bank charges, stationery, telephone – office, entertainment – external, uniforms, congresses / attending meetings, legal charges, aviation fuel, training, periodicals/reference book/magazines, telephone - cell phones, local municipalities agency services, transport - fuel and oil, office refreshments, stock and materials, electricity, rental, membership fees, printing and binding and disaster recovery.

Council can further decrease telephone costs by strictly applying the limitation of the maximum of R300 per month per staff member and any costs over the threshold are to be recovered monthly through the payroll and recognized as telephone income.

Council are advised to cease issuing internal bursaries to staff as the process is not regulated through an approved policy and may be construed as a loan to staff which is a prohibited practice as per the MFMA. It must be noted that the creation to develop and the search for talent from a Management perspective must be reviewed for the favourable application of this function towards succession planning.

Council are advised to review training and development costs in terms of the operational and service delivery requirements of Council, and an effort be made immediately to approach the various SETA's to gain grant funding as income before the approval of the final budget for 2011/2012 by Council.

6.1.9. INVESTMENT INTO CAPITAL

The total Capital investment for 2011/2012 will be R 30 million, whereby R 4 million will be funded from our internal reserves and R 26,250 million from grant funding (See Annexure B). Grant funding must be sourced before any Capital Project can proceed. Donor Funding must also be considered for planned projects as outlined in the IDP to ensure that it is properly funded before the final 2011/12 budget.

6.2. ALIGNMENT WITH COUNCIL STRATEGIES

The report is aligned with the Reviewed IDP for 2011/2012, the district's GDS, Municipal Budget and Reporting regulations GN 32141 as well as circulars 45, 48 and 51 of National Treasury.

6.3. FINANCIAL IMPLICATIONS

The total estimated **Operating Revenue** of R 368,214,871.

The total estimated **Operating Expenditure** of R 354,050,736.

The total estimated **Capital Budget** of R 50,380,000.

Section 18 of the MFMA act needs to be adhered to when looking at the budget funding requirements. This section indicates the following:

- “18. (1) *An annual budget may only be funded from—*
- (a) Realistically anticipated revenues to be collected;*
 - (b) cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and*
 - (c) Borrowed funds, but only for the capital budget referred to in section 17(2).*
- (2) *Revenue projections in the budget must be realistic, taking into account—*
- (a) Projected revenue for the current year based on collection levels to date; and*
 - (b) Actual revenue collected in previous financial years.”*

6.4. LEGAL IMPLICATIONS

The budget has been drawn up in line with the MFMA, Act 56 of 2003 (SS 16-17) which inter alia states:

“The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.”

7. MAINSTREAMING

7.1 GENERAL DELIVERABLES FOR DESIGNATED GROUPS

In this section the general deliverables for designated groups namely women, children, youth, and people with disabilities, elderly and ex-combatants are outlined. These 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. And Employment Equity
- Disability Policies

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.

7.2 DELIVERABLES FOR DIFFERENT DESIGNATED GROUPS

<p>Women</p>	<ul style="list-style-type: none"> ▪ Identify and assist women in accessing training opportunities related to greening programmes; and ▪ Develop leadership programmes for women. ▪ Availability of HIV Counselling and Testing (HCT) services at all women programmes taking place within the District. ▪ Advocate against women abuse through men’s forum ▪ Ensure that HIV-positive women are integrated into the socio-economical environment
<p>Youth</p>	<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 ▪ Ensure HIV programmes implementation within youth sector, including HCT uptake ▪ Ensure that youth participate voluntarily in HIV&AIDS programmes, including being counsellors, Peer Educators and/or Ambassadors ▪ Encourage youth to undergo medical male circumcision
<p>People with disability</p>	<ul style="list-style-type: none"> ▪ Special Disability /sheltered employment; ▪ Interpreters; and ▪ Get involved in all programmes of Regional Sewer, EPWP, BnM, and Greening. ▪ Capacitate on HIV&AIDS trends and socio-economic impacts. ▪ Advocate against abuse which may culminate to HIV infection
<p>Children</p>	<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. • Ensure children programmes for HIV&AIDS, including drop-in centres for OVC • Ensure that PMTCT is effectively implemented to prevent Mother to child infections
<p>Elderly</p>	<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. ▪ Capacitate on HIV&AIDS trends and socio-economic impacts
<p>Ex-combatants</p>	<ul style="list-style-type: none"> ▪ SMME development & support to designated groups and ex-combatants; ▪ Set concrete targets for ownership and empowerment for designated groups and ex-combatants; ▪ Tour guides targeting designated groups and ex-combatants; and

	<ul style="list-style-type: none">▪ Get involved in all programmes of Regional Sewer, EPWP, BNM and Greening.▪ Access to treatment, care and support.
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7.3 DELIVERABLES FOR DESIGNATED GROUPS PER KPA AND IDP STRATEGY

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
Reinvent our Economy	Support the consolidation and expansion of the metal, energy and construction sectors	Enable Youth, Women and Ex combatant to participate in Sector Forum	Women the Youth People PWD	2%	Well trained Artisans
	Promote and develop the tourism and leisure sectors	Facilitate Learnership	Women, Youth and Ex Combatant	1%	Target groups that will be trained
	Promote and develop the agriculture sector	Facilitate and promote rural development programmes	Women, Youth and Ex Combatant		Well trained and productive Youth, Women, etc
	Promote opportunities for increased inclusivity in the economy	Facilitate SMMEs access opportunities and Training in Private and public Programmes	Women, Youth and Ex Combatant	40%	
	Ensure integrated economic development and investment through the Vaal 21 initiative and Growth and Development Strategy	Flagship projects secure schemes Projects	Women, Youth and Ex Combatant	2%	High Productivity
Renew our Communities	Ensure integrated spatial development planning and promote good land use management	Facilitate appropriate Land use policies	Women, Youth and Ex Combatant	2%	Improved SDF concept
	Promote residential development and urban renewal	Enable participation in construction sector	Increase participation of Y,W and PWD in LED	10%	Participation of target group on construction sector
	Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity				
Reviving a Sustainable Environment	Ensure the minimisation of Waste and the Maximise recycling of waste	Facilitation and implementation of Botle-ke-Botho campaign	Women (60%) Youth (20%) Men (18%) PWDS (2%)		Botle-ke-Botho campaign will be rolled-out and implemented
	Create Healthy Environment through Effective Environmental Health Management				

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
	Build Partnership to ensure integrated environmental awareness, planning and management	<ul style="list-style-type: none"> ▪ Co-ordinates and promote national campaigns through Arbor Day & Arbor cleaning campaigns ▪ Facilitate and Support implementation of Buyisela (Eco-Town) program in Emfuleni LM by sweeping streets, creation of park and gateways, and planting of trees ▪ Implementation of the Energy Efficiency audit – retrofitting programme 	Women (60%) Youth (20%) Men (18%) PWDS (2%)	170 57 51 5	National campaigns co-ordinated and be promoted Buyisela (Eco-Town) program will be facilitated and implemented
	Promote conservation of environmental resources and biodiversity				
Reintegrate our Region	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). 	Women Youth Men PWDS		
	Plan and develop accessible, safe and affordable public transport systems and facilities	<ul style="list-style-type: none"> ▪ Cater for PWD to ensure their mobility & accessibility in public transport vehicles and the design of facilities. ▪ Interface and include designated group as part of the broader stakeholders 	PWDS		Accessibility and mobility of PWDs will be ensured through a close liaison with Public Transport Service

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
		during 2011October Public Transport Campaign <ul style="list-style-type: none"> ▪ Training and Development of staff ▪ Transfer of skills through learnership and contract services 	Women Youth Men PWDS		Providers Public Transport Month Activities will be rolled-out Staff will be trained and capacitated Skills will be transferred
	Promote efficient movement of freight				
	Render an efficient and corruption free vehicle registration and licensing service				
	Improve ICT connectivity in Sedibeng				
Release Human Potential	Nurture the development of people’s potential through sport, recreation, arts and culture	Annual women sports development programme	Women Youth PWD	150 200 200	To encourage women participating in sport Allow young to discover their potential Normalise integration of able bodied & disabled Developed PWD’s for other opportunities e.g. Paralympics provincial, national games holistically
		Annual disability games	PWD	200	Early developed,

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
		Schools sports collaboration	Youth	1000	competitive youth Skills development in the creative industries Development of artistic talent and audience
		Craft hub	Women Youth Men	55 30 35	
		Arts to people programme	Elderly PWD Youth	500 100 600	
	Promote and develop the heritage of our region				
	Promote a safe and secure environment	<ul style="list-style-type: none"> ▪ Recruit more Community Patrollers for visible policing. ▪ Conduct awareness programs on domestic violence. ▪ Support Victim Empowerment Centres towards their mission of providing trauma counselling to victims of crime. ▪ Revive, support and sustain Youth Crime Prevention Desks. ▪ Develop a sexual harassment policy for Councillors ▪ Mentoring of Councillors based on the 	<ul style="list-style-type: none"> ▪ Women ▪ Youth ▪ Women ▪ Children ▪ PWPs ▪ Women ▪ Children ▪ Men ▪ Youth Women Councillors 	<ul style="list-style-type: none"> • 200 • 300 • 300 • 1000 • 100 • 300 • 200 • 200 • 500 	<ul style="list-style-type: none"> • Safer and secured streets. • Informed committees on domestic violence. • Rehabilitated victims of crimes. • More and active participation of Youth in crime prevention activities. • Protection of their

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
		induction process <ul style="list-style-type: none"> Mentorship training programme for women Councillors in the following categories : local government finance, LED, sustainable development; develop women role models; information exchange sessions 	Women Clrs Women Clrs		human rights <ul style="list-style-type: none"> Motivated and effective Councillors Properly capacitated councillors
	Perform disaster management efficiently	<ul style="list-style-type: none"> Coordinate safety awareness programmes in old age homes Awareness programmes on home safety and reporting of emergencies(10177) Ensure inclusion and participation of youth(organised structures) in Sedibeng Disaster Management Advisory Forum Coordinate training on domestic fire prevention, fire fighting and buddy aid 	Elderly Children PWD's Youth Women	100 1500 100 100 200	Readiness of elderlies in old age homes to deal with safety issues that may affect them. Well informed, educated and prepared community Make decisions on matters related to disaster management in the municipality Well informed, educated and prepared communities on fire safety and basic first aid
	Promote HIV and AIDS understanding, treatment, care and support	<ul style="list-style-type: none"> Participate in designated groups activities and events e.g women's month. Improve HCT uptake. 	Youth Women People with disabilities Elderly Youth Women People with disabilities Elderly	3000 1000 200 700 3000 1000 100 200	Reduction in new HIV infections Increase HCT uptake

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
		<ul style="list-style-type: none"> Improve access to CCMT.(Comprehensive Care Management and Treatment) Increase Medical Male Circumcision uptake 	Ex-combatants Youth Women People with disabilities Elderly Ex-combatants Youth Ex-combatants	100 200 1000 50 50 30 300 30	Increase number of designated group people who access CCMT Reduction of new HIV infection through MMC(Medical Male Circumcision)
	Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> Peer education initiative on emergency services for different designated groups Buddy aid initiative programme-First aid training Promote health education on teenage pregnancy Conduct Cervical Cancer screening 	Children Youth Elderly Women PWD Youth Women	600 1000 300 800 300 All designated group 300 200	CREATING AN AWARENESS CULTURE IN REGARDS TO EMS An empowered community rendering first aid when needs arises Reduction in teenage pregnancy Early identification & treatment of Cervical Cancer patients PWD's empowered with entrepreneurship skills Empowered youth on

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME	
		<ul style="list-style-type: none"> Capacity building on entrepreneurship skills 	Youth	50	leadership skills Informed youth on different career paths	
		<ul style="list-style-type: none"> Conduct leadership development programmes 	PWD's	100		
		<ul style="list-style-type: none"> Career guidance 	Youth	500		
	Promote social development of communities (Children)		<ul style="list-style-type: none"> School Holiday Program 	Children	60	Safer, educated and well informed community Improved lives of children Improved lives of children Empowered Child Minders
			<ul style="list-style-type: none"> Coordinate awareness on Human Trafficking, Water wise and Disaster Management 			
			<ul style="list-style-type: none"> Coordinate born to read programme 	Parents children	100 200	
			<ul style="list-style-type: none"> Coordinate and support 365 days(16 days of activism) Children protection care 	Children/with disabilities	60	
			<ul style="list-style-type: none"> Training on Child Care Act (Awareness and Advocacy on Legislation) 	Child Minders	100	
	Promote social development of communities		<ul style="list-style-type: none"> Empowering PWDs on business training and enhancement. 	PWD	50	PWD entrepreneurs Capacitated PWD structures leadership Ex-Combatants entrepreneurs Ex-Combatants participating in the EPWP projects. Capacity building enhancement projects in place.
			<ul style="list-style-type: none"> Leadership training for local PWD structures 	PWD	45	
			<ul style="list-style-type: none"> Empowering on business training and enhancement. 	Ex-Combatants	50	
			<ul style="list-style-type: none"> EPWP workshops and cooperatives 	Ex-Combatants	100	
			<ul style="list-style-type: none"> Social responsibility projects for SDM communities 	PWD Children Women	maximum	
Promote skills development and training (Youth Development)		<ul style="list-style-type: none"> Career guidance 	Youth	50	Informed youth on different career paths	

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
Good and Financial Sustainable Governance		<ul style="list-style-type: none"> ▪ Leadership Training 	Youth	500	Empowered youth on leadership skills
		<ul style="list-style-type: none"> ▪ Basic Computer training 	Youth	100	Youth capacitated on computer skills
	Supply Chain Management	<ul style="list-style-type: none"> ▪ Effective management and maintenance of supplier database ▪ Assist SMME's with accessing government tenders ▪ Refer suppliers to specialist training programmes or SMME's development agencies ▪ Report on the rand value spend of contracts awarded to: <ul style="list-style-type: none"> ○ SMME's; ○ Women; ○ PWD's; and ▪ Enterprises located within SDM. 	<ul style="list-style-type: none"> • PWD • SMME's • SMME's ▪ SMME's Women PWD's; and Local suppliers 	<ul style="list-style-type: none"> • 10 PWD Suppliers should be in the SDM's Supplier Database • 12 Monthly reports • 4 quarterly reports • 4 quarterly reports 	
	Effective management of council business				
	Render effective IT services	<ul style="list-style-type: none"> ▪ Improve communication links at Youth Centres. 	Designated groups	100% annually	Improved communication links
	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> ▪ General workers basic computer skills ▪ Leadership skills for women 	Designated groups	100% annually	Improvement of capacity and skills.
	Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> ▪ Improve participation of designated groups in Capital projects 	Designated groups	25% annually	Economic empowerment

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
		<ul style="list-style-type: none"> Ensure accessibility of council facilities for people with disabilities 	Designated groups	50 % annually	Accessible municipal facilities
	Facilitate access to relevant information and promote knowledge	<ul style="list-style-type: none"> Facilitate empowerment workshop on multimedia and training on search Engines 	Designated groups	20% Annually	Enabled staff on access to information
	Ensure measurable performance and transparent monitoring of the municipality				
Vibrant Democracy	Build a high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> Facilitate the Development of external Newsletter that would inform Provide support to stakeholders groupings representing designated groups 	Reinstate knowledge especially to W,Y and PDW PWD Youth Women Children	2% 40%	Well informed target publics Effective functioning of different designated groups
	Promote high level of inter-governmental co-operation and co-ordination				
	Ensure high level of corporate governance				
	Ensure public participation	<ul style="list-style-type: none"> Creating a special platform for designated groups to participate in government initiatives/programmes 	PWD Youth Women Children	As per IDP cycle and public hearings	
		<ul style="list-style-type: none"> Introduce multilingualism and sign interpretation services at all public participation programmes 	Women in business and NGO's		Effective and functional stakeholder groups
	Mainstreaming issues relating to designated groups				
	Strengthening oversight and accountability	<ul style="list-style-type: none"> Establish internal effective systems to ensure incorporation of designated groups 	PWD Youth Women Children	Effective M&E system	Responsive government model
		<ul style="list-style-type: none"> Effective and efficient functioning of Multi Women Caucus, Gender Section 79 Committee 	Women Clrs, staff and stakeholders		Improved monitoring and evaluation of gender programmes

IDP KEY PRIORITY AREA	IDP STRATEGY	MAINSTREAMING ACTIVITIES FOR 2011/12	TARGET GROUP	TARGET INDICATOR	OUTCOME
	Build high level of stakeholder relations and effective communication and branding	<ul style="list-style-type: none"> Ensure a cross sectional representative of vulnerable groups in the following sectors: Business, Agriculture & NGOs 	All designated groups		An inclusive stakeholder database
		<ul style="list-style-type: none"> Introduce multilingualism and sign interpretation services at all public participation programmes 		PWD & Indigenous languages	Provision and facilitation of inputs from various stakeholders

8. ALIGNMENT WITH NATIONAL, PROVINCIAL AND LOCAL POLICIES, PROGRAMMES AND PROJECTS

In this section, we identify each of the IDP strategies and deliverables for 2011/12, what is the existing extent of the 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.

8.1 REINVENTING OUR ECONOMY

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area:</p> <p>Reinvent our Economy through the following areas of focus,</p> <p>LED</p> <p>Tourism</p> <p>Agriculture</p> <p>SMME</p> <p>BBBEE</p> <p>Land Reform</p> <p>GDS</p>	Support the consolidation and expansion of the metal, energy and construction sectors	<ul style="list-style-type: none"> ▪ Energy conservation in light of climate change is critical and; ▪ Response to incentive policy must be implemented by all Municipalities. ▪ Participation in Steel Advisory Forum by all Municipalities is ongoing ▪ Sustaining the construction Industries is a potential for all. 	<ul style="list-style-type: none"> ▪ GAMSKAP programme with DED. ▪ Gauteng Employment, Growth & Development Strategy (GEGDS)2009 – 2014 • Steel forum has been established and Locals are now part. ▪ Provincial and National Spatial Development Perspectives. ▪ 2010/11-2012/13 Industrial Policy Action Plan (IPAP) on sector strategies. ▪ 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 ▪ Sedibeng ▪ The Tourism Strategy is developed by the District covering the Locals and; ▪ Locals and District to implement Regional Tourism development Strategy ▪ Emfuleni 	<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

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<ul style="list-style-type: none"> ▪ Work in progress around Recreational Precinct in Sharpeville ▪ Increased leisure activities on along the River and by the KwaDlomo ▪ Completion of access roads at Phelindaba Cemetery. 	<ul style="list-style-type: none"> ▪ 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
		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 ▪ The strategy for Agriculture is developed by the Province and National ▪ The District must facilitate that all programmes and activities for agriculture are well coordinated, aligned and integrated with the Provincial strategy 	<ul style="list-style-type: none"> ▪ Draft Gauteng Rural Development Strategy ▪ Land Reform ▪ Land Redistribution for Agricultural development (LRAD) ▪ Proactive Land Acquisition Strategy (PLAS) ▪ The extension of Security of Tenure Act (ESTA) ▪ Municipal commonage policy ▪ Rural development strategy of 2000 ▪ Strategic Plan for Agricultural (2001) ▪ Comprehensive Agricultural Support Programme (CASP) ▪ Gauteng Development Strategy (GDS) ▪ Draft 2055 Gauteng Development Strategy ▪ Food Security Programme with GDACE ▪ LRAD Programme with Land Affairs and GPLRO & LRCC ▪ Land usage identification with DLA (Area Based Planning Programme)
		Promote opportunities for increased inclusivity	<ul style="list-style-type: none"> ▪ Lesedi ▪ Align Sedibeng District Informal 	<ul style="list-style-type: none"> ▪ Gauteng Growth and Development Strategy (GDS)

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		in the economy	<p>Traders Strategy with locals on informal trading regulations.</p> <ul style="list-style-type: none"> ▪ Regulation of informal trading is facilitated through the development of infrastructure in Ratanda an Heidelberg CBDs ▪ Emfuleni ▪ Develop a Local Economic Development Strategy ▪ Promote BBBEE ▪ Revitalise the CBD ▪ Enhance relations with Local Business Sector ▪ Develop Sector Strategies Programmes. ▪ Promote and develop a strategy for SMME ▪ Develop policy on informal vendors/traders in line with SDM Informal Traders Strategy. ▪ Revive hydroponics projects aligned to Sedibeng Agricultural programmes. ▪ Develop an Industrial Development Strategy ▪ Promote and develop a strategy for SMMEs 	<ul style="list-style-type: none"> ▪ Gauteng Employment, Growth and Development Strategy (GEGDS) 2009 – 2014 ▪ DTI; BBBEE Act ▪ DTI Programmes i.e Co-operative Incentive Scheme Operational Guidelines ▪ National Treasury Regulations on procurement and priorities. ▪ Build sustainable communities ▪ Promote employment opportunities, ▪ Various skills development programmes with DOL, SEDA, TEP, GEP and SETA ▪ Sedichem turnaround strategy with DED and GEP ▪ Civic Precinct supported by PPP Unit for feasibility and call for proposal • Work with other Government agencies to give information about their product like TEP, GTA, GEDA, Blue IQ • Work with other spheres on the development of Sector strategies and Industrial Develop Plans with DTI and DED • Informal Trader Strategy adopted and policy would be aligned with other spheres of Government once policy is adopted by Council. • Working with Department of Agriculture, ARC and GDARD
		Ensure integrated economic development and investment through the Vaal 21 initiative and Growth and Development Strategy	<p>Lesedi</p> <ul style="list-style-type: none"> ▪ 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 ▪ Gauteng Employment, Growth & Development Strategy (GEGDS) 2009 – 2014. 2010/11-2012/13 Industrial Policy Action Plan (IPAP) on sector strategies.

8.2 RENEWING OUR COMMUNITIES

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area:</p> <p>Renew our Communities through the following areas of focus,</p> <p>Development Planning</p> <p>Land Use Management</p> <p>GIS</p> <p>Housing</p> <p>Infrastructure</p> <p>Water and Sanitation</p> <p>Electricity</p> <p>Urban Renewal</p>		<p>Ensure integrated spatial development planning and promote good land use management</p>	<p>Lesedi</p> <ul style="list-style-type: none"> ▪ 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 <p>Emfuleni</p> <ul style="list-style-type: none"> ▪ Review SDF for the entire area of Emfuleni ▪ Develop a new Emfuleni town planning scheme ▪ Develop an Urban Development Zone for Emfuleni ▪ Assistance to ELM on application backlogs ▪ Capture of Data needed at locals including addressing under usage ▪ Ongoing cooperation needed on Spatial Development Framework and Urban Edge 	<ul style="list-style-type: none"> ▪ Stimulate sustainable economic activities and create long employment ▪ Department of Economic Development (DED) Programme alignment: <ul style="list-style-type: none"> ▪ GSDF ▪ SDF ▪ LUMS ▪ GDT/GAT ▪ Municipal Demarcation Board (MDB): Development Planning programme <ul style="list-style-type: none"> ▪ Geographical areas (wards, EA, municipal. boundaries) ▪ Demarcation process ▪ GDARD: <ul style="list-style-type: none"> ▪ Environmental Impact Assessment (EIA) and compliance ▪ Access to datasets (e.g. dolomites, wetlands, etc.) ▪ Policies and Legislative frameworks <ul style="list-style-type: none"> ▪ SDF submissions ▪ Planning policies (Urban Edge) ▪ Land Use Management Systems LUMS ▪ World Bank/ National Treasury : ▪ Funding NDPG/ Urban Renewal projects ▪ National Programme: <ul style="list-style-type: none"> ▪ National Imagery Mapping Advisory Committee (NIMAC) with Land Affairs. ▪ National Spatial Information Framework.

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
				<ul style="list-style-type: none"> ▪ Area Based Planning ▪ Housing: <ul style="list-style-type: none"> ▪ Municipal Housing Development Plans (MHDP) ▪ DWAF – water management functions in the region ▪ Rand Water – provision of water ▪ 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 ▪ 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 	<ul style="list-style-type: none"> ▪ Office of the Premier (Evaton Renewal Programme) Multi-Sectoral Programme (R50m per annum) ▪ National Treasury SARS on CBD tax Incentive for Vereeniging ▪ NPDF grant (R250m + R20m) for urban renewal ▪ MIG funding under 20PTP projects & new housing developments ▪ NHBRC ▪ Quality assurance ▪ Emerging contractors and upgrading ▪ CIDB: <ul style="list-style-type: none"> ▪ Grading and registration ▪ De-registration ▪ Regulation ▪ NHFC ▪ Funding (Emerging contractors) ▪ Land Affairs ▪ Land restitution and acquisition
		Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of	<p>Emfuleni</p> <ul style="list-style-type: none"> ▪ Provide sufficient and efficient pothole patching teams ▪ Tarring of all township roads by 2010/11 	<ul style="list-style-type: none"> ▪ Support economic growth and investments through the provision of appropriate transport systems and socio – economic infrastructure ▪ Eskom – transmission,

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		electricity	<ul style="list-style-type: none"> ▪ Tarring of five prioritized townships – Top 20 Townships ▪ Achieve 100% traffic signals functionality by 2010/11 ▪ Development of Infrastructure Master Plans ▪ Development of a Storm water 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 	<p>distribution and generation</p> <ul style="list-style-type: none"> ▪ Local Government – Provincial energy strategy
			<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 under Key Deliverables) ▪ 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 	<ul style="list-style-type: none"> ▪ DLG and DWAF are participating in the planning of the regional sewer work ▪ DLG, DWAF are also invited to the IGR meetings ▪ Support economic growth and investments through the provision of appropriate transport systems and socio – economic infrastructure

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> ▪ 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 	

8.3 REVIVING A SUSTAINABLE ENVIRONMENT

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area: Revive our Environment through the following areas of focus,</p> <p>Environmental Management Waste Management Environmental Awareness Environmental Health Air Quality Management Cemeteries</p>	<p>Ensure the minimisation of waste and the maximize recycling.</p>	<p>Emfuleni</p> <ul style="list-style-type: none"> ▪ 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 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 	<ul style="list-style-type: none"> ▪ Integrated Waste Information System ▪ Promote sustainable development and quality of life by contributing to a safe and healthy living environment through waste minimisation and pollution abatement ▪ Involve GDACE and DEAT in the IWEX Steering Committee ▪ We are reporting to GDACE on the progress on the WIS project on a quarterly basis ▪ GDACE and DWAF are invited to the Regional Environmental IGR.

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> Continue to participate and support Emfuleni in the development of the Landfill gas to Energy project 	
	Create a healthy environment through effective environmental health management	<p>Emfuleni</p> <ul style="list-style-type: none"> Develop and implement an Environment Management Plan Develop a uniform set of by-laws Develop air quality management plans Continue involving locals in the sectoral MHS IGR 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 	<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
	Ensure the minimisation of waste and the maximize recycling of waste	<p>Emfuleni</p> <ul style="list-style-type: none"> Implement an effective refuse collection system Implement the Integrated Waste removal strategy Develop a strategy to address underground pollution Launch a campaign to educate communities importance of a clean environment Launch a special programme to remove dumping in urban and rural areas Develop Landfill /Mini Dumps / transfer infrastructure 	<ul style="list-style-type: none"> Integrated Waste Information System Promote sustainable development and quality of life by contributing to a safe and healthy living environment through waste minimisation and pollution abatement Involve GDACE and DEAT in the IWEX Steering Committee We are reporting to GDACE on the progress on the WIS project on a quarterly basis GDACE and DWAF are invited to the Regional Environmental IGR

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<ul style="list-style-type: none"> ▪ 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 	
	Create healthy environment through effective environmental health management	<p>Emfuleni</p> <ul style="list-style-type: none"> ▪ Develop and implement an Environment Management Plan ▪ Develop s uniform set of by-laws ▪ Develop air quality management plans ▪ Locals are involved in the sectoral MHS IGR ▪ Steering committee with Locals to implement the By-law and MHS strategy development ▪ Clean fire campaign will be rolled out through the AQM IGR where Local are participating ▪ Local Municipalities are members of the AQ Officers forum for both the Vaal and the Highveld AQ Plans ▪ Locals will be participating in the Steering Committee for the Development of the Section 77/78 AQ Study ▪ Proposal to be developed and LM's to be part of the steering committee for strategic development 	<ul style="list-style-type: none"> ▪ Promote sustainable development and quality of life by contributing to a safe and healthy environment ▪ Alignment with GDACE through the Technical Committee on EHS as well as with the Provincial Health department and National Department of Health ▪ Participating in the AQO forum ▪ GDACE and DEAT will form part of the steering committee for the development of the Section 78 project on the AQ Authority ▪ Proposal to be developed and GDACE, DEAT and DWAF to be part of the steering committee for strategic development
	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 	<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

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<p>IGR where the EPOA is discussed</p> <ul style="list-style-type: none"> Locals are involved in the implementation of the awareness programmes in their areas 	
	Promote conservation of environmental resources and biodiversity	<p>Lesedi</p> <ul style="list-style-type: none"> Completed the Environment Management Framework to be authorised by Gauteng Department of Agriculture, Conservation and Environment Locals are participating in the greening IGR Locals are participating in the Wetlands forum <p>Emfuleni</p> <ul style="list-style-type: none"> Develop and implement an Environment Management Plan 	<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 health; regulatory oversight of abattoirs; approve projects in region in terms of the EIA regulations; waste management plans for province; climate change strategy

8.4 REINTEGRATING OUR REGION

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area 4: Reintegrate our Region through the following areas of focus,</p> <p>Roads and Stormwater</p> <p>Transport</p> <p>Public Transport</p> <p>2010 Public Transport</p> <p>Airports</p> <p>Vehicle Licensing and Registration</p> <p>Traffic</p>	Plan and provide effective efficient and sustainable road infrastructure	<ul style="list-style-type: none"> Locals are part of the Project Steering Committees per projects Locals are part of the monthly progress meeting on the 20T Roads projects Locals will be part of the steering committees for the road signage project implementation Locals are part of the sector Roads Management IGR forum Locals are invited into the sector Transport Planning IGR forum <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 	<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 infrastructure

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
		<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 	<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, Innovation Hub and State Information Technology Agency (SITA)

8.5 RELEASING HUMAN POTENTIAL

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area: Release Human Potential through the following areas of focus,</p> <p>Sport Recreation Arts Culture Heritage Public Safety and</p>	Nurture the development of people's potential through sport, recreation, arts and culture	<ul style="list-style-type: none"> ▪ Establish and upgrade SRAC&H facilities in ELM ▪ Establish partnership with Community Based Organisations for promotion of arts and culture ▪ Establish arts and culture forum in ELM ▪ Collaborate with ELM on Human Rights, Youth, Woman and Heritage months <p>Emfuleni</p> <ul style="list-style-type: none"> ▪ Establish and upgrade sports facilities ▪ Finalise Zone 11 Stadium and other outstanding facility projects 	<ul style="list-style-type: none"> ▪ Collaboration with the province in community based recreation and mass participation in sports, arts, culture and heritage programmes i.e. Hubs, 2010 ▪ Training and funding of the forums ▪ Collaborate with the province and National on Human Rights, Youth, Woman and Heritage months ▪ Promote safe, secure and sustainable communities and healthy lifestyles through the delivery of community base recreation programmes and mass participation in sports, arts and culture and by encouraging community involvement in

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Security Disaster Management Fire Services		<ul style="list-style-type: none"> ▪ Establish partnership with Community Based Organisations for promotion of arts and culture ▪ Establish arts and culture forum 	heritage management
Emergency Medical Services Primary Health Care HIV & AIDS Social Welfare Education	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 GertS ibande and the upgrading of the Roman Catholic Church in Small Farms ▪ Collaborate with the province in the GNC process
	Promote a safe and secure environment	<ul style="list-style-type: none"> • Collaborate with Local Municipalities in <ul style="list-style-type: none"> - Crime Prevention strategies - Public Education and Awareness programs - 2010 Safety and Security Plan • Expand the implementation of CCTV Project to all CBDs • Increase By-Laws enforcement through the utilisation of Community Patrollers in the form of Crime Prevention Unit • Support and coordinate the establishment of the Regional CPF Board • Develop Rural Safety Strategy 	<ul style="list-style-type: none"> ▪ Collaborate with National and Province regarding the 2010 Safety and Security Plan ▪ Support Victim Empowerment Centres in the region ▪ Development of SAPS Safety Plans ▪ Establishment and reviving of the Schools Safety Teams ▪ Support and coordinate programs and structures of the CPFs within the region ▪ Complement SAPS in combating crime through the utilisation of the CCTV Street Surveillance Cameras
	Promote HIV and AIDS understanding, treatment, care and support	<ul style="list-style-type: none"> ▪ Consolidate existing partnership with ELM AND PRIVATE SECTOR ▪ Integrate plans in Mayor's offices of the respective Locals ▪ Hands on project ▪ Project WIN ▪ Khomanani Project ▪ Netherlands ▪ Work place ▪ Indigent burial projects 	<ul style="list-style-type: none"> ▪ Collaborate with the Province in the EPWP and funding ▪ Provide information and research support ▪ HCT campaign ongoing – Budget on HIV/AIDS from Provincial Health department is R75 893 and that in Provincial Social Department is R29 351 303

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<ul style="list-style-type: none"> ▪ Establishment of local AIDS council <p>Emfuleni</p> <ul style="list-style-type: none"> ▪ 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 	
		Perform Disaster Management efficiently	<p>Collaborate with the 3 local municipalities in running of the regional Public Information and Education Relations</p> <p>Collaborate with the three local municipalities in the establishment of the Disaster Management Centre project</p> <ul style="list-style-type: none"> ▪ Collaborate with the 3 local municipalities on analysis and acquirement of fire fighting services needs (as per sec 84 1j) 	<ul style="list-style-type: none"> ▪ Collaborate with the province regarding the 2010 safety and security plan ▪ Provide information and research support <p>Collaborate with the Provincial Disaster Management Centre in the establishment of the Sedibeng Disaster Management Centre project</p> <p>Collaborate with National and provincial centres regarding the interconnectivity of the Sedibeng emergency communication centre to the PDMC and NDMC</p> <p>Collaborate with the PDMC and NDMC on implementation of the ISDR campaign 2010-2011</p>
		Promote efficient delivery of primary health care and emergency medical services	<ul style="list-style-type: none"> ▪ Need to increase coverage of EMS service delivery in Evaton, Devon and rural areas ▪ Emfuleni to extend service hours to Sunday and Public Holidays at Johan Deor, Helga Kuhn and Sebei Motsoeneng clinics. Johan Heyns will implement 24 hours service. ▪ Propose Building of clinics in Bophelong Extension, Sebokeng Zone 17, Boitumelo and Evaton West ▪ Midvaal proposes new clinics in Ward 1, 6, 8 and Mobile points in Ward 4 and 5. 	<ul style="list-style-type: none"> ▪ Provincialization of Primary Health and EMS. Province will transfer R31 m for rendering of EMS and a shortfall of R18m is unfunded. ▪ Increase accessibility of services to Communities. ▪ GPG prioritized Boitumelo as the current structure was closed down. R10m was approved for Boitumelo clinic. R30m was requested for 4 clinics but not approved. ▪ GPG commits establishment of 3 Health Posts at Emfuleni. ▪ New Heineken donated mobile will serve a mobile health point in

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<ul style="list-style-type: none"> ▪ Extension of service hours at Meyerton clinic to 12 hours seven days a week. ▪ Lesedi- Extra mobile points needed; and there is no progress for Ratanda clinic as part of 20PTP. ▪ Extension of service hours to Saturday in Osizolwethu clinic. ▪ Provide a comprehensive primary health care service 	<p>Midvaal</p> <ul style="list-style-type: none"> ▪ Ratanda clinic in Lesedi will be upgraded by BroadReach for roll out of ARVs ▪ Heidelberg clinic need to be relocated. ▪ Develop partnership to promote healthy lifestyles ▪ Strengthen primary health care, EMS and hospital service ▪ Port health services programmes; hazardous substances control programmes
		Promote social development of our communities	<ul style="list-style-type: none"> ▪ Poverty alleviation (War on Poverty programmes) <p>Provision of social services for elderly on daily basis within supervised and protected environment.</p> <ul style="list-style-type: none"> • Midvaal- ECD facility for Kyalisha, Old age home for Sicelo and Disability centre in ward 8. <ul style="list-style-type: none"> ▪ Collaboration with ELM, Midvaal, Lesedi on programmes to promote the development of designated groups. 	<ul style="list-style-type: none"> ▪ Regional Food Bank – budget of R2m. ▪ Household profiling to be conducted in Evaton West and Bophelong Extension ▪ War on poverty programme in Lesedi Jameson park ▪ Strengthening of MDGs particularly in the status of infant and maternal mortality rate ▪ Professional fees for construction of centre for Elderly, ECD and OVC at Bophelong- R500 000 ▪ Construction of centre for Elderly, ECD and OVC at Sharpeville, Boipatong and Polokong. ▪ Emfuleni to revisit sites that were allocated professional fees ▪ Meyerton Old age home not racially inclusive ▪ 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. ▪ Collaborate with Provincial Health and Social Development on NGO.
		Promote skills development and training	<ul style="list-style-type: none"> ▪ Informal crèches in disadvantaged areas in Emfuleni. ▪ Midvaal- low levels of socio-economic development in rural areas in terms of literacy , primary health and early childhood development ▪ Collaboration with ELM, Lesedi and Midvaal on youth advisory centre functioning. 	<ul style="list-style-type: none"> ▪ 400 CHW will be trained through EPWP. 40 New ECDs to be funded- available funds R25 495 720 ▪ Collaboration with national and provincial youth agencies

8.6 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
<p>Key Priority Area:</p> <p>Good and Financial Sustainable through the following areas of focus</p> <p>Governance</p> <p>Treasury</p> <p>Supply Chain Management</p>		Ensure financial sustainable local government including of revenue collection, management and financial mobilisation	<p>Emfuleni</p> <ul style="list-style-type: none"> ▪ Clean up consumer database ▪ Verification of indigent register ▪ Explore alternative sources of revenue ▪ Increase account collection rates – credit control ▪ Achieve unqualified AG report ▪ Develop a 5 Year Financial Plan ▪ Improve billing processes ▪ Improve debt collection processes ▪ Additional points allocated in terms of the PPPFA to the mainstreaming groups ▪ Research a methodology to award points to HIV/AIDS and ex combatants groups 	<ul style="list-style-type: none"> ▪ Promote transparency and enforce effective financial management ▪ Alignment with Provincial Treasury and DLG Finance summit findings ▪ Participating in the “Targeted procurement for small enterprises” project of GPG Treasury ▪ Provide GAP analysis to Treasury for all groups ▪ National and Provincial Treasury ▪ Grant Funding ▪ Donor Funding ▪ NDPG ▪ PPP’s with other Government Departments and 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"> • Render effective IT service on an Agency basis for the Local Municipalities 	<ul style="list-style-type: none"> ▪ Alignment with Provincial Business Continuity Plan
		Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> ▪ HR co-ordination with Local Municipalities ▪ Co-ordinate the implementation of a uniform performance management system ▪ Co-ordinate the implementation of a uniform Human Resources Development Strategy ▪ Co-ordinate the implementation of a uniform benefit scheme ▪ Co-ordinate the implementation of a uniform remuneration regime ▪ Co-ordinate the implementation of a uniform labour relation 	<ul style="list-style-type: none"> ▪ Align recruitment and selection process with National EE demographics targets ▪ Establish a District wide Batho Pele leering network ▪ Department of Labour – Equity, Skills Development ▪ OHS Act ▪ EE Act ▪ National and Provincial Batho-Pele units

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<p>systems</p> <ul style="list-style-type: none"> Co-ordinate the implementation of a uniform of Employee Assistance Programme (EAP) 	
		Develop and maintain high quality municipal facilities	<ul style="list-style-type: none"> Co-ordinate the implementation of a uniform facilities (Assets, Fleet, Security and Properties) strategy 	<ul style="list-style-type: none"> Department of Public works (Building Standards and Fleet Management) Department of Treasury,
		Facilitate access to relevant information and promote knowledge	<p>Emfuleni</p> <ul style="list-style-type: none"> Implement an effective document retrieval & archive system Midvaal & Lesedi to participate in Knowledge management forum <p>SDM</p> <ul style="list-style-type: none"> Communities of Practice (COP) established Knowledge exchange and best practices shared across the District, locals and provinces SDM developed a KM strategy to be adapted by Local 	<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, Learning networks Review of the Policy and Systems Case study training on writing/ training Mentoring and coaching World Bank Knowledge product development training

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<ul style="list-style-type: none"> Municipal performance assessment
	Ensure measurable performance and transparent monitoring of the municipality		

8.7 VIBRANT DEMOCRACY

IDP KEY PRIORITY AREA	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
Key Priority Area: Vibrant Democracy through the following areas of focus Public Participation IGR Political Offices	Build high level of stakeholder relations and effective communication and branding	Emfuleni <ul style="list-style-type: none"> Create a communication & marketing capacity Ensure constant contact with relevant provincial and national departments Effective communication linkages maintained with Executive Mayor, Councillors and Senior Managers Midvaal & Lesedi to establish Communications Strategies	<ul style="list-style-type: none"> Notification of the community about anything through the media Partnership with DLG on enhancement of website G CIS programme on mainstream media houses Premiers Office – protocol programme Premiers Office – Communications Lekgotla.
	Promote high level of inter-governmental co-operation and co-ordination	Emfuleni <ul style="list-style-type: none"> 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	Emfuleni <ul style="list-style-type: none"> Develop Risk Management Strategy and Plan, Fraud Prevention Strategy and Plan, Anti Corruption Strategy and Plan 	
	Ensure public participation	Emfuleni <ul style="list-style-type: none"> 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 	<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

IDP KEY AREA	PRIORITY	IDP STRATEGY	ALIGNMENT WITH LOCALS	ALIGNMENT WITH NAT AND PROV PROJECTS
			<ul style="list-style-type: none"> ▪ Lobby for the relocation of Pan African Parliament to Emfuleni ▪ Develop a public participation policy framework ▪ Develop of ward based IDPs ▪ Peoples Assembly ▪ Implement petition management policy ▪ Supplement gender desk ▪ Provide orientation and continuous training to members of ward committees and sub committees 	<p>of other affected municipalities</p> <ul style="list-style-type: none"> ▪ The local municipality must establish the ward committees for each ward with the Councillor representing that ward as the chairperson of the committee, to enhance participatory democracy in local government
		Mainstreaming issues relating to designated groups	<p>Lesedi</p> <ul style="list-style-type: none"> ▪ The Youth Advisory Centre, GEP and satellite office for the Department of Land Affairs established <p>Emfuleni</p> <ul style="list-style-type: none"> ▪ Establish a youth and gender desk 	

NO	PRIORITY TURN AROUND FOCAL AREA	MUNICIPAL ACTION	INDICATORS	UNBLOCKING ACTION NEEDED FROM OTHER SPHERES AND AGENCIES	PROGRESS	RESPONSIBLE PERSON
1.	Provision of sustainable and efficient Primary Health Care (PHC) services in the district	<ul style="list-style-type: none"> -Facilitate engagement of LMs with Province & National and SALGA on the function so as to secure adequate funding. - Elevate the matter to the Premier’s Co-ordinating Forum for consideration. 	<ul style="list-style-type: none"> - Memorandum of Agreement on subsidy must be concluded by October 2010. - All arrears must be paid immediately. 	National Treasury to consider DORA equitable share allocation to District s/Locals 2011/2012 financial yrs. <ul style="list-style-type: none"> - DLG & H to assist in achieving the objective and also to facilitate the meetings. 	Engagements with GPG MEC/HOD Health and Social Development continuing.MEC at last meeting in February emphasized that Provincialisation of PHC should be finalized this year, as legislated, and no further discussions would be entertained. Letters would be sent out to outstanding Districts and Metros in this regards. Currently locals have outstanding claims overdue which compromise provision of PHC services.	ED: COMMUNITY SERVICES
2.	Increase in coverage and provision of sustainable Emergency Medical Services	<ul style="list-style-type: none"> - Engage Province & National on funding of the function - Elevate the matter to the Premier’s Co-ordinating Forum for consideration 	<ul style="list-style-type: none"> - Memorandum of Agreement on subsidy must be concluded by October 2010 - All arrears paid immediately 	National Treasury to review DORA equitable share allocation for 2011/2012 financial yr.	Status quo remains due to unfunded mandate. GPG was engaged on the current funding model and arrears in quarterly advance payments at various occasions and forums. There were further discussions on the matter most recently at the Local DHC and PHC meetings, at the Joint Technical Task Team Meetings and Operational meetings. Moratoria on overtime and the filling of vacancies including attritions, also compromises EMS Delivery. The latest Memorandum of Agreement has not yet been signed to date. We are awaiting special meeting with MEC/HOD to finalise this matter.	ED: COMMUNITY SERVICES
3.	Provision of a fully fledged sustainable Disaster Management Centre	<ul style="list-style-type: none"> - Engage Province & National on funding of the function - Submit a formal application for funding to COGTA 	<ul style="list-style-type: none"> - Application for funding should have been considered by Dec 2010 with clear decisions 	<ul style="list-style-type: none"> - COGTA to consider a conditional grant allocation for an integrated Disaster Centre as per legislative requirement. - DLG & H should 	The DLG & H and COGTA have been engaged on this matter with a request that they provide necessary funding for the Centre. Both departments indicated that they were not able to do so given that they had not budgeted for such. The	ED: COMMUNITY SERVICES

				assist by supporting the funding application	departments are going to be engaged further in an attempt to ensure that the issue is addressed.	
4.	Provision of sustainable Municipal Health Services (Environmental Health Services)	Engage Province & National on funding strategy for the function.	Memorandum of Agreement on appropriate and sustainable subsidy must be concluded by October 2010.	National Treasury to consider to review DORA equitable share allocation for the 2011/2012 Financial Year	Municipal Health Services is a district function. The current level of funding is inadequate as the status quo can hardly be maintained. The equitable share allocation is totally inadequate to fund the service fully. National Treasury needs to be engaged on the process urgently in order to revise the allocation for basic services in the equitable share as the criteria for the allocation is out of line with the reality on the ground. Many DM's are facing the same situation which needs to be addressed at National Level The matter has been escalated to the Premier's Coordinating Forum.	ED: TRANSPORT, INFRASTRUCTURE and ENVIRONMENT
5.	Provision of sustainable Air Quality Management.	Engage Province & National on funding strategy for the function.	Memorandum of Agreement on appropriate and sustainable subsidy by October 2010.	National Treasury to allocate the funding previously directed to Dept. of Environmental Affairs.	The Air Quality Act has transferred the Atmospheric Emissions Licensing function to the SDM from 1st April 2010. The funding criteria for this function are through the licensing fees that still need to be finalized and approved by DEA. The SDM is required to first develop capacity to perform the function. To date, the SDM has employed the AQ Manager and the AQ Coordinator, as well as undertaken a study to assess the capacity and resource requirements to render the AQ Function. National Treasury is not providing any funding for the function.	ED: TRANSPORT, INFRASTRUCTURE and ENVIRONMENT
6.	Corporatization of the Fresh Produce Market in order to maximize	Undertake Section 78 assessments	- Policy, strategy plan adopted by Council by Dec 2010 - Implementation of the	Assist in resources mobilization for the process	- Due diligence finalized - Prospectuses for the transaction sale are being developed.	ED: CORPORATE SERVICES

	efficiencies and effectiveness		strategy and plan commenced with by Jan 2011		- Evaluation of the business and property	
7.	Corporatization of the Airport in order to maximize efficiencies	Undertake Section 78 assessments	<ul style="list-style-type: none"> - Policy, strategy and plan adopted by Council by Dec 2010 - Implementation of the strategy and plan commenced with by Jan 2011 	Assist in resources mobilization for the process	<ul style="list-style-type: none"> - The Turnaround strategy is before the Administration Section 80 Committee - A document on creation of Municipal Entities is also before the Administration Section 80 Committee - The Committee is due to have a workshop in August 2010. 	ED: CORPORATE SERVICES
8.	Corporatization of the Taxi Ranks	Undertake Section 78 assessments	<ul style="list-style-type: none"> - Policy, strategy and plan adopted by Council by Dec 2010 - Implementation of the strategy and plan commenced with by Jan 2011 	Assist in resources mobilization for the process	<ul style="list-style-type: none"> - SDM has visited Johannesburg Metropolitan Council to learn on the corporatization of Taxi Ranks - JMC to conduct a workshop for SDM before end September 2010 	ED: CORPORATE SERVICES
9.	Regional Sewer Scheme	<ul style="list-style-type: none"> - Completion of feasibility study and related activities. - Profiling of the project at the Provincial and National levels. - Development of the strategy to address water ingress into the 	<ul style="list-style-type: none"> - Approval of the EIA. - Completion of sewer site land transfer. - Securing of funding for the short term solutions relating to capacity of the system 	<ul style="list-style-type: none"> - Mobilization of Funding by DLG & H, COGTA, DWAE and any other Funding Agencies. -DLG&H should facilitate the engagement of neighboring municipalities' i.t.o Capex and Opex contributions. 	<p>The Coordinating Structures are functioning: Political, Technical, and Project Steering Committees.</p> <p>DWA has allocated an amount of R120m as a contribution to the project funding.</p> <p>SDM has allocated an amount of R2.4m as a contribution to the project funding.</p> <p>SDM has established SRSS Project Unit headed by a Director as a contribution to the project management requirements.</p> <p>ELM has appointed Aerocon as the design consultant for the SRSS.</p>	ED: TRANSPORT, INFRASTRUCTURE and ENVIRONMENT

		sewer system and unaccounted for water.				
10.	Formalization of Informal Settlements so that Municipalities are able to provide basic services	Facilitation of township establishment processes with the LMs and DLG & H.	- Completion of township establishment for at least 3 of the informal settlements, i.e. Sonderwater, New Village and Boiketlong	- DLG&H should facilitate the approval of the township establishment applications - Confirmation of approved housing projects in SDM. 3 informal settlements to be formalized this financial year: Sonderwater, New Village and Boiketlong	Both Sonderwater and New Village have been budgeted this Financial year i.e. 2010/2011 at an amount of R14 386 892 and R7 070 523 respectively	ED: STRATEGIC PLANNING and ECONOMIC DEVELOPMENT