

Integrated Development Plan



2018/19

POLITICAL LEADERSHIP



Cllr. Busisiwe Modisakeng
Executive Mayor
Sedibeng District Municipality



Cllr. Melina Gomba
Speaker of Council
Sedibeng District Municipality



Cllr. Assistance Mshudulu
Chief Whip of Council
Sedibeng District Municipality

MEMBERS OF MAYORAL COMMITTEE



Cllr. J Dlangamandla
Transport & Infrastructure



Cllr. L Gamede
Environment & Clean Air



Cllr. G Hlongwane
Local Economic Development
& Tourism



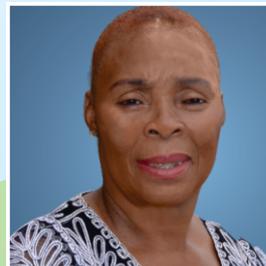
Cllr. M Khomoeasera
Housing &
Development Planning



Cllr. Y Mahommed
Sports, Recreation, Arts, Culture,
Heritage & Community Safety



Cllr. S Maphalla
Administration



Cllr. M Raikane
Health & Social Services



Cllr. P Tsotetsi
Finance



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EXECUTIVE MAYORS FOREWORD

1.1 Introduction



Strategic management is the process whereby management establish an organization's long-term direction, Sedibeng District Municipality in accordance with the provisions of the laws that govern the businesses of the municipality has embarked upon a process of consultation with the stakeholders with a view to present the IDP and Budget for the 2018/19 Financial year in line with "*Chapter 4 of the Municipal Systems Act 32 of 2000 and section 24 of Municipal Finance Management Act 56 of 2003*".

We will also make sure that in partnership with our communities, a consultation processes is part of municipal affairs, programs and activities in line with the abovementioned legislative imperatives. Therefore this IDP& Budget must be informed by the culmination of a lengthy process of consultation with the key stakeholders across the district.

Consequently, our programmes in this IDP& Budget 2018/19 carries the aspirations of our people and we have to make sure that despite the municipality in a dire financial stress, we need to create opportunities for our people and strife to overcome scourge of poverty, unemployment and declining of economic growth in Sedibeng Region.

Therefore, this IDP must be seen as a beacon of hope that will continue to guide us over the next financial year in our collective endeavors of building a better life for all our communities.

As Sedibeng District Municipality we still remain committed to the alignment of our plans in realization of the National Development Plan vision 2030, Gauteng TMR approach and Sedibeng Growth Development Strategy (GDS1, 2&3) by commitment we have set for ourselves to 5 Rs plus 2 imperatives, being the following:

1. Reinventing the Economy
2. Renewing our communities
3. Reviving a Sustainable Environment
4. Reintegrating the region
5. Releasing Human Potential
6. Good and Financially Sustainable Governance&
7. Vibrant Democracy

Gauteng Provincial Government under the stewardship of Premier Honourable David Makhura has identified long term catalytic projects which are called Southern Corridor Projects in partnership with both Sedibeng District Municipality and local Municipalities.

In light of the outlined economic conditions in our Region, ongoing initiatives by the GPG in collaboration with private sector are expected to play a role in reducing unemployment, poverty and inequality

These projects will also unlock investment; create economic and long term sustainable job opportunities in our district.

1. They were also approved by council under auspices of Southern Corridor Regional Implementation Plan Projects in Feb 2018. The goal of these Southern Corridor Projects is to fuel the creation of new industries, economic nodes and cities.
2. We should also take note that Sedibeng Regional Sewer Scheme is the catalytic project that can unlock potential investment opportunities in the region. Sedibeng Regional Sewer Scheme through Water and sanitation implementation agency can also unlock the implementation of these catalysts projects as mentioned below: -

Project	Project
1. Doornkuil Precinct.	2. Ubuhlebethu Infill Development.
3. Sedibeng/ Vereeniging Fresh Produce Market.	4. Vaal Logistics Hub.
5. Graceview Industrial Park.	6. Vaal River City.
7. Lesedi Transit Hub.	8. Sedibeng/Vereeniging Government Precinct
9. Savanna City.	10. R59 Corridor.
11. Sedibeng Regional Sewer Scheme.	12. Sicelo Precinct.
13. The Graceland.	14. Devon Tannery.
15.	16. Langzeekoegat.

3. The Key Priority projects for 2018/19 that were identified and agreed upon in principle as key catalysts for the next three years are as follows:
 - Sedibeng/ Vereeniging Fresh Produce Market.
 - Sedibeng/Vereeniging Government Precinct.
 - Vaal Logistics Hub.
4. In Sedibeng, unemployment rate is currently appalling since 2010 ranging at 32.2% to 50.2% in 2016 according to IHS Markit, and this is of particular concern as our district has large youth population. The employment decreased in 2016, falling by 2.6% and not yet showing recovery.
5. As Sedibeng we have taken the initiatives of partnering with NYDA in the NSC second chance Matric rewrite programme.
 - Promoting Entrepreneurship programmes with NYDA and working with Gauteng Enterprise Propeller (GEP) on training of youth entrepreneurs.
 - We have also involved sector Education & Training Authority (Seta) in Learnership programmes and partnering with non-profit organizations NPO Involving Private Sector on their Skills & Enterprise Development programmes.
6. I am hopeful and convinced that with these initiatives in partnership with GPG and Business Community, Sedibeng District Municipality will be prosperous destination and a safe haven for potential investment with conducive climate for economic opportunities and reduced unemployment.

I Thank You

CLLR. BUSISIWE MODISAKENG

EXECUTIVE MAYOR: SEDIBENG DISTRICT MUNICIPALITY

MUNICIPAL MANAGER OVERVIEW

1.1 Introduction



Municipal Manager

Mr. S. Khanyile

This Integrated Development Plan (IDP) is a “super-plan” for our district that lays down an overall framework for development. It aims to co-ordinate the work of district municipality, local municipalities and other spheres of government in a coherent plan to improve the quality of the lives of the people of Sedibeng District Municipality.

IDP reflects Council’s vision for the long term development of the Municipality with special attention on critical developmental issues and internal transformation needs. It is a five-year strategic tool used to address and measure the level of service delivery in the District.

While we are still deliberating on best possible ways to address the current set up with existing practices of powers and functions which have financially handicapped this district municipality, we continue to implement the austerity measures as approved by the council and re-examine some of its policies and practices as resources come under extreme pressure.

With the newly appointed management of Sedibeng District municipality, we are committed to improving the Auditor General audit reports from an unqualified audit opinion to an even better audit outcome in this financial year. This is said with the confidence that we will work hard and ensure compliance and proper management of the public funds. We will continue to encourage integrated forward planning within all our local municipalities in order to efficiently and effectively use the limited resources at our disposal. Our commitment is the promotion of good administration anchored on good governance principles.

Sedibeng District Municipality has so much developmental potential yet it is under-developed and heavily dependent on grants. However, we are committed to turnaround the situation by putting the municipality in a state that it will be able to attract investors through other Local Economic Development Initiatives. It is a well-learned lesson that the success of any plan is dependent on its execution. We believe that we have committed and dedicated staff, communities and role players to ensure the successful implementation of our IDP and the attainment of our broader objective: to improve the quality of the lives of our people.

As the municipality we cannot work in isolation. Integration and alignment of processes and interventions with the other spheres of Government (National, Provincial and Local) is very critical. It is in the IDP where such integration reflected.

Financial viability and elimination of wastage will be critical for the sustainability of our District Municipality, hence the need to effectively and efficiently utilise the limited resources of the municipality.

As the head of administration of Sedibeng District Municipality I acknowledge and appreciate all the efforts made by the members of the Council, Executive Mayor Councillor Busisiwe Modisakeng, staff, the contribution of all communities and role-players, and involvement of national and provincial governments in ensuring that we were able to produce a legitimate and an implementable Integrated Development Plan.

Together we plan, together we work, and together we will take this municipality forward!



**MUNICIPAL MANAGER
MR S KHANYILE
SEDIBENG DISTRICT MUNICIPALITY**



SEDIBENG DISTRICT MUNICIPALITY

VISION

Sedibeng is a leading and developmental Metropolitan River City with a strong, diverse economy and high quality standard of living

MISSION

To promote and sustain Integrated Service Delivery that Enhances and Support the municipality to achieve growth and development for its community

STRATEGIC OBJECTIVES

- To promote efficient and effective Integrated Services that addresses the socio- economic and environmental development imperatives of the Region;
- To Implement Prudent and Cost Effective Financial Management and Sustainability;
- To ensure Good Governance and sound management practices; and
- To ensure effective Service Delivery.

VALUES

These values are based on and inclusive of all Batho Pele Principles:

- Integrity;
- Transparency;
- Accountability;
- Service Excellence;
- Trust
- Honesty

CHAPTER 01: LEGISLATION AND BACKGROUND

1.1 Introduction

Strategic management is the process whereby management establish an organization's long-term direction, set specific performance objectives and develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans.

Strategic management basically comprises of the following:

- Defining the organization's business and developing a strategic vision and mission as a basis
- for establishing what the organization does and doesn't do and where it is heading;
- Formulate strategies as well as strategic objectives and performance targets;
- Implementing and executing the chosen strategic plan; and
- Evaluating strategic performance and making corrective adjustments in strategy and/or how it is being implemented in light of actual experience, changing conditions, and new ideas and opportunities.

Therefore, **Integrated Development Planning** may be defined as the strategic management process utilized by local government. It is a process through which municipalities prepare a strategic development plan, for a five (5) year period. The IDP is the product of the IDP process. The IDP is the principal strategy planning instrument which guides and informs all planning, budgeting management and decision-making processes in a municipality.

1.2 Legal Compliance

A myriad of legislation and policies are guiding the integrated development planning for the municipality; however the overarching legislation and policy that guides integrated development planning principles are the Constitution , White Paper on Local Government and Municipal Systems Act of 2000 (Act No: 32 of 2000). Other legislations and policies deal with specific aspects of integrated development planning.

Legal Compliance:

According to the **Constitution of Republic of South Africa, Act 108 of 1996** (sections 152 and 153), local government is in charge of the development process in municipalities, and it is in charge of municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purposes of municipal integrated development planning:

- to ensure sustainable provision of services;
- to promote social and economic development;
- to promote a safe and healthy environment;
- to give priority to the basic needs of communities; and
- To encourage involvement of communities

White Paper on Local Government:

The **White Paper on Local Government, 1998 (WPLG)** considers integrated development planning explicitly as a *tool for developmental local government*. Besides relating integrated development planning to the *developmental outcomes* which are largely in line with the objectives stated in the constitution, the

WPLG outlines *why* integrated development planning is considered a necessary tool to achieve these purposes.

Integrated development planning will:

- Help to align scarce resources behind agreed policy objectives and programmes;
- Make sure that actions are prioritized around urgent needs;
- Ensure the necessary integration with other spheres of government, it will serve as a tool for communication and interaction with them; and forms basis for National, Provincial and Municipal Budgeting alignment (DORA and MTEF)
- Serve as a basis for engagement between local government and communities/residents.
- A single, inclusive and strategic plan giving direction to all development initiatives as it also identifies development and service delivery priorities for whole municipality
- Supports optimal allocation of scarce resources.

Municipal Systems Act of 2000 (Act No: 32 of 2000):

In terms of Municipal Systems Act 32 of 2000 (Chapter 05) municipalities are required to adhere to the following;

Integrated Development Planning:

Part 1: General

Municipal planning to be developmentally oriented

23. (1) A municipality must undertake developmentally-oriented planning so as to ensure that it—
(a) Strives to achieve the objects of local government set out in section 152 of the Constitution;
(b) Gives effect to its developmental duties as required by section 153 of the Constitution; and
(c) Together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

(2) Subsection (1) must be read with Chapter 01 of the Development Facilitation Act, 1995(Act No, 67 of 1995),

Furthermore municipalities are compelled to;

Adoption of integrated development plans

25. (1) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which;
(a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
(b) Aligns the resources and capacity of the municipality with the implementation of the plan;
(c) Forms the policy framework and general basis on which annual budget must be based;
(d) Complies with the provisions of this Chapter; and
(e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

Linking of the IDP and Budget:

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalized through the promulgation of the Local Government: Municipal Finance Management Act No. 56 of 2003. Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

The Mayor of a municipality must –

- o At least 10 months before the start of the budget year, table in the Municipal Council a time schedule outlining key deadlines for –

The preparation, tabling and approval of the annual budget;

The annual review of -

- aa) The integrated development plan in terms of Section 34 of the Municipal Systems Act; and
- bb) The budget related policies.
- i) The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- ii) the consultative processes forming part of the processes referred to in subparagraphs (i),

It is also imperative that the plans (IDP) of the municipality are linked to a financial plan or budget. Failure to ensure this linkage will result in the IDP being reduced to a wish-list or the financial (budget) and other resources being utilised outside of what the municipality seeks to achieve.

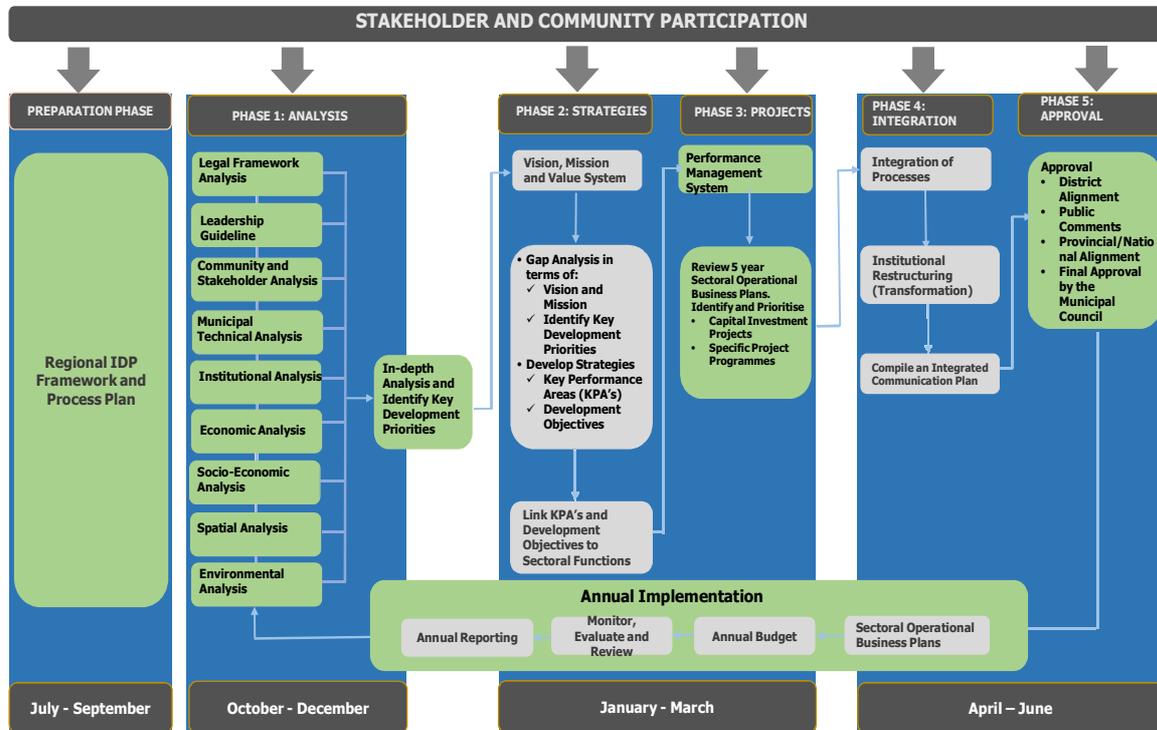
1.3 Sedibeng District Municipality IDP Review 2018/19

The IDP process undertaken by the Sedibeng District Municipality in the previous financial year 2016/17 delivered a five year IDP covering the period for 2017 until 2021. This document, the 2018/19 IDP will thus not be a new document but a review. This review will;

- Incorporates information from pieces of legislation guiding IDP development, alignment with government priorities, MEC Comments on Sedibeng IDP 2017/21 and Public participation process in 2017/18 financial year.
- Update information of the previous IDP where new information has been sourced and where performance has changed;
- Identifies changed and new circumstances and resulting gaps and looks at the required changes to planning and deliverables;
- Include an updated budget for the 2018/19 financial year based on the amended revised strategies and projects section.
- Incorporates Performance Management with clear indicators and ensure a clear alignment with Mainstreaming for different designated groups namely; gender, disability, youth, children and elderly aimed at ensuring that there are concrete programmes to empower these designated groups.
- Incorporates and update information on integrated plans as required by the Municipal Systems Act of 2000, chapter 05 of the IDP.
- Include an updated section on Process towards single authority

Process Methodology:

In developing the 2018/19 IDP, the SDM embarked on a coordinated and collective process together with Local Municipalities and other spheres of government. The roadmap towards the completion of the IDP 2018/19 is recorded below.



Alignment with Priorities:

The IDP development requires maximum support from the national and provincial level across all the phases of the IDP. To ensure that all relevant binding national and provincial legislation as well as other policies, programmes, strategies and available funds are considered in the IDP during planning process, municipalities should be aware of all the relevant information.

The municipality managed to utilize opportunities to engage with national and provincial sector departments (COGTA, National Treasury and other relevant sector departments) during IDP development process to establish contacts for alignment and to outline the need for information on policies, programmes and funds.

Relevant Planning Priorities:

- National Development Plan Vision 2030
- Sedibeng Growth and Development Strategy
- Gauteng Province Ten Pillars
- Local Government Back to Basics.

Other relevant priorities include;

- Integrated Urban Development Framework (IUDF)
- Sustainable Development Goals (SDGs 2030)
- African Union 2063

- Local Government Manifesto 2016

National Development Plan Vision 2030 as a programme of action:

The National Development Plan (NDP) aims to deal with the causes of poverty and income inequalities in the country. That is identifying the challenges and targeting specific sectors in order to achieve the desired outcomes.

In the document, the National Planning Commission (NPC) outlines the projects that the nation should focus one in order to eliminate poverty and income inequality. The NDP identifies nine challenges that hinder these national developments and are as follows in the diagram provided.



Paradigm Shift

It is argued that pressures for change have arisen both beyond and below the national level of as a result of reforms to Structural Funding at the Provincial level and the growth of community initiatives at Local level.

The chief consequence has been a redefinition of development policy which has impacted upon the structure of government, as well as the substance and style of policy delivery.



NDP is policy development that now embraces social as well as economic policy objectives, and its implementation relies on the cooption into the policy arena of new actors and agencies, representing different interests in the development process. As a consequence, the design and direction of development policy now places greater emphasis on increased negotiation, partnership and subsidiarity.

The extent of the change is characterized as a move towards governance in the country, and by doing so; the work seeks to develop the use of this term in a comparative context.

Gauteng Strategic Direction (Ten Pillars)

In order to realise the NDP, Gauteng Provincial Government (GPG) has taken active decisive steps to make Gauteng an integrated city-region characterised by social cohesion and economic inclusion over the next five-to-fifteen years. The Province has adopted a ten-pillar programme of **Transformation, Modernisation and Re-**

industrialisation (TMR) of the GCR. These pillars are contained in the current Annual Review IDP 2018/19 moving towards the realisation of 2030 strategic direction of the country. The pillars are as follows;

- Radical Economic **Transformation**
- Decisive Spatial **Transformation**
- Accelerated Social **Transformation**
- **Transformation** of the State and Governance
- **Modernisation** of the economy
- **Modernisation** of the Public Service and the State
- **Modernisation** of Human Settlements and Urban Development
- **Modernisation** of Public Transport and other Infrastructure
- **Re-industrialising** Gauteng as our country's economic hub
- Taking a lead in Africa's new **Industrial revolution**

Local Government Back to Basics:

Back to basics is informed by a vision of developmental local government that would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people. Local Government Back to Basics has five pillars that have to be responded to and are as follows:-

- Basic Services: Creating conditions for decent living
- Good governance
- Public Participation: Putting people first
- Sound financial management
- Building Capable Institutions and Administrations

2016 Local Government Manifesto:

There were twelve key commitments done by the ruling party on electorate as local government manifesto towards local government elections 2016 on what need to be considered for the next five years in response to different challenges facing communities and must find an expression in our IDPs when planning :

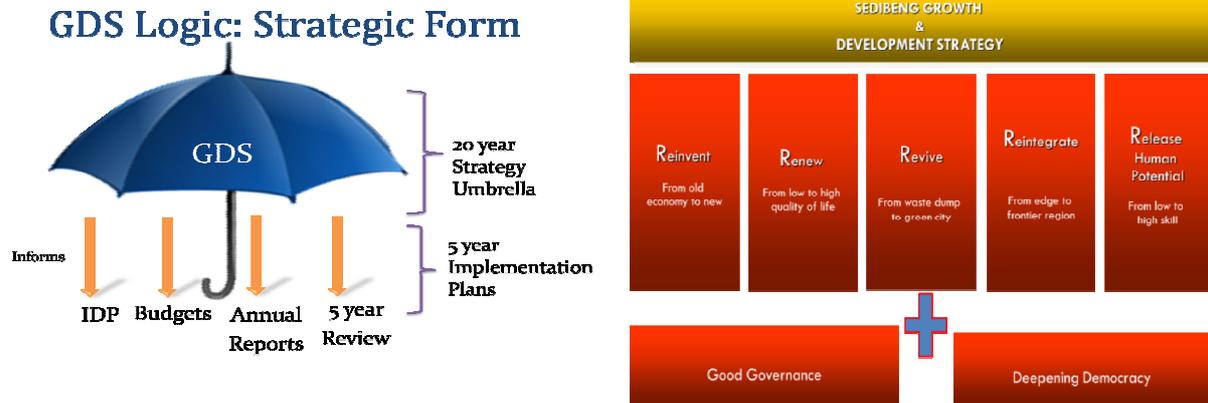
- Together we shall build on the achievements made in the delivery of basic services.
- Together we shall improve access to municipal services and reduce outsourcing.
- Together we shall continue to improve participation and accountability.
- Together we shall improve and enhance institutional capacity of municipalities
- Together we shall develop and strengthen local economies, create jobs and promote job placements, especially for the youth.
- Together we shall intensify the fight against fraud and corruption in local government.
- Together we shall fight crime in communities.
- Working together to promote education as the apex priority in local communities.
- Together we shall promote health and primary healthcare in our communities.
- Together we shall help all municipalities adapt to changing climatic conditions.
- Together we shall build spatially integrated communities.
- Together we shall promote social cohesion and nation building in municipalities.

Reaffirming the 5R's + 2 of Sedibeng Growth and Development Strategy

The Municipality endeavours to have a seamless link between the medium term sustainable strategic agenda; IDP and long term Sedibeng Growth and Development Strategy. The SGDS spells Long term vision and strategic thrust of the overall direction of the region. This strategy is broken into 5 year programme at the beginning of

each Political Term of Office through IDP of the district and also find expression at both the three local municipality IDP's. The district has identified the following pillars for the development of both the district and local IDP's at the regional level.

Reaffirming 5R's +2 diagram



The Vaal 21 Initiative as our brand:

Vaal 21 initiative was introduced and approved by SDM to bring together all the municipalities along the Vaal River to leverage off the potential of the river to enhance development.



In October 2007, the Mayors of SDM, Emfuleni, Midvaal, Lesedi and Metsimaholo and other senior leadership undertook a study tour to Bilbao, Spain and Lisbon, Portugal.

The key lessons learnt from this study trip was that waterfronts have enormous potential to create jobs and promote growth and development.

The Vaal 21 initiative will be implemented through a set of GDS and IDP flagship projects. The projects need not be 'brand new'. The Vaal 21 municipalities have committed themselves to collectively grow and stimulate the Vaal region economy;

- By creating an enabling environment and infrastructure
- Through short-term and long-term catalytic projects which could be new or existing implemented by individuals or collectively
- By maximising the potential of our heritage, the river and the dam, to ensure public access and usage of the river system (both waterways and banks)
- Through ensuring clean air and water and safeguarding our biodiversity
- By aligning to the Growth and Development Strategies and other government priorities
- By incorporating the projects in the Integrated Development Plans
- Through promoting good governance and accountability
- By healthy collaboration between municipalities
- By creating and strengthening partnerships with all stakeholders and promoting community participation; and
- By respecting the mandate of the collective and legal and constitutional imperatives.

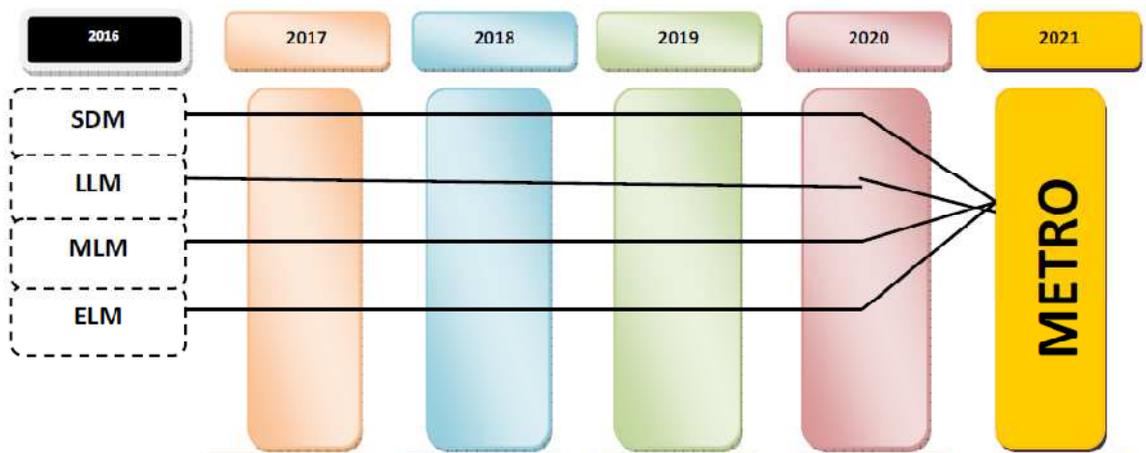
1.4 Process Towards Single Authority

The objective to set up a Metropolitan Municipality in the Sedibeng region stands critical, and fits directly into the Gauteng City Region vision. Therefore plans towards a single authority remain on track for implementation between 2016 local government elections and 2021, provided MDB reactivates the process for metro migration.

Sedibeng District and Local Municipalities 2016 – 2021

For the period 2016-2021, the Sedibeng District has the following options for consideration:

- Remain 'As-Is' until 2021 with no transitional process towards a Metro and remain 'As-Is' after 2021.
- Remain 'As-is' until 2021 with a transitional process towards a Metro in 2021.
- Review Powers and Function between the District and the Locals so as to move more seamlessly towards a Metro in 2021.
- Review Powers and Functions with a view to remaining a District with Locals after 2021.



The Sedibeng District municipalities, at their District-wide Lekgotla held in March 2017, noted and finally adopted Option 2 and 3. These options conclude that Sedibeng District will embark in a process towards a seamless Metropolitan Municipality in 2021.



Each of these options impacted directly on the Vision of the District, and development processes of the 5 year IDP's by all municipalities. The revised vision 2030: "In 2030 Sedibeng is a leading developmental Metropolitan River City with a strong, diverse economy and high quality standard of living."

1.5 MEC (CoGTA) Comments on Sedibeng District Municipality IDP 2017 - 21

Chapter 05 of the Municipal Systems Act of 2000 requires all municipalities to submit their IDPs to MEC for Local Government for commenting. The IDPs are subjected to a form of assessment by the provincial government to assess relevance, effectiveness and whether the service delivery targets set with stakeholders are met.

The comments were structured into two sections with section one having general observation to issues affecting municipalities in the province and section two which focused on municipal specifics. The table below provides a summary of the comments made by the MEC for COGTA and from IDP Sectoral Engagements and responses made by different department within Sedibeng District Municipality.

Comments made by MEC (COGTA) and Sedibeng Departmental Response.

MEC Comments	Municipal Departmental Response
<p>SPATIAL DEVELOPMENT PLANNING:- Nodal Priorities are identified inclusive of characteristics and guidelines for future development and investment. It should be indicated how areas that is suitable for affordable housing development is linked to these nodal priorities and LED</p>	<p>1. SDF has delineated a conurbation area whereby infill developments and high density uses will be promoted. This is in aid of establishing Transit Oriented Developments that will trigger further development investments and consequently have a ripple effect on the economy of the region.</p> <p>2. The conurbation is situated in-between the four (4) strategic nodes which are the Meyerton, Sebokeng, Vanderbijlpark and Vereeniging. There are currently social housing projects taking place in this area and the agglomeration of mixed use developments will ensure that the people are brought closer to economic and social opportunities.</p>
<ol style="list-style-type: none"> 1. An Integrated Waste Management Plan is critical to address and manage issues including sewerage spillage and to provide for waste management services. 2. Biodiversity Plan is critical to protect the areas of importance, ecological support areas, irreplaceable areas and to protect red listed species, 3. It is further critical to protect places of natural conservation such-as the nature reserves (Suikerbosrand), ridges, dolomite and wetlands. 4. The Air Quality Management Plan is critical to help mitigate the effects of climate change and it is recommended that the District approach GDARD for assistance in monitoring emissions within the municipality. 5. The District is also strongly encouraged to develop the following plans – <ul style="list-style-type: none"> • Air Quality Management Plan, • Integrated Waste Management Plan and • Biodiversity Management Plan 	<p>The Municipality has developed Integrated Waste Management Plan in 2014 and also looking forward in leveraging resources to develop Bioregional Plan to address biodiversity matters.</p> <p>The Municipality is collaborating with DEA to develop the VTAPA AQMP. The Municipality with customise their own AQMP FROM VTAPA one.</p>
<p>FINANCIAL VIABILITY</p> <ul style="list-style-type: none"> • The municipality has no cash-backed reserves in order to cover the cash shortfall. • The cost coverage ratio of the municipality across the Medium Term Revenue Expenditure Framework (MTREF) is projected at 0.0 months for the budget year which indicates a severe negative liquidity position. • For the 2017/18 final budget, the credibility of the budget was mostly negatively affected by the cash deficit budgeting which will require the District to undertaken a short-term loan in the year to meet operational requirements. • The budget therefore does not fully meet the requirements of Section 18 of the MFMA. 	<p>The municipality is fully aware of their current restricted resources, and with the limited anticipated revenue streams forecast for 2018/2019, the municipality does not have the capability to turnaround the existing financial challenges within a single financial period. The municipality has stressed at several multilateral Organs of State forums that the existing municipal staff structure is currently consuming approximately 75% of the total municipal revenue.</p> <p>The municipality is consistently funding functions and service delivery programmes outside of the municipality's Schedule 4 & 5 constitutional mandates with no cross-subsidisation. Furthermore, the current equitable share formula does not adequately provide for the replacement of the former RSC Levies as the current formula does not take into account the annual CPI and collective bargaining escalations, which both have a contributory influence on the operational costs of the municipality.</p> <p>The municipality has earnestly begun applying the cost</p>

MEC Comments	Municipal Departmental Response
<p>• Current revenue streams have been able to ensure the survival of the municipality. However, as a result of escalating employee costs (above CPI) and inadequate increases in the equitable share have resulted in the municipal reserves becoming depleted.</p> <p>The total employee costs represent 65.6 percent of the total operational expenditure budget and 69.46 percent of the total operating revenue budget. It has been indicated in the budget narratives that the municipality has to cover part of the employee increase requirements by reducing some expenditure.</p>	<p>containment measures of MFMA Circular 82, however, with no real tangible changes in the core revenue-generating functions of the municipality through redressing the allocation of local government powers and functions as per section 84 of the Municipal Structures Act, 117 of 1998.</p> <p>The problem is further perpetuated by a burgeoning staff structure without the application of a scientific study into the existing capacity, skills and expertise of the municipal human resources. The municipality will need to seek out the support of provincial or national COGTA in undertaking a structural study and skills audit prior to addressing the capacity shortages of the municipality</p>

1.6 Sedibeng IDP and Budget Stakeholders/ Public Participation Process 2017/18 Financial Year

Sedibeng District Municipality IDP Stakeholders/Public Participation process varies from that of local Municipalities. The consultation process occurs through the engagement with organized Stakeholders engagement, IDP Stakeholders Engagements, IDP Mayoral Breakfast meetings and State of the Address (SODA) while the local municipalities engage the broader community directly through clustering of the wards. The table below provide a brief summary of the comments received during Stakeholders/Public participation process in 2017/18 financial year.

Comments (IDP Public Participation) 2017/18 Financial Year	Departmental Response
<ul style="list-style-type: none"> • Agro-processing should be looked into especially essentials oils of organic nature as focus area of economic stimulation 	<p>The importance of agro-processing sector cannot be over-emphasized. The processing of agricultural products can offer a new base for economic growth amid the fall of steel industry; it can also promote inclusive industrialization.</p>
<ul style="list-style-type: none"> • An appeal to Municipalities to make land available for manufacturing cooperatives that will eventually create job opportunities and contribute in reducing unemployment . 	<p>Sedibeng will formulate a land policy which will empower municipality to fast-track service delivery projects and incentivise investment programme in the region.</p>
<ul style="list-style-type: none"> • The municipality should look into down streaming of gas as the supply base that cut across the region to the industrial cities in the country such as Tshwane, COJ, Ekurhuleni metros and other municipalities in KZN and Mpumalanga. 	<p>The municipality will in future investigate the possibility of down streaming of gas as the supply base that cut across the region to the industrial cities.</p>
<ul style="list-style-type: none"> • What form of assistance is SDM providing to Matriculants dropouts in the Region to enhance training and development of our youth? • An outcry of a lack of Youth Directorate establishment in Municipalities who will champion the interest of the youth and addressing the level of unemployment in the Region as they are in majority. 	<ol style="list-style-type: none"> 1. SDM is partnering with NYDA in the NSC second chance Matric rewrite programme. <ul style="list-style-type: none"> • Promoting Entrepreneurship programmes with NYDA, • Working with Gauteng Enterprise Propeller (GEP) on training of youth entrepreneurs, • Involving (sector Education & Training Authority (Seta) in Learnership programmes and partnering with non-profit organizations NPO • Involving Private Sector on their Skills & Enterprise Development programmes. 2. Regional NYDA Office will be established and will be located at Boipatong Monument. 3. The SDM in partnership with the provincial sector will continue to support of youth development and support programme including availing enabling technology (Smart City -Wi-Fi connection). 4. Promoting reading culture (upgrading of libraries and

	promotion of mobile libraries.
<ul style="list-style-type: none"> • Bursaries should be distributed equally to the youth of the Region so that VUT and North West University should constantly absorb local youth who will eventually contribute immensely to local economy. Municipality must clearly define the criteria for bursary allocations. 	SDM financial assistance is given to needy students including disability. Parents must be earning below R3.500, and furthermore, academic performance of students who shall be granted with financial assistance has to be satisfactory in accordance to the policy.
<ul style="list-style-type: none"> • Treatment of HIV/TB related pandemic patients must have access to clinics as they must be upgraded to meet the demands of communities. 	ARV and TB treatment is accessible at all public medical facilities. TB treatment is also provided through mobile clinics, to both rural and informal settlement communities.
<ul style="list-style-type: none"> • Municipalities must develop a strategy that will enhance and improve level of service payments so that they municipalities are able to provide services to communities and also address the ageing infrastructure in the Region 	<ol style="list-style-type: none"> 1. The municipality does not have consumer-based debt and hence, there is no real challenge with collection levels. The municipality's main defaulting debtor is one of it's local municipalities who is facing severe cash flow challenges of their own. The municipality has written to the provincial administration for their intervention and mediation in the matter. 2. With regards to ageing infrastructure, the district does not own any infrastructure out of the Fibre Optic network, and is thus not eligible for infrastructure grant funding such as MIG which is available for basic service infrastructure. 3. As part of the district's coordinating and support function, the district has begun compiling a consolidated district SDF which will in turn be used to attract investment funding into the region for the purpose of refurbishing and expanding infrastructure.
<ul style="list-style-type: none"> • There should be constant Political and administrative engagement with the MEC of COGTA to accelerate district powers and functions that will enable SDM to improve the level of bulk services intended to improve level services to local municipalities. 	During the IDP District-wide Strategic Lekgotla an agreement was reached to re-adjust the powers and functions. Municipal Manager were subsequently tasked to look at the best scenarios to ensure that the scenarios are in the best interest of everyone.
<ul style="list-style-type: none"> • The local municipalities and District are not using the same source of information on socio economic analysis of our area. 	<p>Sedibeng District Municipality with local municipalities have been an agreement on which data sources to be used for gathering information on socio economic analysis and will be as follows:-</p> <ul style="list-style-type: none"> • Stats SA will be used as primary source of information. • IHS (Global Insight) and others such as National/Provincial sector departments will also be used as secondary source of information <p>However, the said sources do not limit municipalities to uses other sources as secondary where necessary</p>
<p>The existing sewerage infrastructure within Sedibeng District Municipality (SDM) is aging and not operating at the desired or required capacity. There is an urgent need to upgrade waste water treatment works to accommodate rapid urbanization and development.</p> <ul style="list-style-type: none"> • The situation of the WWTW is also compounded with a grave concern of Blue and Green drop compliance status. This poses serious environmental health risks to inhabitants of the region. Therefore , these environmental health hazards associated with the burdened existing sewer works infrastructure, pump stations and waste water treatment works in the region must not be neglected. They must also be highlighted as a catalyst to the Sedibeng Regional Sewer Sanitation Scheme 	<ol style="list-style-type: none"> 1. Action step of Implementation has to be accelerated tin relation to Sedibeng Regional Sewer Scheme as soon as possible to unlock developments. 2. A Desired outcome will ensure we have a region with a strong sewer capacity to support development Desired outcome



implementation	
Midvaal does not agree with the decision to re-adjust powers and functions.	During the district wide IDP Lekgotla it was agreed that powers and functions must be re-adjusted to strengthen the financial viability of the district.
How is the staff consuming 75% of budget? Cut the staff to a sizeable number	Reduction of staff is highly considered as one option but we are pursuing the powers and functions to be re-adjusted.
How are we going to address issue of agriculture if the land is not made available?	Land audits will be conducted to determine the amount of land owned by the district. We are not going to start from scratch but we are going to consult other institutions
Rusterval not included in any development	Rusterval is included there are projects earmarked for the area and that include Upgrading of the Construction of a Brick and Mortar replacement in Rusterval Secondary School and Library
Where is the Vaal river city situated?	The Vaal River city is situated around Bedworth Park Ext 8 including Sharpeville
Vereeniging is clean and we need to sustain that	The program will be expanded to other areas and the SDM HAS extended the number of beneficiaries.
Shortage of libraries	This matter will be included in the IDP
It is commendable that gender issues are dealt with adequately in the IDP.	The comment is acknowledged
Subcontracting for women Civil Engineers in the regional sewer project.	It is exciting to learn that there is that expertise and the municipality will work closely with these women with the purpose of empowerment.
We need assistance with tractors and seeds	The tractors are available
Small businesses must be supported to create employment	Small businesses are supported through partnership with private sector.
Issue of potholes is causing serious accidents at zone 6 Sebokeng	The matter will be forwarded to Emfuleni Local Municipality.
The municipality is not collecting waste anymore. Residents have taken initiative to clean the area themselves.	The initiative taken by the community to clean the area is commendable. However the matter will be forwarded to Emfuleni Local Municipality for possible support.
Need for housing development at Rusterval	The land that was identified for housing has dolomitic condition which is prone to sinkhole.
Library at Palm springs is not operational	A follow up will be made to check what needs to be done to ensure that the library is operational
What is the municipality going to do to assist matric drop outs	The municipality will continue to work with other institutions to initiate programmes to assist drop out.

CHAPTER 02: REVISED ANALYSIS

Why Revised Analysis?

In terms of Section 26 of the MSA of 2000, an Integrated Development Plan (IDP) of a municipality must reflect an assessment of the existing level of development within a particular municipal jurisdiction.

During this phase an analysis of the existing problems faced by people in the region is conducted. The issues normally range from lack of basic services to crime and unemployment. The identified problems are considered and prioritised according to levels of urgency and/or importance, thus constituting the key development priorities.

It is important to determine the key development priorities, due to the fact that the municipality will not have sufficient resources to address all the issues identified by different segments of the community. Prioritisation will assist the municipality to allocate scarce resources to those issues highlighted as more important and/or urgent. The municipality also did public and stakeholder consultation in order to gather information on the current developmental situation in the region.

2.1 Facts and Findings about Sedibeng Region

History of Sedibeng Region:

Sedibeng Region landscape reveals the Stone Age circles marking settlements of people that lived in the area from the dawn of time. The area has moved on from its pre-historic roots to play a crucial role in shaping the South Africa we live in. While the landscape has been shaped by the Vaal River, our communities have been carved out of struggles for freedom.

The long and bloody history of South Africa's journey through the Boer War, and the long years of apartheid, can also find an expression of our history right here in the heart of Sedibeng.

The Treaty of Vereeniging (commonly referred to as Peace of Vereeniging) was the peace treaty, signed on 31 May 1902, which ended the South African War between the South African Republic and the Republic of the Orange Free State, on the one side, and the British Empire on the other. This settlement provided for the end of hostilities and eventual self-government to the Transvaal (South African Republic) and the Orange Free State as colonies of the British Empire.

The Boer republics agreed to come under the sovereignty of the British Crown and the British government agreed on various details. None of this meant a great deal during the long, dark, oppressive years of apartheid that were to follow, and the brutal and violent fight to break down a tyranny of oppression and inhumanity.

The world will never forget what is now marked as our day of Human Rights in South Africa. On 21 March 1960, events were planned for many parts of the country, for people to protest against one of the unjust laws of apartheid. The Pass Law required all Africans living or working in and around towns to carry documents (known as passes) with them at all times. Failure to carry this document would lead to arrest by the police.

On this day people decided to go to police stations without their passes and to demand that they be arrested. The idea was that many people demand that they be arrested. The idea was that many people unjust laws would be exposed to the international world. There was hope that this would lead to the draconian laws being scrapped. At Sharpeville in Sedibeng, thousands of unarmed people gathered at the police station demanding to be arrested.

They were met by 300 police officers who opened fire on the crowd. Sixty-nine people were killed and more than 180 others were injured in the Sharpeville Massacre. This event precipitated the banning of the ANC and PAC and the start of the armed struggle. Every year on the 21st March, the people of Sedibeng, the country, and the entire world bow their heads to observe the brutal killings of anti-pass laws and apartheid protestors - making it one of the most historic political events which shook the world and changed the course of history in South Africa.

And so began decades of further oppression and restrictions of freedom that ultimately culminated in the dawning of democracy in 1994. But Sedibeng was to see some much darker days before that beacon of light came into sight. The early 1990s in South Africa, the period when negotiations were unfolding between the ruling National Party and the ANC, is marked as one of the most violent and turbulent times in our history to democracy. And Sedibeng saw some of the worst of it.

On 12 January, 1991, at the Night Vigil of the late Christopher Nangalembe in Sebokeng, 39 mourners were viciously murdered and over forty were injured. Mourners were paying their final respects to their community leader, when a sudden invasion by a gang of armed men resulted in a hand grenade being set off and the aggressors began to shoot randomly into the crowd. The Sebokeng Night Vigil Massacre will go a long way into the books of our history as it heralded an undefined and unresolved period of brutal attacks against the Sebokeng community.

Just over a year later, Sedibeng was at mourning again. On the night of 17 June 1992, heavily armed forces of Inkatha members, secretly raided the Vaal Township of Boipatong and killed 46 people. The Boipatong Massacre caused the African National Congress to walk out of CODESA, the initial formal negotiations to end apartheid, accusing the ruling National Party of complicity in the attacks. The massacre drew the attention of the United Nations Security Council, which passed Resolution 765 on July 16, 1992, urging a full investigation into the incident.

On Wednesday 30th September 1992 in Ratanda near Heidelberg, One man was killed and 33 people injured, two seriously in a grenade attack on a bus carrying Ratanda residents to Heidelberg. The latest attack comes in the wake of a similar attack that happened on Thursday September 23 where victims claim they were about 2 kilometres from Ratanda when there was a claim of an assailant who threw a grenade at the moving bus on the roadside and one of his two companions then fired shots. The above is the latest of a long string of attacks levelled at Ratanda community and prior to those horrible incidents late in 22 July 1992, as Ratanda Township seems to have been a relatively 'peaceful' community safe to say a community not torn apart by internal conflicts and disputes. In the last week of September, United Nations observers intervened in attempt to solve the conflict after the members of the Apartheid police force allegedly used tear-gas and rubber bullet on protesters gathered in the streets to demand the removal of hostel inmates involved in violence. Tensions in the community were at a boiling point as much as the anger was aimed at members of the Apartheid police force whom residents claim are siding with the IFP to terrorize Ratanda Communities in this volatile situation.

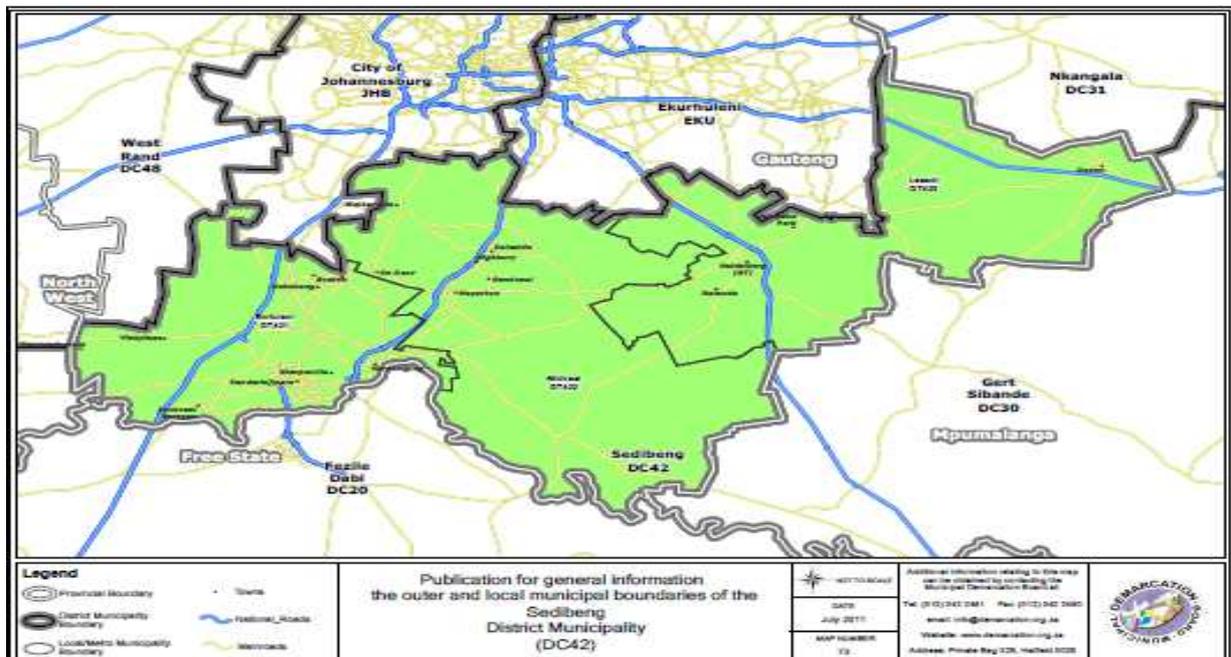
Sedibeng cannot bring back its fallen heroes, but it can celebrate them through its continued struggles to end poverty and bring about economic equality. From 1902, the region seemed to almost have come full circle, and appears to be a most fitting place for the Signing of South Africa's First Democratic Constitution in 1996. The 10th December 2018 will be marked as the 22nd Anniversary of the signing of the South African Constitution into law - by the first democratically elected President of South Africa, Mr. Nelson Mandela, in Sharpeville.

The year 2018 will turn out to be a remarkable and amazing year in the history of South Africa and Sedibeng as a rainbow nation, we will both be celebrating 63rd Anniversary of signing of the Freedom Charter that was signed on 26 June, 1955 and 24th Anniversary of Freedom and democracy since first democratic elections held on 27th April 1994, as the ruling party ANC will also be turning 106 years since its inception and in pursuance of her

selfless struggle to liberate South Africa and the African continent, making it a historic moment for all the people of South Africa.

2.2 Understanding Geographical Context of the Region

Sedibeng District Municipality (SDM) is regarded **category C**. The municipality covers the entire southern part of Gauteng Province and consists of three local municipalities: Emfuleni, Midvaal and Lesedi. Towns within these municipalities include Vereeniging, Vanderbijlpark, Meyerton and Heidelberg. Townships include Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville and Ratanda.



Source: Municipal Demarcation Board 2011

The district is surrounded by the following municipalities;

- City of Johannesburg to the North;
- Ekurhuleni (East Rand) to the North-East;
- Delmas Local Municipality to the East;
- Metsimaholo Local Municipality to the North of Free State
- Merafong City of North West

The eastern areas of the district are mainly agricultural or rural. The main urban areas are Vereeniging and Vanderbijlpark, as well as the Evaton / Sebokeng residential complex, are concentrated in the western part of the district, in Emfuleni. Smaller urban concentrations are found in Meyerton, in Midvaal, and in Heidelberg / Ratanda in Lesedi.

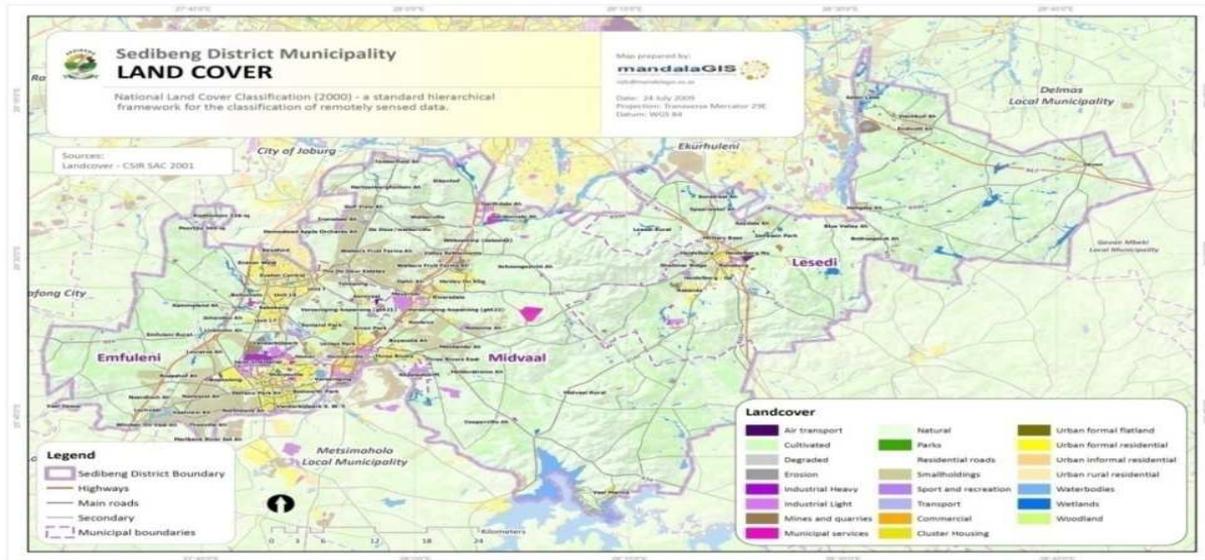
The Vaal River on the southern border of Sedibeng constitutes one of the most important sources of water in South Africa. Water from the river meets the residential, industrial and agricultural needs for much of Gauteng.

The Vaal River is also a key supplier of other tributaries located in Mpumalanga, the Free State, North West and the Northern Cape. Construction of the Vaal Dam was completed in 1938 but its capacity was later extended during the 1950s.

The **tourism** town of Vaal Marina is located on the banks of the dam in the Midvaal Local Municipality. Development of irrigation farming, tourism and agro-processing industries are of central importance to Sedibeng, especially in the Midvaal and Lesedi municipal areas.

Sedibeng Land Cover:

The total geographical area of the municipality is 4.185 square kilometer (km²) of the land cover of which Midvaal occupies almost half of the area of Sedibeng District, over 80% (1,728km²), followed by Lesedi at (1,489 km²) and Emfuleni at (968 km²).



Source: SDM (Spatial Development Framework 2015/16)

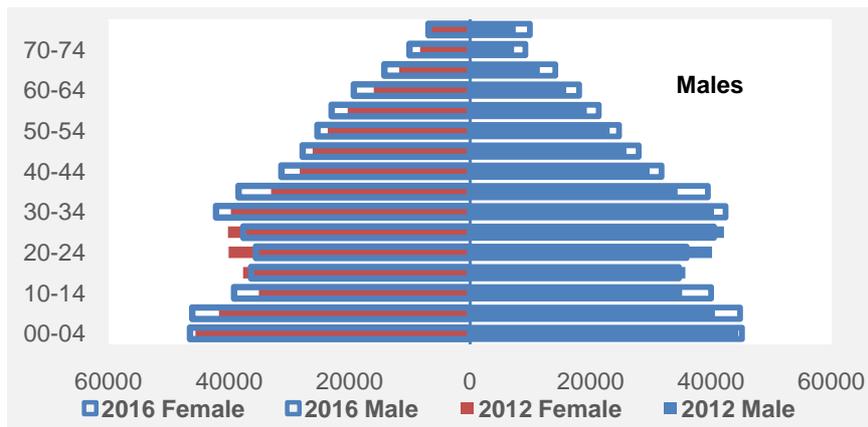
2.3 About our Demographics

Analysing the demographic structure of a region is important for socio-economic planning within the region. The speed of population growth is directly related with the provision of basic services and the age distribution is a significant indicator of how many additional persons the average member of the working-age population needs to support. These factors impact the labour market of the region and the need for investment in service provision.

Population Profile

The total population of the District is **916 484**. Lesedi has a population of **99 520**, Midvaal **95 301** and Emfuleni **721 663**. The population density of the District as a whole is 198 people per km². It is clear from the stats that 8 out of every 10 people in Sedibeng live in Emfuleni and the vast majority (more than 700 000 people) live in the black township areas especially Sebokeng and Evaton. *Source: Stats SA, 2011.*

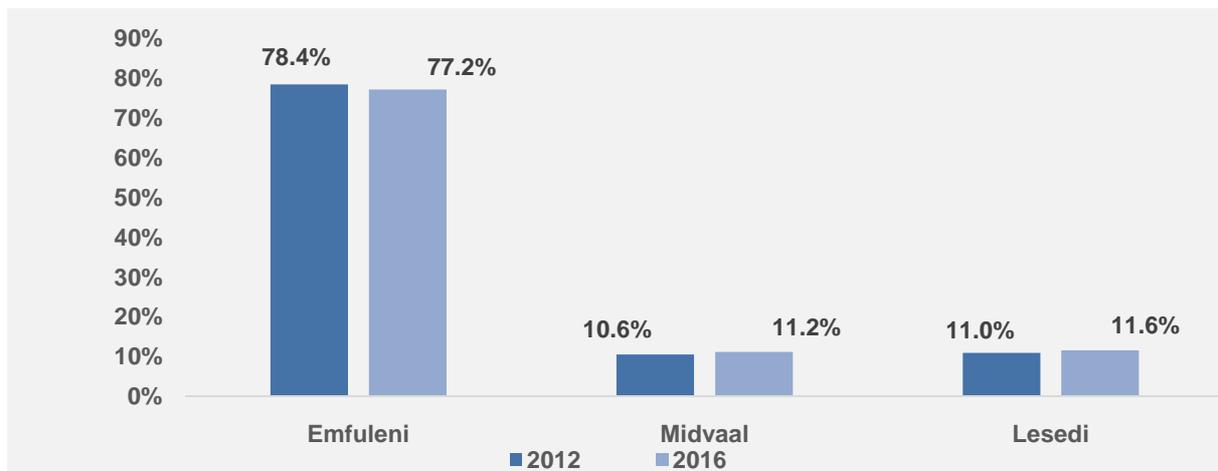
Figure: Sedibeng's Population Pyramid in 2012 & 2016



Source: IHS Markit, 2017

Figure above shows the population pyramid of the Sedibeng region by gender for 2012 and 2016. The region has a population bulge between 15 and 64 years of age, which is part of the working age population. However, it has another bulge from 0 to 9 years old, indicating that supporting children is a significant factor for the average working-age person in the region. The region's population grew at an average of 1.4 per cent between 2012 and 2016. In the two review years, there were more males than females in the district municipality.

Figure: Population Shares in 2012 & 2016



Source: IHS Markit, 2017

Figure above shows the local municipalities' share of the total regional population for 2012 and 2016. Of the total population in the Sedibeng district municipality, more than 77 per cent was in Emfuleni. In 2012, about 77.2 per cent of the population was living in Emfuleni, this rose to 78.41 per cent in 2016. Midvaal local municipality accounted for 10.6 per cent of the total regional population in 2012, which rose to 11.2 per cent in 2016. Lesedi accounted for 11 per cent in 2012 and increased to 11.6 per cent in 2016.

Population Density:

The population density of Emfuleni is the highest in the District at 565 people per km², with Midvaal's population density at only 41 people per km² and Lesedi with 95.5 people per km². Approximately 78.7% of the District population resides in Emfuleni, with Lesedi having only 10.9% and Midvaal 10.4% of the population of the District.

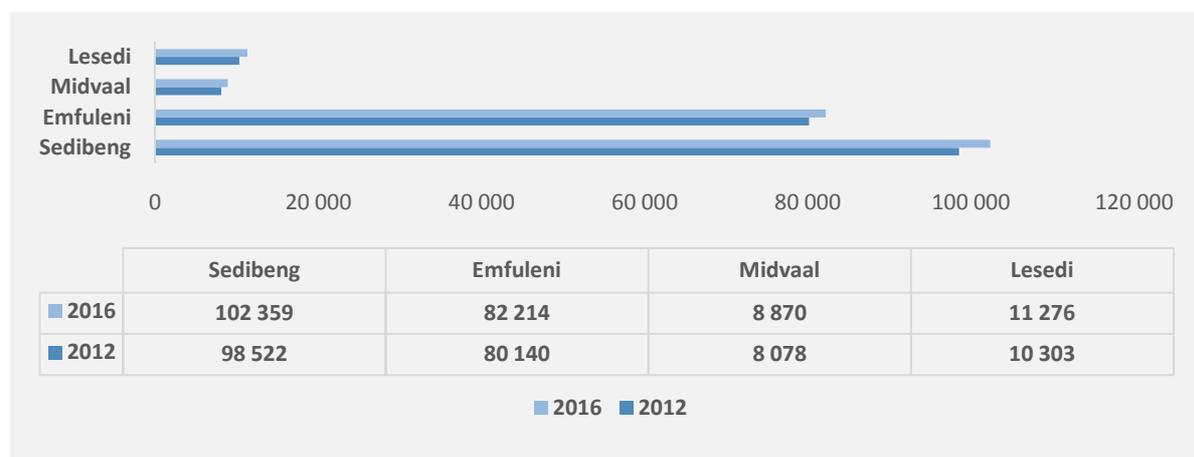
2.4 Health and Social development

Health related indicators remain vital for a region’s development. A healthy labour force can contribute much more to the economic productivity of a region and thus to the output. This section provides analysis on the health-related indicators.

HIV and AIDS:

In recent years, the world has committed to ending the AIDS pandemic by 2030. While this world dream remains the mountain to climb; there are signs in many countries that this feat is achievable. South Africa is amongst the first countries in the world with the largest HIV and AIDS programme. This has drastically and amazingly reduced AIDS-related deaths. In the last two years, the number of people on antiretroviral drugs has increased by almost a third.

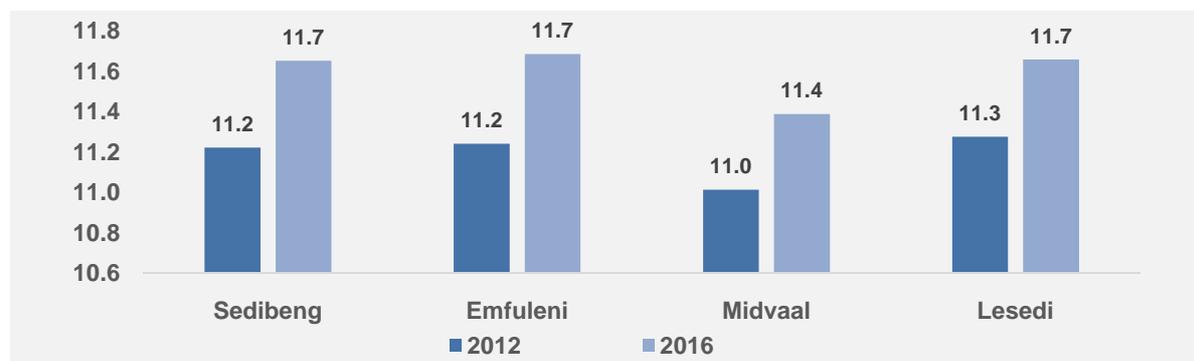
Figure: HIV Estimates and Aids Deaths in 2012 & 2016



Source: IHS Markit, 2017

The figure above shows the number of people with Human Immunodeficiency Virus (HIV) in the Sedibeng district and its local municipalities. The number of HIV positive people in Sedibeng marginally increased between 2012 and 2016. Increases were also prevalent in the district’s local municipalities. However, the number of AIDS death estimates declined across the region.

Figure: Crude Death Rate in 2012 & 2016



Source: Quantec Research, Easy Data, 2016

The figure shows the crude death rates for the Sedibeng and its locals for 2012 and 2016. All the municipalities recorded an increase between the two review years. Sedibeng had 11.2 deaths per thousand people in 2012 and this rose to 11.7 deaths in 2016. The local municipality with the least number of deaths was in Midvaal at 11 per thousand people in 2012 rising to 11.4 deaths in 2016.

Health Services:

Health services within the District are provided by both Public and Private sector. 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.

Primary Health Care (PHC) and Emergency Medical Services (EMS) are areas of provincial competency in terms of the Constitution and the Health ACT 61 of 2003; whilst EMS was transferred back to Province in 2012; processes are unfolding to provincialized Primary Health services.

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 (20) clinics, four (4) Community Health Centres (CHC) and 4 mobile units. In Midvaal there are 5 clinics and 4 mobile units. In Lesedi there are 8 clinics and 3 mobile units.

The table below illustrates the number of health facilities in the District per sub District and the type of service rendered by the facility in the financial year 2016/2017

Municipality	Ward Based PHC outreach Teams	Mobiles	Satellites	Clinics	Community Day Centres	Community Health Centres	Hospitals	Specialized Health Centres
Emfuleni	55	4	0	20	1	4	2	1
Lesedi	14	3	0	8	0	0	1	0
Midvaal	5	4	0	5	1	0	0	0
Sedibeng	74	11	0	33	2	4	3	1

There are four (4) Maternity Obstetric Units (MOU's) and all these are located at 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 establishment of Ward Based PHC Outreach Teams has increased the accessibility of health services to our communities.

Table: the infant and child mortality from 2014/15 to 2016/17

indicator	2014/15				2015/16				2016/17			
	PHC/CHC /MOU	District Hospital	Regional Hospital	Sedibeng Total	PHC/CHC /MOU	District Hospital	Regional Hospital	Sedibeng Total	PHC/CHC /MOU	District Hospital	Regional Hospital	Sedibeng Total
Death in facility 20 days- 11 months	0	20	21	41	0	15	52	67	0	10	13	23
Death in facility 12- 59 months	0	12	41	53	0	10	65	75	0	4	13	17

Major causes of infant and child death are as follows;

- Pneumonia, Diarrhoea and vomiting

Maternal Deaths

indicator	2014/15				2015/16				2016/17			
	PHC/CHC /MOU	District Hospital	Regional Hospital	Sedibeng Total	PHC/CHC /MOU	District Hospital	Regional Hospital	Sedibeng Total	PHC/CHC /MOU	District Hospital	Regional Hospital	Sedibeng Total
Maternal Death	0	6	11	17	0	5	10	15	0	7	6	13

Major causes of maternal death

- Pregnancy and child birth complications
- Co-morbidity of HIV with Pneumonia, and TB
- Post –partum haemorrhage
- Complications of hypertension
- Sepsis

2.5 Our Social Development

The table below indicates the older person’s service centres and luncheon clubs registered and funded by Social Development within Sedibeng Municipality per Local Municipality:

Centre/ Luncheon club	Emfuleni	Midvaal	Lesedi	Sedibeng
Service Centres	30	4	8	42
Luncheon Clubs	30	4	8	42

Social Development is also supporting thirty-two (32) NPOs to provide child care and protection services. There are seven (7) children’s homes and 3 shelters for children across the district. Campaigns on Child Protection are held to create awareness on parenting, child abuse, human trafficking and child labour. Child Headed Household campaigns are held, ECD Steering committee established. Child minders and ECD practitioner are trained.

Gender:

Programmes on Gender, Women and relating to socio-economic development, capacity building, gender and domestic violence are facilitated and supported. Capacity building training on financial management/Human trafficking for women and stakeholders conducted.

A number of workshops to create awareness on gender mainstreaming through road shows were conducted internally facilitated by Commission for Gender Equality.

Sedibeng District Men’s Forum has been established. Gender based violence programmes are conducted, such as Substance abuse and drug awareness. Entrepreneurship skills workshops for women cooperatives, Economic empowerment programmes for the communities and Socio-economic rights of women are undertaken with the support of family law and Gender Commission.

People with Disabilities:

To facilitate implementation of People with Disability programmes, a stakeholder’s forum was established comprising of the following; Department of Social Development, Department of Health, Gauteng Department of Education, SASSA, PWD Organizations (NPOs), Vaal Disability Forum and the Local Municipalities.

- Sport Festivals for the People with Disabilities are conducted annually

Youth Development:

Youth Advisory Centre's were established in the area of Lesedi, Emfuleni and Midvaal Local Municipalities and these are the competency of local municipality, the District is established and implementing the functions because the locals where lacking behind and the young people were struggling. Currently there are three Youth Advisory Centres that are functioning. The Midvaal Youth development centre is managed by an NGO.

These Youth Centres assist young people on a variety of Youth services which include among others; Job Preparedness, Basic Computer Literacy, Financial Management, Free Internet access, CV Writing, Basic Entrepreneurship Development and Career Guidance.

Our outreach programmes are also being conducted throughout the District to market the centre services and make services available to those young people who cannot reach the Centre's, such as those in rural areas.

Reflected in the table below are statistics of young people that have accessed services rendered in the Youth Centre in the financial year 2016/17.

Number of Youth supported in the Youth Advisory Centres and Services provided.

Services/ Opportunities	2016/2017
CV Writing and Entrepreneurship	4 888
Basic Computer training and Internet Access	1 171
Life Skills and Basic Computer	652
Career Advice and Outreach	3.328

Over and above the services accessed through the Youth Centres, the Youth Unit has facilitated and supported a number of youth programme, in collaboration with National Youth Development Agency (NYDA) and Province and the Gauteng City Regional Academy (GCRA).

National Youth Service Learnership	<ul style="list-style-type: none"> A total of 100 young people were recruited and placed for learnership opportunities during the 2016/2017 financial year. 	<ul style="list-style-type: none"> A total of 100 young people were recruited and placed for learnership opportunities during the 2017/2018 financial year.
Youth Accredited training opportunities with Services Seta.	<ul style="list-style-type: none"> No accredited training for the financial year 	<ul style="list-style-type: none"> A total of 74 young people undergone Generic Management training over a period of three months.
Financial Management training	<ul style="list-style-type: none"> A total of 169 young people participants attended several financial management training implemented in collaboration with Absa 	<ul style="list-style-type: none"> A total of 169 young people participants attended several financial management training implemented through the District in collaboration with OLD MUTUAL., this is done to eradicate irresponsible financial illiteracy amongst our young people.

A number of campaigns and workshops that were conducted to create awareness on youth development programmes and capacity building; include among others:

- Entrepreneurship with the NYDA
- Financial Management with OLD MUTUAL
- National Youth Service Learnership programme
- Learnership programmes
- Collaboration with TVET College, I – College and various SETAS for scholarships and bursaries.

Bursaries:

The district has been administering external bursary to needy students across the district. Bursaries awarded to students and the amounts spent through Sedibeng District Municipality external bursary fund from 2009 to 2018 are illustrated in the table below.

Financial Year	Number of Students	Expenditure
2009/10	78	R948.000
2010/11	44	R504.000
2011/12	36	R413.300
2012/13	40	R471.000
2013/14	27	R471.000
2014/15	24	R471.000
2015/16	24	R471 000.00
2016/17	27	R471 000.00
2017/18	24	R289 000.00

2.6 Disaster Management

The Sedibeng District Municipality, Disaster Management directorate, is central in building a resilient Sedibeng region which will be able to resist, adapt and effectively recover from natural and human-induced disasters. As local government is at the coalface of service delivery, the Disaster Management is committed to vigorous programmes, which are aimed at making our communities resilient. Some of the programmes and initiatives put in place by the directorate through working diligently with stakeholders, private sector and civil society are as follows:

Capacity Building and Public Awareness programs

The directorate has a responsibility to promote a culture of risk avoidance by capacitating stakeholders through integrated education, training and public awareness programmes. This is in line with the Enabler 2 of the Disaster Management Policy Framework, which recognizes advocacy and public awareness as effective disaster risk reduction enhancing measures critical to enable the “at risk” communities to anticipate disasters from prevalent hazards, the type of actions and requirements for response to warnings to support risk reduction and disaster recovery operations. Some of the key programmes and initiatives in this regard that the district implement, taking into account also the four priorities for Action of the Sendai Framework for DRR include:

- The IDDR Commemoration, in line with the yearly theme
- Fostering of partnerships with relevant stakeholders to promote Disaster Management education and training programmes.
- The Pre-Winter Awareness Campaigns
- Summer awareness campaigns

Stakeholder Participation arrangements

The Sedibeng Disaster Management directorate facilitates and coordinate the involvement and participation of various sectors and disciplines within entities so as to ensure active focal points and give effect to the principles of corporative governance. Such arrangements for stakeholder participation promote engagement of technical advice in Disaster Risk Management planning and practice in the municipality. The arrangements to enable stakeholder participation and engagement include:

The Regional Emergency Services Forum (ESF)

The ESF is a structure where all emergency services in the region sits and among others develop sound intergovernmental relations amongst the functions particularly within the regions as well as to foster high strategic discussions on all Emergency related measures.

SANTAM Partnership

The Municipality entered into a partnership with SANTAM in 2016 for a period of 3 years through a signed memorandum of understanding. The main objective of the partnership is to build capacity and develop the effectiveness of emergency services within the region (Disaster Management, Fire Services, etc.).

To achieve these, a project plan has been established with different deliverables and targets for smooth implementation. The official launch of the partnership took place on the 20th of October 2017. Quarterly meetings with relevant stakeholders (National Disaster Management centre, PDMC, etc.) are held where the project plan is deliberated on.

Disaster Management Plan

The Sedibeng Disaster Management Plan is in place and annually reviewed and updated. This is in compliance with the Disaster Management Act (Act 57 of 2002), which places a legal obligation on all organs of state to develop, update and review Disaster Management Plans.

Response and Recovery

Development and implementation of contingency plans is one of the key priorities of the Disaster Management directorate in order to ensure rapid, appropriate and effective disaster response and recovery to disasters which are threatening to occur within the boundaries of the Municipality. The municipality further ensures that it assesses the effect of any disaster which may occur in the region as well as to examine any further consequences.

Fire Services

The region all in all has 6 Fire & Rescue stations, of which four (04) are in Emfuleni, one (01) in Lesedi and one (01) in Midvaal. The challenge is that these stations are not able to provide adequate services to all communities of the region. The need for the establishment of satellite stations at strategic areas still exists. The operations and the administration of the Fire Services lie with the local municipalities within the region.

2.7 Community Safety

Crime prevention involves various strategies to determine approaches to reduce the likelihood of crime from occurring and identifying viable and effective preventative measures. Taking into account that Sedibeng is a diverse and dynamic region with many opportunities and challenges for the residents and municipalities, community safety initiatives that are developed and implemented should provide enabling environment that will inspire confidence to the residents and investors alike.

One of the significant challenges facing this region is child and youth criminality that is destroying our possible future leaders through violent conduct and substance abuse. This kind of crimes destroys lives, places communities under siege and breeds fear and anxiety in a manner that stifles economic and social development in the region. Through implementation of the Community Safety Strategy 2013 – 2017, Sedibeng District Council through its IGR structure, namely; Community Safety Forum has built relevant networks aimed at ensuring

constant and sustained crime reduction in the region. Some of the programmes and initiatives undertaken through this multi-disciplinary approach include the following:

Implementation of the Community Safety Strategy

National Development Plan (Vision 2030), seeks to build safer communities by ensuring active community involvement in community safety programmes, including encouragement of joint planning and implementation of community safety programmes by various government departments. During this process safety intervention programmes such as school safety, gender based violence, road safety awareness, community corrections, community policing relations, etc were implemented.

School Safety

It is common knowledge that crime has manifested in our schools. The use of drugs, alcohol abuse, bullying, gangsters and teenage pregnancy are some of the related challenges prevalent in our schools. Community Safety Forum has therefore; responded by visiting schools across the region to engage the learners on the dangers of crime. Search and seizure operations were conducted at identified schools targeting illicit drugs, cigarettes, dangerous weapons and other related items within school premises. There is also active participation by SDM at various regional school's safety structures, including the Provincial Safety Forum.

Gender Based Violence

Through the programme; 365 Days of activism on no violence against women and children awareness and educational programmes are constantly conducted at places such as schools and shopping centres. Traffic in Person (Human trafficking) awareness programme was implemented in Mamello, Vaal Marina and De Barrage areas. During the annual 16 days of activism campaign, dialogue sessions which included ex-offenders were held in Evaton, Bophelong and De Deur at which approximately 200 people participated. Anti-Rape Strategy has also been developed in partnership with Evaton SAPS to respond to rape scourge that has been a major challenge in that area. This strategy is aimed at conducting road shows, educating community members about available services and processes to be followed in reporting rape.

Community Policing Relations

Consistent and active engagement with communities is regularly conducted through Community Police Forums. This is done through participation at the CPF meetings and programmes such as anti-gangsters campaigns and cleaning campaigns.

Initiation schools practices are one of major challenges facing the region. After the suspension of initiation schools in Gauteng by the CRL Commission, some community members are disgruntled and continued to engage in this practice illegally. This has therefore; forced the police to closely monitor this practice and a lot of children were kidnapped and taken to initiation schools in the Free State. However; SAPS conducted special operations and roadblocks in pursuit of recovering kidnapped children throughout the December 2017 month. An Operation Centre by the SAPS, SDM, Initiation Fraternal and CoGTA was opened in Sebokeng to receive returning initiates and recovered children, before they are being reunited with their families. It has therefore; been reported that since the suspension of initiation schools within the region, incidents related to gangsterism has significantly decreased.

Stakeholders Relations and capacity building

Community Safety Forum is a safety and security IGR structure comprising of various stakeholders from this cluster. Its main goal is to eliminate silo community safety operations, develop and implement community safety initiatives in the region through a coordinated multi-disciplinary approach. Its task team/steering committee meets on monthly basis, and the broader forum which plays an oversight role and chaired by the MMC: Community Safety meets on quarterly basis.

Through this forum, University of South Africa organized a capacity building workshops through which over forty (40) law enforcement officials were training in Vehicle Identification on the 05 October 2017, and Drugs Identification on the 28 November 2017.

Road safety awareness programmes also forms an integral part of the forum's annual programme of action. These were conducted mostly at the shopping complexes during the festive season with the view of highlighting dangers of drunken driving, pedestrian loitering, and the importance of vehicle roadworthiness.

Management of CCTV Street Surveillance System:

There are nine six (96) CCTV cameras installed at strategic areas across Sedibeng region. A number of incidents were captured through these cameras which resulted in twelve (12) arrests being made. These incidents include amongst others possession of dagga, theft out of motor vehicles, drunken driving, business robbery, common robberies. Notwithstanding; often slow criminal justice system processes, one of the suspects was sentenced to fifteen (15) years in jail for business robbery in Vereeniging.

2.8 Sports and Recreation, Arts, Culture and Heritage

The Directorate of Sports, Recreation, Arts, Culture & Heritage function in three specific consolidated functional areas being (1) Sports and Recreation (2) Arts and Culture and (3) Heritage & Museums with very distinctive functions.

In the main the core responsibility in Sports and Recreation is a coordinating function in conjunction with the DSACR to facilitate the coordination of Sports Development in Sedibeng in collaboration with the three Local Municipalities Emfuleni, Midvaal and Lesedi. This is aimed at assisting Regional and Local Sports Councils and Sports Federations to develop core competencies and developmental strategies in the 11 identified Sporting Codes identified in Gauteng Province of particular significance is the fact that Sedibeng's Topography and Geographic layout gives emphasis to water related sports development opportunities due to our access to Rivers and Dams.

2.9 Development Indicators

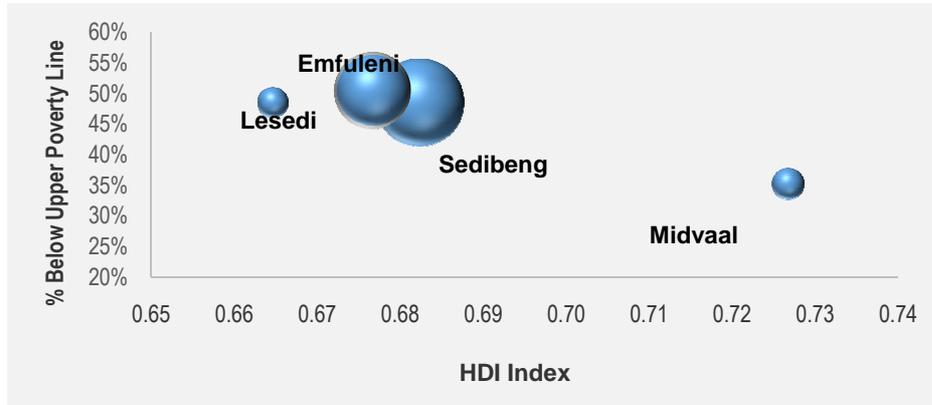
The section analyses the following as measures of the level of development in the district: Human Development Index, the Gini coefficient, which is the measure of inequality, number of people below the food poverty line, the percentage of people living in poverty.

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 can assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0, indicating no human development.

Figure: Poverty and HDI in 2016

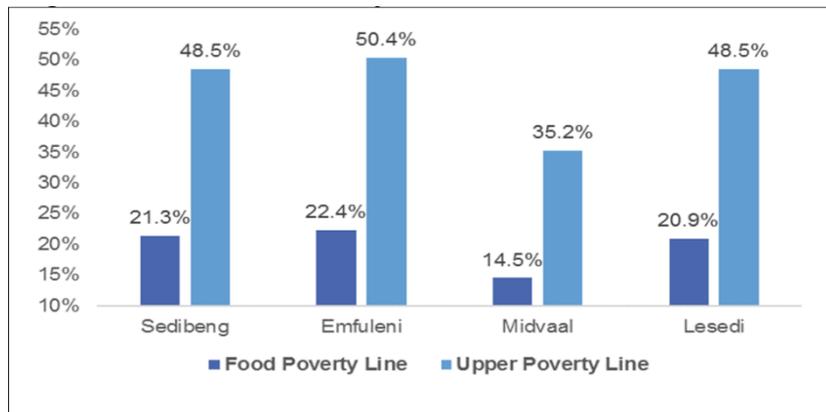


Source: IHS Markit, 2017

Note: The bubble size shows the Per Capita Income

The figure (**Poverty and HDI in 2016**) shows the link between poverty and the HDI for the Sedibeng district and its local municipalities. Although there is a negative relationship between the two indicators, Midvaal has the highest level of development and the smallest share of the population living below the upper poverty line.

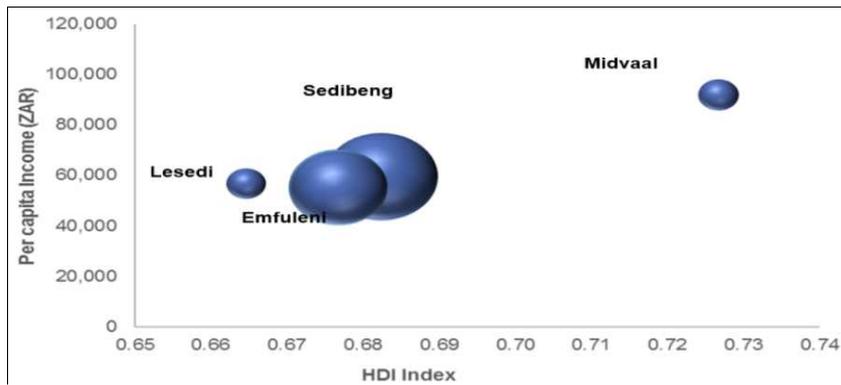
Figure: Measures of Poverty in 2016



Source: IHS Markit, 2017

The figure above (**Measures of Poverty in 2016**) expands on poverty measures by showing the two extremes, those living below the food poverty line and those below the upper poverty line. When using the food poverty line, the district and its regions tend to show relative lower proportions of residents in poverty. However, the upper poverty line shows a relatively higher share of the region’s population still living in poverty.

Figure: HDI and Per Capita Income in 2016

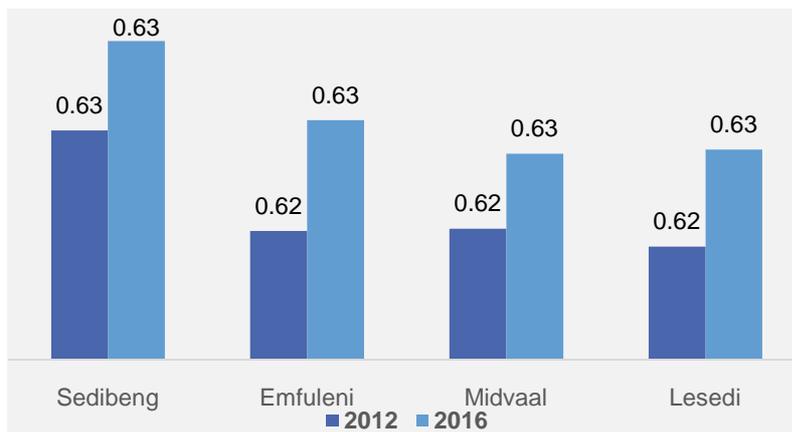


Source: IHS Markit, 2017. Note

Note: The size of the bubble indicates GDP-R of the regions.

The figure above (HDI and Per Capita Income in 2016) shows the link between HDI and per capita income for Sedibeng and its regions. It indicates that high per capita income is associated with high levels of development. Midvaal had the highest HDI at 0.73 as well as the highest per capita income at ZAR 91.8 thousand in 2016. Emfuleni had the lowest per capita income, at ZAR 55.2 thousand, and had an HDI level of 0.68.

Figure: Gini Coefficient in 2012 & 2016



Source: IHS Markit, 2017

The figure (Gini Coefficient in 2012 & 2016) indicates the level of income inequality as measured by the Gini coefficient for Sedibeng and its locals. The figure shows that income inequality rose in all the municipalities between 2012 and 2016. Gauteng's specific initiatives to reduce the levels of inequality include the township economic revitalization and infrastructure investment.

2.9.1 Education Levels in Sedibeng District Municipality since 2010 – 2016

YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	MOVEMENT
2016	No schooling	22 651	15 779	2 826	4 046	↓
2010	No schooling	25 813	17 939	3 119	4 756	
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Grade 0-2	11 729	8 569	1 209	1 951	↑
2010	Grade 0-2	10 292	7 743	998	1 551	
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Grade 3-6	45 744	34 951	4 602	6 191	↓
2010	Grade 3-6	48 041	37 455	4 519	6 066	
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Grade 7-9	93 622	72 323	9 976	11 322	↓

2010	Grade 7-9	100 184	79 884	9 549	10 751	
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Grade 10-11	162 912	125 395	17 320	20 198	
2010	Grade 10-11	140 273	112 449	13 602	14 221	↑
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Certificate / diploma without matric	3 790	2 825	542	424	
2010	Certificate / diploma without matric	3 840	2 962	475	403	↓
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Matric only	203 732	158 231	25 263	20 238	
2010	Matric only	177 081	141 210	19 783	16 089	↑
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Matric & certificate / diploma	42 564	33 816	4 874	3 875	
2010	Matric & certificate / diploma	36 504	29 469	3 939	3 096	↑
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Matric & Bachelor's degree	28 405	21 456	4 290	2 660	
2010	Matric & Bachelor's degree	20 203	15 074	3 266	1 863	↑
YEAR	ACADEMIC/SCHOOLING	SEDIBENG	EMFULENI	MIDVAAL	LESEDI	
2016	Matric & Post grad degree	12 031	9 007	1 661	1 363	
2010	Matric & Postured degree	8 654	6 579	1 276	798	↑

Source: IHS Markit, 2017

The above table depicts the level of education with a decrease of more than 3162 from 25 813 in 2010 to 22 651 in 2016 for those with no school. The numbers have increased by 6060 from 36 504 in 2010 to 42 564 in 2016 for people having diplomas with grade 12. There is also significant increase by 8202 from 20 203 in 2010 to 28 405 in 2016 for people with bachelor degrees. There is an increase of people with high degrees (Masters or Doctorate) by 3377 from 8 654 in 2010 to 12031 in 2016.

2.10 Regional Economic Analysis.

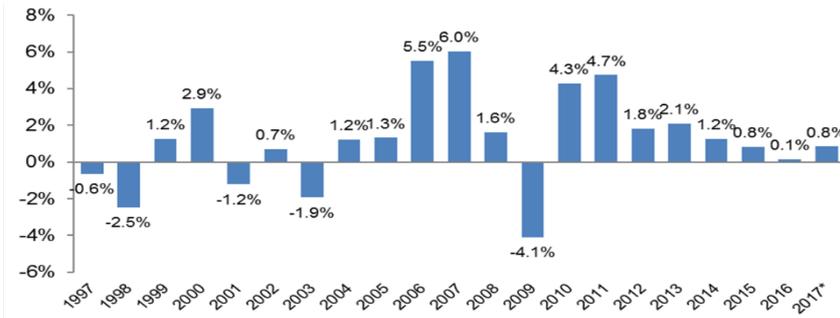
Economic Development and Outlook:

This section focuses on the economic performance, its drivers, employment and regional strengths and weaknesses of the Sedibeng district and its local municipalities and how promoting these sectors can assist with achieving the GPG's economic goals. The other section focuses on trade Developments.

Economic Performance:

The economic performance of South Africa has been negatively affected by the continued slow recovery of the world economy in 2016. The South African economy is estimated to have grown by 0.3 percent in that year, but is forecast to rise to 0.7 per cent in 2017 and 1.1 in 2018. The Gauteng province's economy is estimated to have grown by 1 percent in 2016. This largely disappointing growth was mainly due to low commodity prices, weak capital flows and slow global trade.

Figure: Annual Growth in GDP-R for Sedibeng

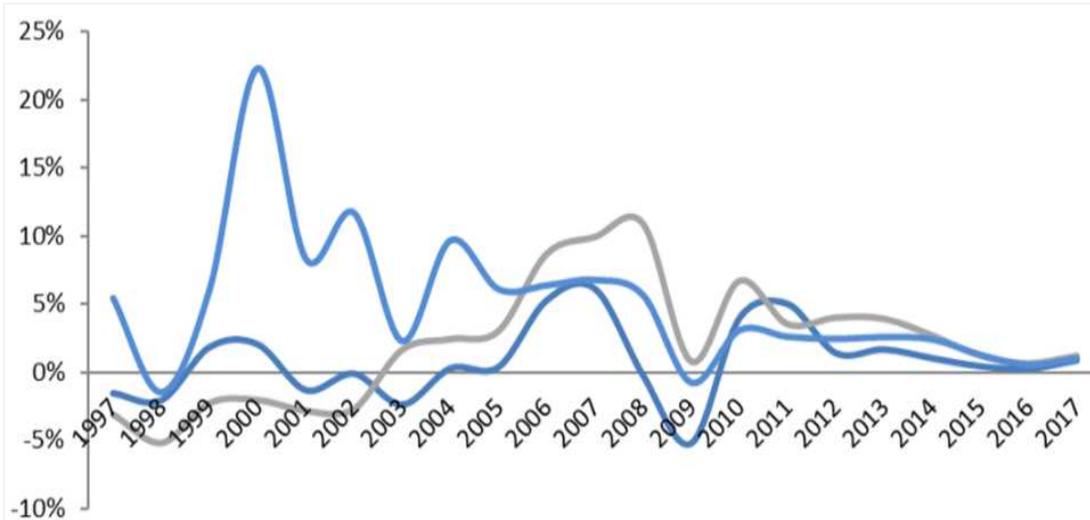


Source: IHS Markit, 2017

Notes: * indicates forecasts

The figure above (**Annual Growth in GDP-R for Sedibeng**) shows the growth rate of GDP-R from 1997 to 2016, with an estimate for 2017 for the Sedibeng district municipality. The district’s GDP-R growth rate has been on a slowdown since the post-global financial crisis economic recovery, although peaked at 4.7 per cent in 2011. In the succeeding years, growth gradually declined in each year, up to its lowest point of 0.1 per cent in 2016. However, in 2017 it estimated to recover to 0.8 per cent.

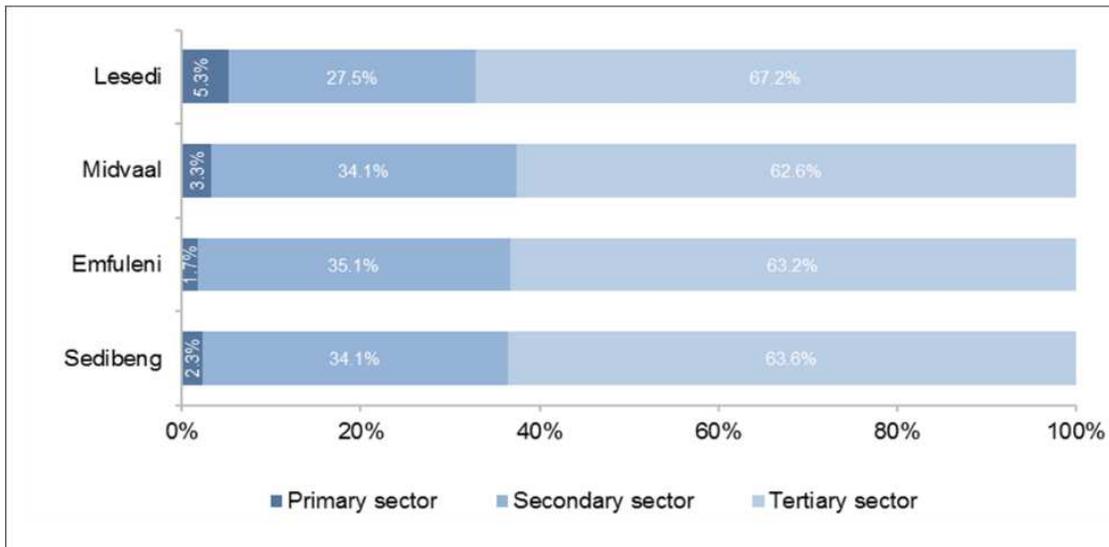
Figure: Annual Growth in GDP-R for Sedibeng Locals



Source: IHS Markit, 2017

The figure above (**Annual Growth in GDP-R for Sedibeng Locals**)¹⁰ shows the growth rates of GDP-R from 1997 to 2016, with an estimate for 2017 for Emfuleni, Midvaal and Lesedi. With the decline of the steel industry in the Southern Corridor, the municipalities of Sedibeng have experienced significant deindustrialization. This has had major negative effects on the region’s economic growth rate

Figure: Sectoral Contribution to GVA-R in 2016



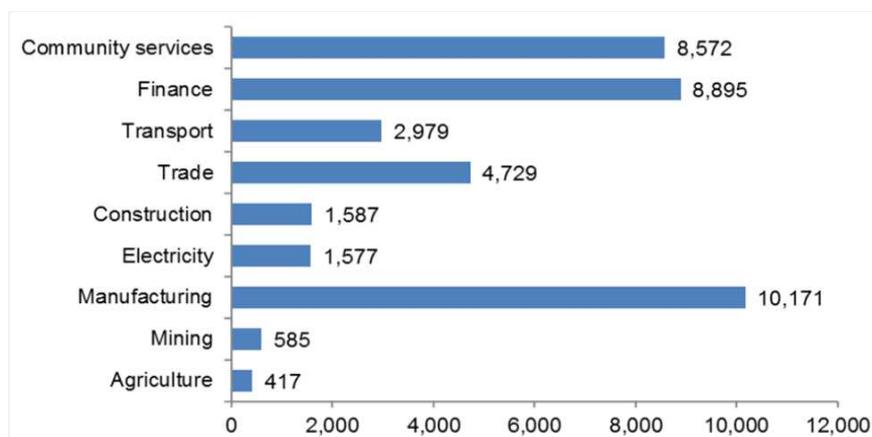
Source: IHS Markit, 2017

Despite being significantly smaller, at an estimated R5.2 million in 2016, the economy of Lesedi has a strong agricultural presence. Its real contribution to the municipality’s GVA in that year was estimated at R315 million accounting for 5.1 percent of economic activity, compared to R136 million in Midvaal (2.2 percent) and R327 million (0.9 percent) in Emfuleni. Economic activity in Emfuleni is dominated by manufacturing, at R16.9 billion, it accounts for 36.5 percent of the municipality’s GVA-R and 87 percent of the Sedibeng district’s total manufacturing output.

Sedibeng has a manufacturing presence, with a share of 32 percent of total GVA-R. Due to its focus on manufacturing, the district is vulnerable to issues common to the country as a whole, such as electricity supply constraints and labour unrest. At 16 percent and 15 percent respectively, finance and community services also account for a large portion of the Sedibeng districts economy.

Generally, the tertiary sector which includes finance & business services, trade & retail, government services, and transport, accounts for most economic activity across all Sedibeng’s local municipalities. This is followed by the secondary sector which comprises of manufacturing, electricity and construction, and the primary sector, which includes agriculture and mining.

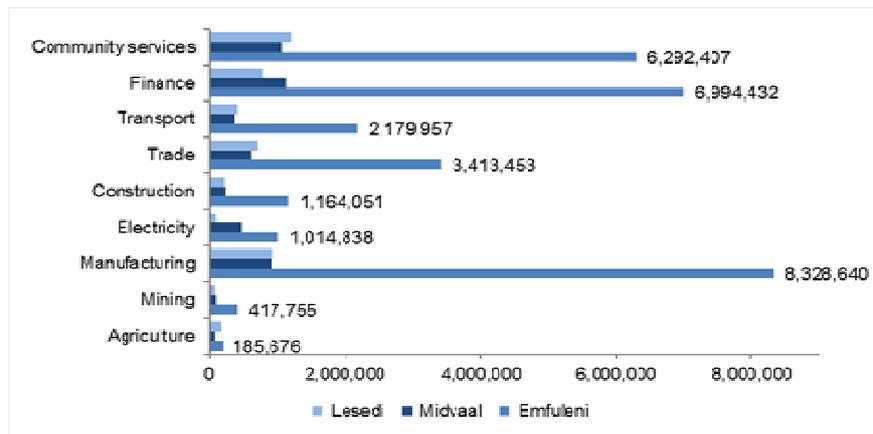
Figure: Broad Economic Sectors contribution to GVA-R in 2016



Source: IHS Markit, 2017

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Figure: Broad Economic Sectors Contribution to GVA-R for the Locals in 2016



Source: IHS Markit, 2017

Labour Market

		Sedibeng	Emfuleni	Midvaal	Lesedi
Population (15-64)	2012	612 337	480 580	65 597	66 159
	2016	633 774	489 331	71 754	72 688
Labour Force	2012	353 668	284 923	42 957	25 788
	2016	467 059	374 138	54 481	38 440
Unemployment	2012	124 045	104 384	8 394	11 268
	2016	244 263	203 120	17 857	23 286
Employment	2012	229 622	180 539	34 563	14 520
	2016	222 796	171 017	36 625	15 154
Non-Economically Active	2012	258 669	195 657	22 641	40 371
	2016	166 715	115 194	17 273	34 248
Rates (%)					
Unemployment	2012	32,4%	35,1%	18,8%	27,6%
	2016	50,7%	54,5%	32,2%	43,6%
Employed/ Population ratio	2012	25,3%	25,4%	35,9%	14,6%
	2016	23,2%	23,1%	34,1%	13,6%
Labour Force Participation Rate	2012	57,8%	59,3%	65,5%	39,0%
	2016	73,7%	76,5%	75,9%	52,9%

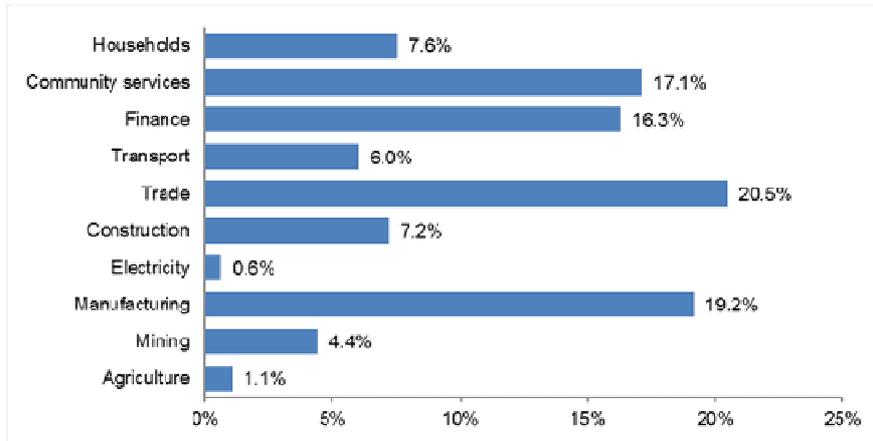
Source: IHS Markit, 2017

The Table on (Labour Market) shows that in 2012, Sedibeng's working-age population was 612 237 which grew to 633 774 by 2016. In that year 222 796 people were employed, 244 263 were unemployed and 166 715 were not economically active, thus resulting in an unemployment rate of 50,7% percent. The absorption rate stood at 37.1 percent and the labour force participation rate was at 73.7 percent, which has increased from 57.8 percent in 2012.

Unemployment still poses a challenge in the district as the number of people unemployed increased between 2012 and 2016. The unemployment rate 2016 in Emfuleni was 54.5 percent, 32.2 percent in Lesedi and at 43.6

percent, the Midvaal had the lowest unemployment rate of the locals. The Midvaal recorded the largest employment gains (2 061) between 2012 and 2016.

Figure: Percentage Employment Contribution per Economic Sector in 2016

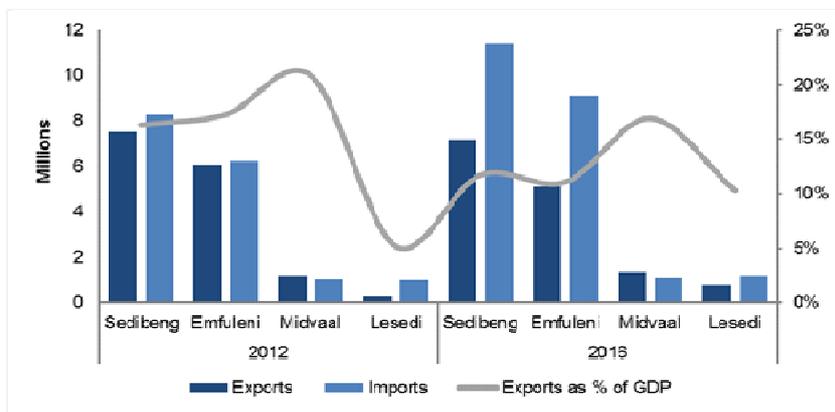


Source: IHS Markit, 2017

The figure (Percentage Employment Contribution per Economic Sector in 2016) shows aggregated sectoral employment for 2016. In 2016, the trade sector overtook the number one spot which was occupied by manufacturing at 21 percent in 2014. While Trade now employs a share of 20.5 per cent, manufacturing employs 19.2 per cent in 2016.

2.11 Trade Developments

Figure: Exports and Imports of Sedibeng and its Locals



Source: IHS Markit, 2017

The figure (Exports and Imports of Sedibeng and its Locals) shows that the value of exports has declined in Sedibeng between 2012 and 2016, and Lesedi is the only municipality which had an increase in its exports value. This may be indicative of low external demand for manufacturing goods; manufacturing accounts for the largest share of economic activity in Emfuleni.

2.12 Concluding Remarks

Continued population growth, especially for the working age population may be a challenge for the region with low economic growth and its over reliance on few sectors of the economy. Despite a slight decline on the number of people with HIV, crude death rates for the region show an increasing trend. A significant high proportion of the

region's population lives under conditions of poverty, despite improvement on development levels as measured by the HDI. The overall access to household basic service has improved with the exception of access to electricity.

To address this challenges the TMR, which makes up the province's specific priorities that give effect to the NDP, aims to promote inclusive growth by striving to increase employment opportunities. This is also to be achieved by promoting enterprise support especially in the townships. In Sedibeng, support for the agro-processing industry has been one of the province's initiatives to help farmers participate in the main stream economy of the region.

2.13 Way Forward

The GDS remains the principal reference point of our economic trajectory and the correctness of our stance is supported and carried by the report by the September 2015 MCKINSEY Global Institute in South Africa which outline a clear path to an inclusive economic growth and development. The report predicates achievement of new economic direction for South African on the five BOLD PRIORITIES for Inclusive Growth in South Africa, which are popularly known as the Big 5 namely;

- Advanced Manufacturing,
- Infrastructure Productivity Natural Gas,
- Service export,
- Raw and Processed Agriculture

The Sedibeng economy finds resonance with all 5 of those priorities since its economy will remain dominated in the medium to Long term, by the steel and manufacturing sector taking into consideration the efforts and drive through DTI tariffs programme to protect our industry.

So this makes manufacturing a key component of Re-industrialisation drive of this economy and this requires the creation/ building and or resuscitation foundries of small components manufacturing, product simulation, digital manufacturing and Plastic as well as Polymer. Location of Chemcity and taking advantage of Sasol just across the river to fit in with 'Advanced manufacturing' mentioned in the Big 5.

The regional sewer scheme and building of other strategic economic assets and Infrastructure form a cornerstone of a city with a clear vision to maximise movement and ease movement of people, goods and services as well as cost of doing business in the region competitive and this will find expression in the Reintegration of the region with the rest of the Gauteng.

Water is a strategic asset that could be effectively and efficiently utilised to drive economic growth and diversification of this economy to explore unchartered/ new economic opportunities built around the water and the frontier of the passing river. South Africa has no natural gas, but Gauteng is a strategic location for storage and use of natural gas from whatever sources and already the Sedibeng region is a home of bulk petroleum liquid storage all the way from Durban- more than 500km, in Lesedi Local Municipality.

The service industry presents real possibility for diversification and capture overflow from Central Corridor saturation in the service sector and this sector continue to play a central as well as strategic role in any economy. We have service industry products and going forward, we should better package region's offering in this regard.

The fifth priorities is on Raw and processed Agricultural products and this is one area we are endowed most when it comes to land, medium enterprises for Agro- processing and the export potential this industry can offer

for our economy.

The economy of Sedibeng, our GDS review will have to respond to a set of binding constraints that inhibits the growth and development of the Sedibeng economy to overcome unemployment, inequality and poverty and these constraints are that;

- This economy is depressed by the fact that; it continues to exclude the majority of our residents- hence Township Economic Revitalization is key.
- The Declining of Steel and Manufacturing base creates a need for diversification and limited role for SMMEs, township enterprises and cooperatives constraint the potential role the private sector can play in job creation.
- Energy and water supply remains critical inputs to any meaningful economic activity and development and given the potential and proximity of the Energy/Water mix in Sedibeng, and their availability could be a source of strategic investment attraction and re-industrial for Sedibeng region.
- Low skills base – Creates a labor supply constraint and incapacity to consume and take advantage of new knowledge based economy and economies of the future. This point manifests itself in the glaring failure of implementing key “Catalytic” / Flagship projects.

A lot of work still needs to be done to market and profile the region as an investment destination, however, basics must be in place and the environment should support the strategy of investment drive supported by a coherent lobby for investment. The basis is laid with for in-fill of the Southern Corridor together with the long term planning on infrastructure and infrastructure roll at its centre it should be the Game Changers.

2.14 Environmental Analysis

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. Sedibeng has identified awareness as a key intervention to assist communities to understand issues around the environment.

A number of programmes are implemented such as BontleKeBotho (Clean and Green programme) celebration of ad-hoc environmental calendar days. Lack of environmental skills in the region is addressed through the implementation of career exhibition programs which are supported by various stakeholders.

Water Pollution:

Sedibeng is faced 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. 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. 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 industrialized 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.

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 varies from area to area, and in particular the previously disadvantaged areas have been left without proper waste management services. The Sedibeng District's Integrated Waste Management Plan was approved by the Province for inclusion in the IDP as per the Waste Act, in November 2014; and the implementation thereof will assist in achieving the National Waste Management Strategy's goals which are as follows;

- Promote waste minimization, reuse, recycle and recovery
- Ensure the effective and efficient waste services
- Grow the contribution of the waste sector to the green economy
- Ensure that people are aware of the impact of waste on their health, well-being and environment
- Achieve waste management planning
- Ensure sound budgeting and financial management of waste services
- Provide measures to remediate contaminated land; and
- Establish effective compliance with the enforced Waste Act

Air Quality:

Air quality is affected by the climate, the landscape, natural and economic activities that take place in an area. There are different sources of Air pollution: emissions from industrial processes, domestic fuel burning, vehicle

exhaust emissions and waste facilities. Sedibeng District Municipality is regarded as one of the most polluted municipality because of the level of industrialization in the areas within the Emfuleni Local Municipality and Midvaal Local Municipality.

Emfuleni Local Municipality and Midvaal Local Municipality have been declared to be part of the first national priority area in Vaal Air-shed Priority Area because of the elevated level of pollution within the area. Lesedi local Municipality is also included in the second declared priority area, the Highveld Priority Area which includes areas in Mpumalanga and Ekurhuleni. Particulate matter has been identified as a pollutant of concern within the region and the major contributors for particulate matter (PM10) is both industrial sources and domestic sources especially in winter.

In an attempt to improve the quality of air in the region, Sedibeng is participating fully in both priority area Air-shed implementation forum that seeks to ensure the implementation of projects that are identified in the priority area plans (Vaal Triangle Air-shed Priority Area and Highveld Priority Area Air Quality Management Plan).

The plans have been adopted by Sedibeng District Municipality as the region's Air Quality Management plan in order to inform the management of air quality within the region. The objectives of the priority area plans are the same as the district objectives that of achieving clean air for the residents of the region.

The municipality is currently having a number of challenges with regard to availability of both human and financial resources to efficiently execute the function of air quality management. The lack of these minimum resources results in the district not being able to implement programmes that are directed at reducing air pollution within the region.

Despite the number of challenges to date the municipality has managed to issue a number of licenses to industries in the region. The licensing of industries has been identified as a critical mechanism of ensuring that industries are regulated and emissions improved. The focus is rather not on issuing licenses only, but together with the local municipalities and with the support from province compliance monitoring exercises are conducted in the region.

The Sedibeng District Municipality has two Ambient Air Quality Monitoring Stations which are operational namely:

- Meyerton Ambient Air Quality Monitoring Station
- Vanderbijlpark Ambient Air Quality Monitoring Station
- The raw data collated from both stations is forwarded to SAQIS for verification.

Biodiversity

Sedibeng District Municipality has various critical biodiversity areas and protected areas which play critical role in biodiversity conservation. The biodiversity areas include Suikerbosrand Nature Reserve (situated in the north eastern edge of Midvaal Local Municipality and north western portion of Lesedi Local Municipality), Alice Glockner Nature Reserve (Located in the south of Heidelberg in Lesedi Local Municipality, The Kliprivier, Vaal Dam and Vaal river).

The Sedibeng District Municipality falls within priority areas identified in the National Spatial Biodiversity Assessment (NSBA, Driver et al. 2004), and is home to a disproportionately high percentage of rare and threatened species and threatened ecosystems.

It is therefore critical that Sedibeng District Municipality develops a Bioregional Plan for the conservation of biodiversity in the region. Bioregional plan is one of a range of tools provided for in the Biodiversity Act that can be used to facilitate biodiversity conservation in priority areas and outside the protected area network. The purpose of a bioregional plan is to inform land-use planning, environmental assessment and authorizations, and natural resource management.

Climate Change:

The Sedibeng District Municipality has developed a Climate Change Response Plan in 2016. The plan was developed through assessing vulnerability risks assessment focusing on Agriculture, Biodiversity, Environment, Human Health, Human Settlement and Water. The vulnerability risks assessment focused on the following parameters:

- Exposure,
- Adaptive capacity,
- Sensitivity

Municipal Health Services:

All citizens in the Sedibeng District require a safe and clean environment to work and live in. Analysis on the state of Municipal Health Services in the district highlighted the following aspects:

- Poor ambient air quality as a result of Industrial activities and the burning of fossil fuel at household level (Poor indoor air quality)
- Unhygienic production, storage and transport of fresh milk within the District. (The bulk of fresh milk for the Gauteng province is produced in the Sedibeng District)
- Non-compliance of Funeral Undertakers with minimum environmental health standards.
- Poorly maintained sanitation facilities at some state owned premises (schools, public buildings and health institutions)
- Preparation, storage and transport of game meat specifically during winter months from May – September
- Hygienic standard of Informal foods specifically at pay out points for pensioners and other social grants
- Non-compliance at Informal crèches with minimum environmental health standards
- Occasional Organo Phosphate poisoning in rural areas from time to time.
- Indiscriminate dumping of waste including hazardous waste. (None of the solid waste sites are licensed within the District)
- The illegal use of tobacco products within public buildings, facilities and in the workplace.

2.15 Our Transport Plan

The Integrated Transport Plan (ITP) for Sedibeng 2009 to 2014 is in a process for review, the new ITP for 2017-2022 will be developed and incorporated into the next reviewed IDP 2019/20.

Travel Behaviour and Public Transport in Sedibeng

Travel Behaviour:

a) Vehicle Ownership

- Overall, only 36% of households in SDM own one or more form of transport. Except in Emfuleni Rural (11.6%), less than 10% of households own bicycles. In case of motorcycles, only 5.6% of households in Midvaal Rural East own them. In the rest of the sub-regions, motorcycles are owned by less than 5% of the households.

- Close to 24% of households in SDM own their own vehicles with sub-regions such as Midvaal Rural East, (69.2%) and Emfuleni Rural (50.5%) showing the highest household car ownership. In contrast, less than 15% of households in Midvaal Rural West and Lesedi Rural own their own car.
- Only less than 5% of households in SDM use employer-owned cars. 7.6% and 5.9% of households in Midvaal Rural East and Lesedi Urban have employer-owned car at their disposal respectively.

Of all the sub-regions in SDM, the highest percentage of households who own household car, motorcycle and have access to employer-owned car is in Midvaal Rural East. In contrast, households in Lesedi Rural own the least.

Sub-Regions	Percentage of Household owning one or more				
	Bicycles	Motorcycles	Employer- Owned vehicles	Household- Owned vehicles	Other
Emfuleni LM Rural	11.6%	3.6%	0.0%	50.5%	0.0%
Emfuleni LM Urban	6.3%	1.1%	4.8%	21.9%	0.0%
Lesedi LM Rural	2.6%	0.5%	2.4%	12.4%	0.0%
Lesedi LM Urban	5.2%	0.6%	5.9%	27.4%	0.0%
Midvaal LM Rural East	9.2%	5.6%	7.6%	69.2%	0.0%
Midvaal LM Rural West	4.3%	1.5%	3.7%	11.9%	0.0%
Sedibeng	6.1%	1.3%	4.7%	23.9%	0.0%

Source: Sedibeng Household Travel Survey: 2014

b) Modal Split

The non-motorized transport (NMT) is predominant (45%) in SDM. NMT is significantly high in Midvaal Rural West (60%), Lesedi Rural (53%) and Emfuleni Urban (48%) and so is public transport usage. Private transport is mostly used in the high income areas of Midvaal Rural East (73%), Emfuleni Rural (63%) and Lesedi Urban (41%). Conversely, public transport usage in Midvaal Rural East and Emfuleni Rural is the lowest at 13%.

Home Transport Analysis Zone	Mode Type - % of Trips		
	Public Transport	Private Transport	NMT
Emfuleni LM Rural	13%	63%	25%
Emfuleni LM Urban	34%	17%	48%
Lesedi LM Rural	29%	18%	53%
Lesedi LM Urban	28%	41%	31%
Midvaal LM Rural East	13%	73%	14%
Midvaal LM Rural West	33%	7%	60%
Sedibeng	31%	24%	45%

Source: Sedibeng Household Travel Survey: 2014

c) Expenditure on public transport by purpose

The total expenditure on public transport by sub-region: 14% of all households spend more than R1 000 per month on public transport, with the highest household percentages in the Midvaal Rural East (24%) followed by Lesedi Urban (16%) and Lesedi Rural (15%). More than half of the households in Emfuleni Rural (50%) and Midvaal Rural East (54%) do not spend any money on public transport.

Table: Total Monthly Public Transport Expenditure % of households

Sub-Region	Total Monthly Public Transport Expenditure % of households				
	Nothing	R1 – R250	R251 – R500	R501 – R1000	R1 001+
Emfuleni LM Rural	50%	32%	1%	5%	9%
Emfuleni LM Urban	39%	21%	13%	14%	13%
Lesedi LM Rural	19%	32%	16%	18%	15%
Lesedi LM Urban	22%	19%	19%	23%	16%
Midvaal LM Rural East	54%	8%	6%	7%	24%
Midvaal LM Rural West	39%	21%	22%	13%	5%
Sedibeng	38%	21%	14%	14%	14%

Source: Sedibeng Household Travel Survey: 2014

2.16 Our Service Delivery

Access to Household Infrastructure in 2016

	Sedibeng	Emfuleni	Midvaal	Lesedi
Formal Housing	84.8%	85.7%	81.2%	82.3%
Sanitation	92.7%	93.5%	88.4%	91.8%
Water	97.0%	98.1%	91.7%	95.3%
Electricity	90.8%	92.9%	80.7%	86.9%
Refuse Removal	91.2%	92.4%	86.2%	88.1%

Source: IHS Markit, 2017

The table above (**Access to Household Infrastructure in 2016**) shows the proportion of households with access to basic household infrastructure for 2016. The proportion of households with access to formal housing was at 84.8 in Sedibeng in 2016. Of its constituent local municipalities, Emfuleni was above this average while Midvaal and Lesedi were lower. This pattern holds across all service categories. Access to water is the most widespread of the services in Sedibeng, ranging from 88.4 per cent in Midvaal to 98.1 per cent in Emfuleni and averaging 97 per cent for the district.

2.17 Our Institutional Analysis

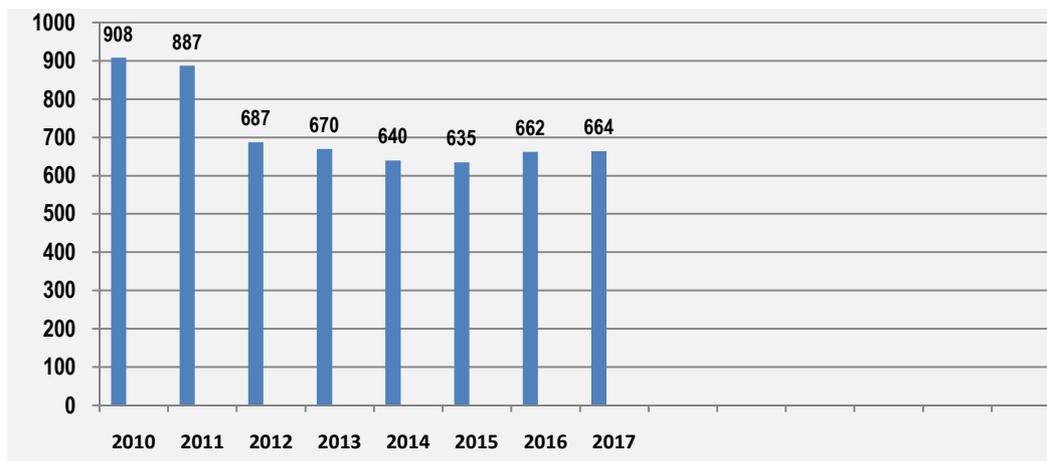
One of the key components of the IDP process is an internal organizational audit or analysis. Such an analysis allows the Sedibeng Council to know and understand its own internal operations. On the basis of this understanding, the Sedibeng Council will be in a better position to manage the changes which will be required in order to bring about the desired future.

The aim of the Institutional Analysis is to identify the Sedibeng District Council's strengths and weaknesses, including its structures, staff composition and deployment, financial situation and culture. The purpose is not to defend outdated and impractical structures, procedures and practices for Sedibeng District Council, but rather to establish an open-minded view of the organization, to recognize problems, shortcomings, limitations and imbalances and to identify ways to overcome it.

Human Capital:

The Human Capital of Sedibeng District Municipality comprises of 664 appointed employees, Elected Councillors and appointed community members serving on ad hoc committees. The following bar graph reflects the Human Capital year on year from the year 2010 to 2017.

Graph: Sedibeng District Municipality Human Capital year on year from the year 2010 to 2017.



The Sedibeng District Municipality Human Capital is constituted of the following categories.

Human Capital Categories	
Councillors	49
Audit Committee Members	7
External Bursary Committee	5
Agency function staff motor vehicle licensing	164
Core functions staff	437

Staff Establishment:

Composition of the staffing establishment of the Municipality comprises 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 (Normally referred to as Section 57 employees). The following matrix reflects all the employees appointed in terms of the categories referred to above.

Fixed Term (Section 57) Employees as at 31 December 2017.

SDM Fixed Term (Section 57 Employees as at Dec 2017)													
Current Profile by Occupational Levels	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Section 57 Employees	3	0	0	0	3	2	0	0	0	2	0	0	5
Total Permanent	3	0	0	0	3	2	0	0	0	2	0	0	5
Non-Permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	3	0	0	0	3	2	0	0	0	2	0	0	5
Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0

Councillors:

The following table is a representation of the demographics of the elected Councillors that represent the full Council of Sedibeng District Municipality (SDM).

SDM Councillors as at 31 December 2017

SDM Councillors as at December 2017					
Current Profile	Male		Female		Foreign Nationals

	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	Total
Councillors	22	1	0	4	27	19	0	0	3	22	0	0	49
Grand Total	22	1	0	4	27	19	0	0	3	22	0	0	49
Disabilities (Included in the Grand Total)	0	0	0	0	0	0	0	0	0	0	0	0	0

Ad Hoc Committee Members:

In terms of the Municipal Structures Act 117 of 1998 every Municipality must appoint, through the public process of open public advertisements, 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.

Table: SDM Bursary Members as at 31 December 2017

SDM Bursary Members as at 31 December 2017													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Bursary Committee	2	1	0	0	3	2	0	0	0	2	0	0	5
Grand Total	2	1	0	0	3	2	0	0	0	2	0	0	5

Table: SDM Audit Committee Members as at 31st December 2017

SDM Audit Committee Members as at 31 December 2017													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Audit Committee	3	0	1	1	5	2	0	0	0	2	0	0	7
Grand Total	3	0	1	1	5	2	0	0	0	2	0	0	7

Institutional Arrangements:

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

Clusters	Staff Compliment
Office of the Speaker	11
Office of the Executive Mayor	15
Office of the Chief Whip	6
Municipal Manager's Office	18
Corporate Services	216
Treasury	22
Community Services & SRAC, Health and Social Development	103
Strategic Planning & Economic Development	27
Transport Infrastructure & Environment	180
Total	598

Employment Equity Status:

This section serves to indicate current employee population by level (As reported to Department of Labour on 15 October 2017), race and gender within the municipalities as required by the Employment Equity Act 55 of 1998.

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	3	0	0	0	3	2	0	0	0	2	0	0	5
Senior management	24	1	1	5	31	5	0	1	2	8	0	0	39
Professionally qualified and experienced and specialists and Mid Management	36	0	1	8	45	36	0	0	4	40	0	0	85
Skilled Tech and Academically qualified workers, Junior managers, Supervisors, Foremen and superintendents	40	2	0	4	46	37	1	2	8	48	0	0	94
Semi skilled discretionary decision making	72	0	0	1	73	149	1	0	3	153	0	0	226
Unskilled and defined decision making	61	0	0	0	61	73	0	0	0	73	0	0	134
Total Permanent	236	3	2	18	259	302	2	3	17	324	0	0	583
Temporary employees	7	0	1	0	8	7	0	0	0	7	0	0	15
Grand Total	243	3	3	18	267	309	2	3	17	331	0	0	598
Disabilities (Included in the Grand Total)	4	0	0	0	4	2	0	0	0	2	0	0	6

Human Resource Development:

The Capacity Building of the Human Capital within the District Municipality is one of the key drivers of the human resources strategy. To that effect the performance of the various role players at SDM's workplace is monitored and assessed to arrive at their skills short comings. Personal Development Plans of each employee is determined based on the skills shortcomings and knowledge gaps and these are addressed, subject to availability of resources, through on the job training or referral to external skills development service providers.

Other than identifying knowledge gaps through performance monitoring, the following instruments are utilized to identify relevant and necessary skills requirements:

- National Skills Development Strategy
- National Human Resources Strategy
- Skills Development Act
- Workplace Skills Plan

The Council employees enrolled for and acquired the Matriculation/Grade 12 Qualification in the financial year 2017/18.

Occupational Health and Safety:

For the period under review i.e, the 2017 year, no fatal incidents were reported to Council.

Work Study and Quality Assurance:

Sedibeng District Municipality has adopted the mantra that "effective and efficient service delivery requires that an organization must be flexible such that it continuously improves its systems and processes". A Job Evaluation Unit has been established, (was trained and was fully functional and ready to have carried out its mandate, safe for attrition factors and was Regional, has been unable to reach its mandate). However, a new Local Job Evaluation Unit was established in 2016 and is awaiting training to enable it to carry out the mandate.

Batho – Pele:

SDM is not a Primary Municipality and our interaction with members of the community is therefore limited, however, in instances where there is interface with members of the community the feedback that we receive is that our staff aligns their service delivery to the Batho Pele principles. Therefore, it has been recommended Batho-Pele Principles form part of each and every Municipal Employee's Job Descriptions.

Labour Relations:

Sedibeng District Municipality has successfully maintained harmonious workplace relations by proactively preventing disputes, disruptive workplace activities and resolving workplace disputes by application of various dispute resolution mechanisms, more important through continuous interaction with workplace stakeholders. Testimony to the successes in dispute resolution is evidenced in labour laws journals that report on findings that have been influenced by the Sedibeng District Municipality.

Total Human Resource Dashboard:

No	Activity	Post Level	Conduct	Date	Status of the Matter
1	No Suspensions	None			
2	No Disciplinary Case				
3	17x Arbitrations and Conciliations	4,9,10	Unfair Labor Practice		Awaiting new date Rescission application granted matter to be arbitrated To be conciliated
4	16x Labor Court	4,7,1,6, and10 9x3,7x2,4x2, 13x2,10x2,1,6	<ul style="list-style-type: none"> • 5xUnfair dismissal • 11x Unfair Labour Practice • Matter now at Labour Court, 		<ul style="list-style-type: none"> • Awaiting set down date • SDM Lawyers to make application for the dismissal of the matter • Awaiting new Court date
5	3x Resignations	7, 13x2	Voluntary resignation		None
6	1X Staff Transfers	9			Inter Cluster Transfer
7	Appointments	5x Sect. 57, 2x2 ,3x2,7, 9x6,10x13 and 3 contracts			5year contract and Permanent

CHAPTER 03: PROGRESS ON IMPLEMENTATION OF IDP 2017-21

3.1 Introduction

The Sedibeng District Wide Lekgotla in September 2011 and the Sedibeng Stakeholder Summit held unequivocally reaffirmed the framework of the Seven Pillars of the SGDS. Subsequent to the regional long term strategy being developed and reviewed every five years, the 2016 Political and Administrative term of office came in and developed five years 2017/21 IDP which will be reviewed annually.

This report is therefore the reflection of the impact of the successes of the five-year term of office as well as corrective measures to address problems in the light of changing internal and external challenges that impact on the priority issues, objectives, strategies, and programmes of the IDP.

In summary the said framework of the seven pillars GDS since its inception in 2011 to date as our long term strategy and IDP 2017/21 in the financial year 2017/18 progress made are encapsulated as follows on:

3.2 Strategic Planning, Economic Development and Housing

- **Local Economic Development**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Increase EPWP roll out programmes.	Linking poor people to job creation opportunities	Identify and placement of beneficiaries	Achieved
Coordinate FabLab through products simulation.	Promote SMMEs for product design and innovation	Identify sources of funding for future expansion	Achieved
Coordinate the Regional Economic Framework.	Regional economic planning and implementation	Develop and package catalytic projects	Achieved

- **Tourism**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Tourism Policy, Strategy, Regulations Monitoring and Evaluation	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region	Achieved
Tourism Institutional Arrangements	Support the Regional Tourism Organisation (Vaal River City Tourism Promotion Company SOC)	Facilitate Board Meetings, AGM and render technical, financial and non-financial assistance.	Achieved
Create tourism demand through targeted tourism marketing initiatives	Identify and participate in exhibitions and marketing initiatives Update tourism map and website	Identify and participate in exhibitions and marketing initiatives Update tourism map and website	Internal progress has been made but no financial resources to finalize the map and website project
Tourism Supply – Skills development skills and products in the tourism industry	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery	Achieved

• **Agriculture**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Facilitate support for co-operatives, small scale farmers and small, medium and micro businesses	Farmer support programme	Identify co-operatives, small scale farmers and small, medium and micro businesses	Achieved
Facilitate support for the small holding agricultural sector striving towards productivity increase.	Agro-processing	Develop the feasibility study for implementation of a milling plant.	Achieved
<ul style="list-style-type: none"> Coordinate the support for food security programmes, Households and Institutional food nutrition programmes. Coordinate efforts for local food production and accessibility. 	Food Security programme through community food garden	Identify potential beneficiaries.	Achieved
Improved coordination and management of tractor mechanization support programme.	Access to equipment and machinery for farmers	Coordination of locals for the effective management of mechanization programme.	Achieved
Improve participation and coordination of CRDP Programme	Rural development Support	Participate in all CRDP programmes and projects.	Achieved

• **Development Planning and Human Settlement**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Monitor & Co-ordinate housing programmes	Housing delivery	Coordination of Human Settlements' programmes	Achieved
Facilitate enrolment to National upgrading support programme and projects	Grant funding	Administration support	Achieved
Implement the Spatial Development Framework	Update SDF	Development complaint revised SDF	Achieved
Improve the Geographic Information Systems.	Functional GIS	Upgraded live GIS	Achieved
Coordinate Urban Renewal	Facilitate Urban renewal programmes	Coordination of National and Provincial Urban Programmes.	Achieved

3.3 Transport, Infrastructure and Environment

- **Environment**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Ensure the implementation of an Effective and Efficient Environmental Management in the region	Compliance with ambient air quality standards	AOMP Development	The Air Quality Management Plan is currently in the process of being developed.
		Air Quality Stations reporting to SAAQIS on Monthly basis	The Air Quality Stations are fully operational and reporting to SAAQIS on monthly basis
	Compliance with regulatory requirements	Updating the emission inventory quarterly	The emission inventory currently under development
		Number of licenses and permits issued	The number of licenses issued to industries is forty four for the 2017/2018 financial year. No permits issued
Ensure the implementation of MHS programme to reduce environmental health risks.	Implement Environmental Awareness campaign for the region	Implement Environmental Awareness campaign for the region	<p>Career Exhibition</p> <ul style="list-style-type: none"> • The career exhibition on environmental qualifications was held on the 07, 08 and 11 August 2017 at Arcelor Mittal science centre. <p>Ad-hoc Environmental Calendar Celebration</p> <ul style="list-style-type: none"> • Sanitation day celebration was held on the 30 May 2017 at Qhaqhula Primary School in Ratanda (Lesedi Local Municipality) through educating the learners about the importance of saving water and health and hygiene. • World Environmental day celebration was held on the 30 June 2017 at Heidelberg extension 23 (Lesedi Local Municipality) through cleanup campaign and development of park. • Arbor Day was held on the 08 September 2017 at Bantu-Bonke in Panfontein (Midvaal Local Municipality) through tree planting and educating the communities about the values and trees and their roles. • Hand washing and world toilet day celebration was held on the 30 November 2017 at Jameson Park community hall (Lesedi Local Municipality) through educating elderly people about

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
			health and hygiene.
	Rendering of Municipal Health Services to all communities	Rendering of Municipal Health Services to all communities	Service level agreements were signed with the local municipalities to implement municipal health services within their areas of jurisdiction on municipal health services within their areas of jurisdiction on behalf of the SDM. The latest audit of the service by the National Department of Health indicated that the SDM is doing reasonably well and is well on its way towards the target of 90% compliance as set by the district for itself.
	Development and Promulgation of MHS by laws for the Sedibeng District	Draft bylaws developed and approved	The process was stalled temporarily due to incapacity but has gained momentum again with the assistance of SALGA. The current draft by law needs further attention from a technical and legal perspective before it can be submitted to Council for approval
Less and better managed waste in the region	Facilitate and ensure implementation of the Integrated waste management plan	Resuscitation and rollout of the Buyback centres	<ul style="list-style-type: none"> Supported continuous operation of springbok avenue buy back centres. The clean-up campaign was conducted on the 04 August 2017 at Rietspruit River next LevaiMbatha clinic (Emfuleni Local Municipality)

• **Infrastructure**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Plan for effective, efficient and sustainable infrastructural projects, water and sanitation services, and provision of electricity	Implementation of the Sedibeng Regional Sewer and upgrading of sewer	Upgrading of wastewater treatment plans.	Progress reports update are continually given to Council once available
	Support Facilitation and coordination of Infrastructure projects in the region.	Support Facilitation and coordination of Infrastructure projects in the region.	Progress reports updates are continually given to Council once available though at times struggling with information from locals.
	Develop Rural Road Asset Management system.	Rural Road Asset Management System	Progress reports updates are continually given to Council. The project will be completed in the next financial year.

• **Transport**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Develop and Review ITP for the region	Review and develop the ITP	Develop ITP	The ITP is currently being reviewed and will be completed in December 2018.
Facilitate the promotion of safe and peaceful rail operations	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	Awareness program are jointly undertaken with PRASA.
In partnership with Province and Emfuleni support the development of Vaal Logistic Hub	Coordinate and support Vaal Logistic Hub	Develop Vaal Logistic Hub	The studies are completed. The GIFA, ELM and SDM are struggling to get a private partner that can develop the facility.

• **Licensing**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Reduce time slots from one hour to 30 minutes	Increase number of Driver and Learner licenses in four Licensing Services Centres	Implementation of reduced time	The time slots have been reduced from one hour to 30 minutes. This is intended to reduce backlog of driver testing applications
Provide Licensing services in the historically disadvantaged communities.	Increase Licensing service centers in the district	Increase Licensing service centers in the district	The construction of Sebokeng Licensing Centre is continuing and the project is
Increase number of the drive thru 'for license renewal services.	Open drive thru for license renewal services in the district	Implementation	The Project of filling the pit in Vanderbijlpark Vehicle Testing in order to accommodate motor vehicle license renewal service has been completed.

3.4 Community Services

• **Community Safety**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Implementation and Review of Community Safety Strategy	Implementation of the Community Safety Strategy	Rollout Community Safety Strategy	Community Safety Strategy successfully reviewed and in effect for the period; 2018 – 2022.
	Manage CCTV Street Surveillance System	Manage CCTV Street Surveillance System	CCTV system fully functional and contributing positively towards crime detection and reduction

• **HIV & AIDS**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Facilitate the acceleration of Prevention programmes to reduce new HIV, STIs and TB Infections through the ward based programme	Breaking the cycle of HIV, STIs and TB transmission by strengthening a multi-sectoral response	Facilitate Governmental Departments' HIV, STIs and TB programmes.	<ul style="list-style-type: none"> 2 Interdepartmental meeting held.
		Facilitate training and dialogue workshops targeting young women	<ul style="list-style-type: none"> Mobilisation and recruitments for "She Conquers Campaign champion" started Young men Mobilization programme supported
		Facilitate ward based education activities	<ul style="list-style-type: none"> 100% ward coverage targeting household through door to door visit made.
Facilitate AIDS Council shared accountability for sustained response to HIV, STIs and TB	AIDS Councils programme	Review the AIDS Council Guideline and strategy	

• **Disaster Management**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Build Disaster Resilient communities through effective Public Education and Awareness programs.	Public awareness meetings and campaigns conducted.	Coordinate Public Education and Awareness programs.	<p>Quarter 1</p> <p>Public Education and Awareness Unit took part in the National Safety week in collaboration with ESKOM. Sedibeng Focus was on Home Safety and Emergency Calling.</p> <p>Quarter 2</p> <ol style="list-style-type: none"> The unit commemorated the International Day for Disaster Risk in Ratanda: The unit supported the 1000 men march/programme (as coordinated by Community Safety, through its forum) The unit coordinated Training of First Aid for Vaal Marina (working on Fire officials): register attached. The training was conducted through the National Department of Rural Development. The unit coordinated Training in Veld Management for the Midvaal community attendance register attached: register attached
Review Disaster Management Plan as per Legislative requirements.	Review Disaster Management Policy Framework.	Review Disaster Management Policy Framework.	Scrutinizing of the DM Policy Framework for reviewing in process for submission in the 4th quarter.
Effective provision of Emergency Communication Centre services	Engagement with relevant operational stakeholders in Emergency Communications.	Promote IGR and Training of staff/ personnel to provide quick response to relevant stakeholders.	The emergency centre staff was trained in early warning systems and how to disseminate the information to relevant stakeholders.

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Implement mechanisms to ensure effective response and recovery	Review relief policy with relevant stakeholders and provide relief as required.	Effective provision and management of relief material from different stakeholders during emergencies or disasters	A relief policy established.

• **Heritage**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Preserve the heritage and museums of our region, including promotion of national and provincial commemorative days.	Promote awareness on Heritage and Museums of our region	Promote awareness on Heritage and Museums of our region	<ul style="list-style-type: none"> The implementation of the Heritage Summit resolutions refocuses the method of giving expression to the outcomes as prescribed in both the 1st& 2nd Generation of the Sedibeng Growth and Development Strategy which is currently captured in the 21st Century Heritage & Museums Turn Around Strategy Document that has to be implemented in the new IDP process. ?. The focus on the current method of doing Commemorative Days Programmes within itself has to change given the intended outcomes as prescribed in the 21st Century Heritage & Museums Document.

• **Arts and Culture**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Support Arts and Cultural Programmes	Support Arts and Culture programmes	<ul style="list-style-type: none"> Support and participate in the Annual Gauteng Carnival Support and augment Commemorative Events in the Region 	<ul style="list-style-type: none"> The new development trajectory for Arts & culture as captured in our "Possible Development Challenges Document of 2012-2017 IDP has to be enforced as the Turn Around Strategy with a proper Fiscal & Human Resource Plan aligned to our Organogram and Implementation Plan.
	Support Regional Craft Hubs in the Sedibeng Region	<ul style="list-style-type: none"> Support and participate in projects and programmes at the Craft Hubs 	<ul style="list-style-type: none"> The new development trajectory for Arts & culture as captured in our "Possible Development Challenges Document of 2012-2017 IDP has to be enforced as the Turn Around Strategy with a proper Fiscal & Human Resource Plan aligned to our Organogram and Implementation Plan?.

- **Health and Social Development**

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Promote the efficient delivery of health care.	District Health Council Activities	Implement the programmes and activities of DHC	Two DHC meetings were held, one will be in the 3 Quarter
	Health Programmes	Facilitate the establishment of PHCFC and promote public participation in PHC services	PHCFC are established in all PHC facilities
Promote social development of our Communities.	Youth development programme	Review Youth Development Policy	Youth stakeholders engagement in process
	Sedibeng External Student Financial Assistance programme	Review Student financial support policy Establish Student Financial Support Committee	Youth stakeholders' engagement in process for private sector collaboration
	Social Development programmes and forums for special groups	Review PWD policy	Consultation with the PWD forum and stakeholders from the local municipalities and DSD in process.
	Women and Gender programmes	Review gender policy and strategy	Consultative meetings with provincial service provider regarding the review of Gender policy in progress.
	Sedibeng Early Childhood development programmes	Review ECD policy	Province is reviewing ECD policy then the District is awaiting the Provincial document.

3.5 Corporate Services

- **Information Technology**

IDP Deliverable	Project/Programme	Source of Funding	Delivery Agenda	
			2017/18	Achievements or Measures Taken
Implementation of the Information Security Management System	Security standards, policies and procedures	OPEX	Conduct situational analysis	Four policies were reviewed and amended in 2017/2018. The Auditor General identified minor issues regarding controls and the implementation of the recommendations commenced immediately to strengthen control and monitoring.
	Corporate governance of Information Technology Policy Framework (CGITPF) as per DPSA guide	OPEX	Develop a CGITPF	A CGITPF was developed and approved in July 2017. The framework was developed taking internationally recognised frameworks and standards into account, such as King III Code, ISO/IEC 38500 and COBIT. The objective of the CGITPF is to institutionalise the corporate governance of ICT as an integral part of corporate

IDP Deliverable	Project/Programme	Source of Funding	Delivery Agenda	
			2017/18	Achievements or Measures Taken
				governance within the Sedibeng District Municipality.
	Information Technology Steering Committee meetings	OPEX	Conduct monthly IT Steering Committee meetings to deliberate and resolve on all essential IT related procedures and procurement.	IT Steering Committee meetings take place on a monthly basis under the chair of an independent Chairperson to allow for fruitful deliberations.
	Contract Management	OPEX	Manage and monitor IT contracts	Contracts are reviewed formally on a quarterly basis and vendors are evaluated on their performance objectives as per the approved service level agreements in place. Performance is however monitored on a monthly basis during informal collaborations.
Investment into communication infrastructure	Optic Fibre project	OPEX	Conduct situational analysis for participatory collaboration with stakeholders	The Directorate Economic Development has been requested to drive this project with the assistance of the Finance Cluster in terms of the funding and income models to be used. Input from IT will be one of support towards the technical implementation of the rollout. The IT Department does not have the necessary knowledge and resources to develop a public/private partnership successfully as this is not a core competency of IT.
	Wi-Fi connectivity	OPEX	Analysis and installation of Wi-Fi in identified hotspots	The start of this project is subject to the agreement on the sites to be connected.
Improve information connectivity within the Sedibeng Region	Shared IT related services	OPEX	Conclude IT related shared services agreements with local municipalities	Currently there is no shared services agreement on IT in place. Council must confirm the objectives of this agreement.
	Mobile Communication connectivity	OPEX	Contract a service provider to manage municipality mobile communication	Currently there is no clarity on the viability of entering into a National Treasury transversal contract. The usefulness of entering into such contract is currently being researched.

Human Resources

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Improve Human Resources Management and ensure application of best Human Capital	Human Resources Management Strategy	Review and implement Human Resources Strategy and Plan in line with Province (COGTA& SALGA)	HRM Strategy has been developed and is currently implemented
	Human Resources Policy	Review and Implement Human Resources Policy in line with Province (CoGta& SALGA)	10 Policies have been reviewed and are due to be workshopped to LLF on the 22 & 23 February 2018
	Staff Audit	Review employees' database	This project will kick start in March. We are still to request financial assistance from CoGTA as promised.
	Occupational Health and Safety	Monitor and report OHS Plan Implementation	OHS Departmental committees have been established and Terms of Reference Determined. Training to be conducted for these committees.
	Electronic Human Management (Time and Attendance) system	Training of workplace systems Champions	Bio-Metric Clocking System Champions trained. We should be finalising installation and repairs of gadgets soon to enable every employees registering to the system
Ensure application of best Human Capital Development Practices	Employment Equity Programme	Review and update a 5year Employment Equity Plan (2017-2022) and submit to DoL	The municipality has an Employment Equity Plan (2015-2019). We need to resuscitate the EE committee
	Skills Development Plan	Finalize employees' Skills Audit and submit Annual Training Report to LGSETA	Workplace Skills Plan and Annual Training Plan was submitted in April 2017 and will subsequently be done annually.
	Training programmes not related to Skills Development Act	Development and implementation of the Training Plan for programmes not related to Skills Development Act	Customer Relations Skills Programme: Funds have been sought from Services SETA for programmes to be conducted in 2018 since funds from Council are inadequate.
	Internal Bursary programme	Facilitate, consolidate, implement and monitor internal Bursary programme	HR Development policy reviewed, to be sent to Council for Approval. Seventy four Bursaries were awarded to employees to do matric and we are awaiting the final report from the Institution.
	Job Evaluation	Evaluation of Job Descriptions	Job Evaluation Unit established, awaiting training from SALGBC
	Employees Wellness Programmes	Conduct employees' Wellness Survey and implement the report	15 Employee Wellness Programmes were conducted and approximately 195 individuals had consultations

Facilities:

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Improve Council image and access to Municipality's Buildings and Facilities	General Maintenance and Repairs Strategy	Develop and implement General Maintenance and Repairs Plan	All maintenance to Facilities, buildings & sites were achieved following the received requests
		Develop General Repairs and Maintenance Plan	A Maintenance Process Plan has been developed and was approved by Council in 2017
Ensure effective and efficient Fleet management	Fleet Management Strategy	Implement and monitor Integrated Fleet Management Strategy	Reports on the fleet allocation, utilisation, repairs and maintenance are submitted to Council on quarterly basis.

Internal Protection Services

IDP Deliverable	Description of Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Provide Protection Services for public, employees and Councillors entering and using the municipality facilities and buildings	Develop or Review Integrated Protection Services Strategy	Develop or Review and implement Integrated Protection Services Strategy	<ul style="list-style-type: none"> • Protection Strategy is in the process of being finalized. • Security reports are submitted on quarterly basis

Utilities: Fresh Produce Market

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Ensure a self-sustained Vereeniging Fresh Produce Market.	Fresh Produce Market Strategy	Review and Implement Fresh Produce Market Strategy	<p>A Feasibility study to investigate the feasibility of operating the VFP Market has been commenced by Province (GIFA) in September 2017.</p> <p>The report was supposed to be presented to GIFA Steering Committee at its first meeting in January 2018.</p>
	Fresh Produce Market Project Rebirth	Identify and develop Repairs and maintenance plan of the Market for Project Rebirth funding	<p>Project Rebirth recommendations, such as the SOP's and Code of Best Practice are being implemented.</p> <p>Infrastructure maintenance plans have been developed and submitted to Gauteng Department of Agriculture and Rural Development (GDARD); and were accepted. Still awaiting GDARD approval</p>
	Market Revenue Management	Support, strengthen and monitor safe management of cash	Cash management systems will soon be improved by the installation of alarm systems at the market.

Utilities: Airport

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Ensure a self-sustained Airports	Airports Strategy	Review and implement Airport Strategy	<ul style="list-style-type: none"> A number of strategies have been looked upon as how this Airport could be turned around. Management is of the view that: Requests For Proposals (RFP) be called for companies/ service providers who are experts in the filed to run this utility; however a report will be tabled to the Council soon to solicit approval and provide guidance regarding the request for Expression of Interest.
	Airports Revenue Management	Support, strengthen and monitor safe management of cash	Airport management has decided to cancel cash transactions and opted the route of card system.

Utilities: Taxi Ranks

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Facilitate, implement and monitor Taxi Ranks Strategy	Effective management of the Taxi Ranks	Develop and Implement Taxi Ranks Strategy	The strategy has not been developed but a Guiding Document on the management of taxi rank facilities has been developed; soon to be tabled to Council.

Corporate and Legal Services

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Ensure effective Secretarial services to Council, Mayoral and related Committee meetings.	High Quality agenda and minutes produced.	Avail timeous secretarial service and accurate minute taking.	Achieved
	Turnaround of distribution of Agenda for Committees	Deliver all Agendas on time	Achieved
		Implement Hansard method of managing Mayoral, Council and all Council related fora	Not achieved and a report still to be submitted to council for approval.
Ensure effective and efficient legal support.	Develop or vet all Council contracts.	Develop Compliant Contracts	Achieved
	Provide Legal opinion and advice	Provide accurate Legal Advice	Achieved
	Provide legal opinion and guidance to Clusters contract management	Provide legal opinion and guidance to Clusters contract management	Achieved
Update Council of new and/or amended legislation and legal transcripts relevant to local government for effective management of Council business	Continuously update Council with all amendments of legislation relevant to local government	Ensure the effective management of Council business	Achieved
Review and monitor records management systems.	Maintain a compliant Records management system in terms of the Archives Act.	Ensure every document of Council is Filed accordingly	Achieved
Facilitate and Support Internal Communications	Review or develop Internal Communication Strategy in line with Provincial Strategy	Ensure employees, Councillors and community members get information	achieved
	Website update		

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
	Internal newsletters		
Ensure improved labour unions-management Collaboration and relationships	Collective Bargaining and Labour Relations	Ensure improved labour unions-management relationships	achieved though not every month the If is held on adhoc basis .

3.6 Finance

Budget

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	<p>The cluster is currently conducting monthly reporting on two parallel platforms to ensure MFMA section 71 reports are MSCOA compliant.</p> <p>The municipality initiated the financial system upgrade in Q3 which will further improve automated financial reporting and MSCOA compliance.</p>
Compile a realistic and funded budget;	Compile a realistic and funded budget;	Compile a realistic and funded budget;	<p>The municipality currently does not have a fully funded approved budget and the adjustment budget has predicted that the municipality will realise a further deficit at the close of the financial year.</p> <p>The municipality continues to apply cost containment measures in an attempt to reduce expenditure.</p> <p>The 18/19 MTREF shall be compiled by adopting the Project-Based budgeting approach as prescribed by the MSCOA Regulations.</p>
Compile complete asset register ;	Compile complete asset register ;	Compile complete asset register ;	The municipality had concluded their asset physical verification in Q3. This attributes to verifying the completeness of the FAR as well as assessing the condition of the municipal assets.
Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Firmer internal controls to respond to internal audit reports and recommendations more effectively;	The municipality has developed an audit findings action plan in an attempt to address the findings raised by the AG in the 16/17 regulatory audit. Progress of findings resolved will be monitored and reported on a quarterly basis to the municipal oversight structures as well as to the Provincial Administration.
Implement and strengthen cost reduction and containment strategy	Implement and strengthen cost reduction and containment strategy;	Implement and strengthen cost reduction and containment strategy	The municipality has adopted the prescriptions of MFMA Circular 82 (as updated).
Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;	The municipality reports on achievements against the SDBIP on a quarterly basis to the municipal oversight structures
<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	<p>Continuous performance monitoring, reporting and review;</p> <p>Coaching and mentorship on all reporting levels</p>	The municipality has employed 5 additional financial management interns in accordance with the conditions of the Finance Management Grant (FMG). Their training and capacity building is strictly applied, monitored and reported on as per the prescriptions of National Treasury's Guidelines.
Review tariff structure and income generating tariffs	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking	<p>The tariff structure is revised annually in accordance with the guidance provided by National Treasury in their various Budget Circulars.</p> <p>The municipality furthermore continues to explore alternative sources of revenue.</p>
Maintain Unqualified Audit status and improve to Clean Audit outcome	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and	The municipality has adopted a "triple review" process whereby assurance on the adequacy of the AFS is provided by Internal Audit, Gauteng Provincial Treasury and the Audit Committee prior to presenting the unaudited AFS to the Office of the AG for regulatory annual audit.

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
	audit status and improve to clean audit status	improve to clean audit status	
Resource mobilization and alternative source of funding.	Revisit powers and functions in line with sect 84 of the MSA	Revisit powers and functions in line with sect 84 of the MSA	Dialogue continues between the various levels of affected Organs of State
Reform budgeting to support strategy.	Intensify Grant funding to support programmes.	Intensify Grant funding to support programmes.	As part of the municipality's budget approach, due to limited internal resources, municipal business units are encouraged to fund capital projects and service delivery programmes through sourcing external grant funding / subsidies
Promote and maintain good corporate governance	<ul style="list-style-type: none"> Align strategy development and budget to create an enabling environment for investment. Improve procurement systems to eliminate corruption and ensure value for money Progressive SDBIP reporting to provide strategic alignment of operations; 	<p>Align strategy development and budget to create an enabling environment for investment.</p> <p>Improve procurement systems to eliminate corruption and ensure value for money</p>	The municipality began transacting fully on the National Treasury MSCOA as from 01 July 2017. As such, budgeting and reporting reforms have been introduced to necessitate compliance with MSCOA and other Regulations.

Supply Chain

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Promote and maintain good corporate governance	<ul style="list-style-type: none"> Improve procurement systems to eliminate corruption and ensure value for money 	Improve procurement systems to eliminate corruption and ensure value for money	The municipality has widened the pool of sourcing quotes through fully adopting the National Treasury Centralised Supplier Database (CSD)
Promote local BEE suppliers and SMME's;	<ul style="list-style-type: none"> Improve support to small business and cooperatives. Implement SCM's National Treasury & Provincial Treasury Reforms; 	<p>Improve support to small business and cooperatives.</p> <p>Implement & report on SCM's National Treasury & Provincial Treasury Reforms;</p>	The municipality utilises the filter criteria on the CSD to be able to source quotations from mainstreamed vendors as per the requirements of the Provincial TER Reforms.
Reduce Municipal under spending on CAPEX	Ensure Implementation of the Procurement Plan	Ensure Implementation of the Procurement Plan	The municipality reports monthly on capital programmes expenditure, however, as CAPEX is fully funded internally, during the adjustment budget it has been recommended to reduce the CAPEX allocation in line with affordability levels.

Office of the Chief Financial Officer

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Coordinated Support, Facilitation, Monitoring and Intervention to support local Municipalities	Provide support to local municipalities through district CFO Forum IGR structure	Provide support to local municipalities through district CFO Forum IGR structure	The district CFO IGR Forum have met for Q3 and a provisional date has been set for Q4.
	Initiate and implement SCOA reforms for deadline 1 July 2017	implement SCOA reforms	The municipality successfully compiled and approved their 17/18 MTREF on MSCOA, and will initiate the drafting of the 18/19 MTREF on MSCOA in Q3 with the guidance and support provided by National and Provincial Treasury.

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
			The municipality had also begun transacting fully on the National Treasury MSCOA as from 01 July 2017.

3.7 Office of the Municipal Manager

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Effective Intergovernmental Relations.	IGR Strategy and Implementation Plan.	Develop an IGR Strategy and Implementation Plan	Achieved
Implementation of the Enterprise Risk Management Programmes.	Risk Implementation Plan.	Risk Implementation Plan to be developed and monitored.	Achieved
Implementation of an Anti-fraud and Anti-Corruption Plan.	Fraud Risk Assessment & Review of Fraud Prevention Plan.	Fraud Risk Assessment conducted & Fraud Prevention Plan to be reviewed.	Achieved
Development and implementation of Internal Audit Plans.	3 Year Rolling Internal Audit Plan and Annual Plan.	Development and Implementation of approved Audit Plans.	Not achieved. Now that the Audit Committee is in place, a 3 year plan will be submitted for approval. However work is done in Internal Audit.
Improve the quality of Performance Management Systems	Rollout of an electronic Performance Management System in the local municipalities in the Sedibeng District.	Monitoring of an electronic Performance Management System	Achieved
Development and approval of the Service Delivery & Budget Implementation Plan.	Alignment of 2016/17 IDP projects/Programmes with SDM Budget.	Annually, Monitor performance of SDM against the approved projects/programmes in the 2017/21 IDP.	Achieved
Quality assurance and submission for auditing and approval of Quarterly Reports, Mid-year and Annual Reports, as per legislative requirements.	Submission of audited Quarterly, Mid-year and Annual Reports to Audit Committee and Council.	Quality assured reports approved and submitted to stakeholders as per legislation.	Achieved
Consolidate Progress Report on the implementation of the 3 rd Generation GDS	Collate information on the progress on the implementation of the 2 nd Generation GDS and incorporate it in the IDP.	Consolidate and develop a report on the 10 Flagship projects as stipulated in the 3 rd Generation GDS.	Out of 10 Flagship Projects only 2 were completed which are:- 1. Fibre Optic -Completed. 2. Commemoration Events which are held annually.
Undertake IDP review process and submit for approval the 2017/21 IDP.	Implement the IDP Framework guide for 2017/22, Process Plan and Budget for 2017/18 through the development of IDP 2017/22.	Implement the IDP Framework guide for 2017/22, Process Plan and Budget for 2017/18.	• Achieved

3.8 Political Management Team

Office of the Executive Mayor

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Improve Community Participation	Convene Izimbizos and State of the District Address (SODA)	Convene Izimbizos and State of the District Address (SODA)	State of the District Address (SODA) will in fourth quarter of our corporate calendar.

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
	Convene IDP and Budget Stakeholders/Community Participation	Convene IDP and Budget Stakeholders/Community Participation	IDP Consultative meeting was held and the last one will be held in third quarter.
Promote and Support National, Provincial and Local Commemorative events	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events	5 Commemorative events and the last event will be held on the 21 st March (Quarter 03)
Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments.	Coordinate and participate on local, Provincial and National department on IGR related Forums	Coordinate and participate on local, Provincial and National department on IGR related Forums	2 IGR Forums were held and 2 remaining meetings will be before the end of Quarter 04

OFFICE OF THE SPEAKER

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Improve High level of stakeholders relations and Public Participation in Government	Coordinate stakeholders and engage them on the offerings of the Sedibeng.	Coordinate stakeholders and engage them on the offerings of the Sedibeng.	Moral regeneration was convened and the offerings were made.
	Coordinate women's month activities together with local municipalities	Coordinate women's month activities together with locals.	Women's month programme was conducted and a report was tabled before Council.
Implementing and coordinating a petition management system to effectively deal with petitions from members of the public	Coordinate Petition Management Committee to present all petitions received.	Coordinate Petition Management Committee to present all petitions received.	Petitions were received and processed except the few outstanding which will be concluded during the third and fourth quarter according to the approved reviewed SDBIP
Strengthening and implementation of various policy reviews.	Research Sedibeng policies to be reviewed.	Research Sedibeng policies to be reviewed.	Policies were reviewed during 2 nd Quarter and there will be continuous monitoring on those which may require reviewed.
Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments.	Coordinate local, Provincial and National department on IGR related Forums	Coordinate local, Provincial and National departments.	Gauteng Speakers Forums were convened and SALGA working groups where reports were produced and tabled before Council.
	Facilitate District Speaker's Forum	Facilitate Speaker's forum meetings.	District forums were convened through workshops except the district Speaker's Forum. These forums will sit as and when reports are generated.
Strengthen oversight and accountability.	Coordinate section 79 committee meetings including MPAC.	Coordinate section 79 committee meetings including MPAC.	Reports were produced during these committees and these oversight reports were tabled before the Council and were approved. The outstanding reports on other oversight matters will be tabled as per approved reviewed SDBIP.
Improve capacity and Promote Welfare and support to councillors	Identify Training and Development Programmes for Councillors	Identify and Implement Training and Development Programmes for Councillors	Trainings were conducted through SALGA intervention and other Provincial stakeholders such as Treasury Trainings. Due to budgetary constraints not much will be

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
			done during the third quarter and fourth quarter.
	Coordinate councillor's welfare programmes	Coordinate councillor's welfare programmes	Inductions on councillor's workshop were convened on insurances and medical aid schemes. Wellness programme was also convened and continuous development trainings on the upper limits.
Promote Council Business	Coordinate Council sittings	Coordinate Council meetings	Council sittings were convened according to the Annual Plan and report were approved such as section 71 and 72 reports.

OFFICE OF THE CHIEF WHIP

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Tighten coordination of oversight through Caucus.	Co-ordinate all caucus meetings.	•Co-ordinate all caucus meeting	Caucus sits consistently as per the Schedule of Activities and on urgent basis where a need arises
Strengthen facilitation of oversight Study Groups Sittings	Co-ordinate and facilitate all study group meetings.	Provide support to all study group meetings	More than twelve (12) Study Groups sat during this period
Improve coordination of caucuses strategic and Makgotla retreats i.e. Joint Whippery and District Wide Caucuses Lekgotla	Co-ordinate District –wide Caucus Lekgotla/Joint Whippery.	•Convene Retreats, together with Locals.	A District Wide Caucus Lekgotla was held during this period and produced sound resolutions in line with the Office Mandate
Coordinate District and Provincial Caucus forums to strengthen District wide intergovernmental relations. i.e. Chief Whips, Whippery and Multi Party Forums	Co- ordinate District Wide Chief Whips Forum meetings	Co- ordinate District Wide Chief Whips Forum meetings	District Wide Chief Whips Forum Meetings sits consistently to deliberate on issues including strengthening IGR
Facilitate and coordinate Political Management Team meetings.	Convene Political Management Team meetings.	Convene Political Management Team meetings.	PMT Sits as per the Calendar and on urgent basis where a need arises
Coordinate councillors research and development programs	Coordinate and facilitate logistics councillors research and development programs	Provide support to councillors with regard to research and development programs	The Office is at an advance stage with regard to this responsibility. There are continuous Programmes that are conducted and facilitated on an ongoing basis in this regard

EXTERNAL COMMUNICATIONS

IDP Deliverable	Project/Programme	Delivery Agenda	
		2017/18	Achievements or Measures Taken
Build high level of stakeholder relations, effective communication and branding	Media Monitoring Services	Develop an archiving system	Monitoring of news is through paper clippings, scanned and saved in a news folder. The other measure that needs to be considered is an electronic monitoring measure where a service provider to be

			appointed to do monitoring and provide a report quarterly.
	Develop a Communications Strategy	Adoption of the draft Communications Strategy	The draft Communications strategy is not adopted as yet, a draft strategy will be reviewed and a report be written that will serve to council for adoption. The annexures: <ul style="list-style-type: none"> • Social media policy • Media interface
	Develop a Stakeholder Relations Strategy	Adoption of the Draft stakeholder Relations strategy	Draft stakeholder Relation strategy not adopted by council, review must be done and a report to council will serve. Once adopted an Implementation Stakeholder Relation strategy be developed.
	Develop a Marketing and Branding Strategy	Adoption of the Draft Marketing and branding strategy	Once the draft strategy adopted, a Management policy will be reviewed and a report to MANCO will serve outlining the processes of conducting an event properly.
	<ul style="list-style-type: none"> ▪ District Communications Forum Meetings 	DCF Meetings	DCF meeting are convened monthly.

Chapter 04: Revised Strategies and Projects

This section constitutes the game plan to assist the municipality to progress from where it is to where it wants to be. The Council of Sedibeng District Municipality adopted the 2nd Generation Sedibeng Growth and Development Strategy during the financial year 2011/12 which reaffirmed its seven pillars. The IDP Vision Elements are derived from the said Sedibeng Growth and Development Strategy pillars, and are taken up in the IDP as Key Priority Areas. These so called “Seven Pillars” are:

- **Reinventing our economy;** *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*
- **Renewing our communities;** *from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for all.*
- **Reviving a sustainable environment;** *from waste dumps to a green region, by increasing the focus on improving air, water and soil quality and moving from being a producer and a receiver of waste to a green city.*
- **Reintegrating the region;** *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.*
- **Releasing human potential** *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.*
- **Good and Financial Sustainable Governance;** *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*
- **Vibrant Democracy;** *through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.*

4.1 Our Approach: Revised Strategies and Deliverables:

The role of a district municipality is to strategically co-ordinate all efforts of locals in the district as well as to carry out certain designated services. One of the challenges in recent years is the reduced funding available to district municipalities after the abolishment of Regional Service Council Levies.

The SDM is determined to turn these constraints it's facing it into an opportunity. We are focusing on ensuring that we can initiate projects, programmes and partnerships which can put the region on a significantly new trajectory.

In the next section, the municipality identified the **Strategies and Deliverables** for each priority area. This is the heart of the IDP since it sets out what the SDM will be doing in the next financial 2018/19. The Municipality has made all efforts to ensure proper alignment of these priority areas with relevant priorities; policies, plans and strategies namely; National Development Plan, Gauteng Ten Pillars (TMR), UN Sustainable Development Goals, African Union Agenda and as well as SDM Growth and Development Strategy.

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

4.1.1 IDP KEY PERFORMANCE AREA: Reinvent the Economy; *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*

Alignment with other relevant Priorities:

- **Sustainable Development Goals (SDG's):** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- **African Union Agenda:** Modern agriculture for increased production, productivity and value addition contributes to farmer and national prosperity and Africa's collective food security;

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
An integrated and inclusive rural economy	Modernization of the economy and Radical Economic Transformation	Create long term sustainable jobs, reduce unemployment, poverty and inequalities	<ul style="list-style-type: none"> • Implement EPWP programmes • Implement CWP Programmes • Empowerment and development of SMME's and Cooperatives • Ensure effective implementation of Fresh Produce Market Strategy
		Promote and develop agricultural sector	<ul style="list-style-type: none"> • Facilitate support for co-operatives, small scale farmers and small, medium and micro businesses striving towards productivity increase • Ensure food security and institutional food nutrition programme • Increase food production and access to mechanization
Support the tourism industry that is labour intensive, stimulating of the growth of small business.	Modernization of the economy and Radical Economic Transformation	Promote and Develop Tourism and Leisure sector	<ul style="list-style-type: none"> • Tourism Policy, Strategy, Regulations Monitoring and Evaluation • Tourism Institutional Arrangements • Create tourism demand through targeted tourism marketing initiatives • Tourism Supply – Skills development skills and products in the tourism industry

4.1.2 IDP KEY PERFORMANCE AREA: Renewing our communities *from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for all.*

Alignment with other relevant Priorities:

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
Transforming Human Settlement and the national space	Modernisation of human settlements and urban development	Promote Residential development, Urban Renewal and modernise urban development	<ul style="list-style-type: none"> • Coordinate Human settlement programmes • Executive and manage the SGDS and IDP Special projects
		Consolidate, review and monitor the SGDS and IDP developments	<ul style="list-style-type: none"> • Undertake the IDP review process for 2018/19 • Facilitate Southern Corridor Regional implementation plan
		Manage Integrated Spatial planning, Geographical Information System (GIS) and promote sustainable developments in the region	<ul style="list-style-type: none"> • Implement SPLUMA in the region • Review SDF in line with the IDP and Budget • Manage GIS server, data and other related functions
		Plan for effective, efficient and sustainable infrastructural projects, water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> • Support the development and implementation of bulk services in conjunction with local municipality in order to plan for the demand of sewer works in the region.

4.1.3 IDP KEY PERFORMANCE AREA: 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;

Alignment with other relevant Priorities:

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
Transition to low carbon economy systems.	Modernisation of human settlements and urban development	Create healthy environment through implementation of effective environmental health management in Sedibeng District.	<ul style="list-style-type: none"> • Development and Implementation of Air Quality Management Plan • Render effective municipal health services in the district • Coordinate environmental education and awareness programmes • Ensure compliance to and effective and Efficient Implementation of Environmental Management in Sedibeng District Municipality

4.1.4 IDP KEY PERFORMANCE AREA: Reintegrating the Region: *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.* A key advantage of Sedibeng is its proximity and linkages into to the Gauteng urban complex as well as strong links with Sasolburg in the Northern Free State. One of its weaknesses is poor intra-Sedibeng links due in part to poor East-West transport routes. Key to reintegration is creating high levels of transport and other forms of connectivity.

Alignment with other priorities:

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
Improve access to adequate and affordable public transport	Modernisation of Public Transport Infrastructure	Plan, promote and provide for effective, efficient and sustainable transport system, infrastructure and network in the region	<ul style="list-style-type: none"> • Review and Develop Integrated Transport Plan for the region • Support, coordinate and plan for public transport operations in the region.
		Render effective, efficient and customer oriented licensing services in the region.	<ul style="list-style-type: none"> • Continue to facilitate support for Learner and Driver licenses in Licensing services centres in the district • Ensure continuous infrastructural maintenance in licensing services and provision of licensing services and in the historically disadvantaged communities
Positioning South Africa in the region and the world	Taking the lead in Africa's new industrial revolution	Improve ICT infrastructure in support of a "Smart Sedibeng"	<ul style="list-style-type: none"> • Improve Communication, Infrastructure and information connectivity in the region

4.1.5 IDP KEY PERFORMANCE AREA: Releasing human potential; *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.* Sedibeng will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector.

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
Building a capable and developmental state, Improving Education, Innovation and Training	Modernisation of the public service	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> Improve Human Resources Management and ensure application of best Human Capital
A capable and developmental state	Transformation of the State and governance	Effective Management of Council Business	<ul style="list-style-type: none"> Ensure effective secretariat to service Council, Mayoral and related committee meetings; Review and monitor records management systems. Facilitate and Support internal communication Ensure SDM operates effectively municipality through harmonised labour relations
		Ensure safe and secure environment	<ul style="list-style-type: none"> Safe and secured environment for public, employees and Councillors entering and using the municipality facilities and buildings
		Develop and maintain high quality municipal facilities and fleet management	<ul style="list-style-type: none"> Improve Council image and access to Municipality's Buildings and Facilities Ensure effective and efficient Fleet management

The focus on **Releasing Human Potential** extends beyond accelerating skills development. It involves increasing the 'social capital' of Sedibeng. This involves building the capacity of individuals and communities to:

- Be effectively involved in their communities through ward committees and related structures;
- Protect women and children from abuse;
- Have effective crime prevention programmes;
- Be involved in volunteerism;
- Have effective campaigns against HIV and AIDS and supporting those who are infected and affected

In the next part, the **Community Services Clusters** in the municipality clearly unpack the focus areas in the next financial year to address these critical aspects.

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
<ul style="list-style-type: none"> Promoting Health Improving education, training and innovation 	Accelerate Social Transformation	Promote the efficient delivery of Primary Health Care	<ul style="list-style-type: none"> Implement District Health Council Programmes and activities Facilitate and support the implementation of primary health care programmes
		Promote social development of our communities	<ul style="list-style-type: none"> Facilitate and coordinate women and gender programmes
		Promote effective delivery of internal and external HIV, STI and TB related programmes	<ul style="list-style-type: none"> Facilitate, coordinate and monitor internal and external HIV, STI and TB Programmes
		Promote education, training and development	<ul style="list-style-type: none"> Increase opportunities for young people through provision of bursaries
		Promote and preserve Heritage, Museums, Arts and Culture in the Region	<ul style="list-style-type: none"> Coordinate and Support commemorative events in partnership with other spheres of government Facilitate the name change process Coordinate and support Provincial and Regional Arts and Culture programmes Support and Participate in the development of Craft Hubs Projects and programmes
		Promote the development of Sports and Recreation	<ul style="list-style-type: none"> Facilitate Sports development programmes through stakeholders involvement

4.1.6 IDP KEY PERFORMANCE AREA: Good and financially Sustainable Governance; *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
Building a capable and developmental state with sound financial and administrative management	Modernisation of the public service	Promote and maintain good corporate governance	<ul style="list-style-type: none"> Expand monthly internal processes that verify and support credible financial reporting in line with MFMA; Compile a realistic and funded budget in line with IDP priorities Compilation of comprehensive asset register Put in place effective internal controls in response to internal audit reports and recommendations Implement and strengthen cost reduction and containment strategy; Progressive SDBIP reporting to provide strategic alignment of operations;

4.1.7 IDP KEY PERFORMANCE AREA VIBRANT DEMOCRACY through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.

NDP Vision 2030	Gauteng TMR pillars	GDS and IDP Strategy	Deliverable/s
1. Building a capable and developmental state: Strengthen the integrity of public participation and public processes 2. Stabilise the political-administrative interface	Transformation of the state and governance	Improve stakeholder relations through public and stakeholders participation processes, effective communication and branding	<ul style="list-style-type: none"> Improve Community and Stakeholders Participation, Effective Communication and Branding through relevant Municipal and Government processes Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments. Implementing and coordinating a petition management system to effectively deal with petitions from members of the public Provide support to councillors with regard to research and development programs Co-ordinate all caucus meetings Provide support to all study group meetings Convene Retreats, together with Locals. Co-ordinate District Wide Chief Whips Forum meeting Convene Political Management Team meetings.

From the above **Deliverables** and in line with the **Approach** spelt out at the beginning of our revised strategies and projects, various Clusters in Sedibeng District Municipality have identified the following key projects and programmes for the 2018/19 financial year.

4.2.1 Strategic Planning, Economic Development and Housing

IDP Strategy	Projects/Programme	Source of Funding
Create long term sustainable jobs; reduce unemployment, poverty and inequalities	<ul style="list-style-type: none"> • EPWP Projects • CWP Projects • Development and Implementation of Fresh Produce Market Strategy 	External Funding
	<ul style="list-style-type: none"> • Training and capacity building for SMME's and Cooperatives 	Opex
Promote and Develop Tourism and Leisure sector	<ul style="list-style-type: none"> • Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region 	Opex
	<ul style="list-style-type: none"> • Tourism Institutional relations 	Opex
	<ul style="list-style-type: none"> • Destination marketing 	Opex
	<ul style="list-style-type: none"> • Conduct Tourism product and skills development and Tourism Awareness Programmes 	Opex
Promote and Develop Agriculture Sector	<ul style="list-style-type: none"> • Farmer support programme 	Opex
	<ul style="list-style-type: none"> • Agro-processing 	Opex
	<ul style="list-style-type: none"> • Ensure food security and institutional food nutrition programme 	Opex
Promote urban renewal and modernise urban development	<ul style="list-style-type: none"> • Monitor the implementation of housing delivery and urban renewal programmes 	Opex
	<ul style="list-style-type: none"> • Implementation of the Southern Corridor Regional Implementation Plan 	Opex
Manage Integrated Spatial Planning, Geographic Information Systems (GIS) and databases and promote sustainable developments in the region	<ul style="list-style-type: none"> • Spatial Development Framework 	Opex/External
	<ul style="list-style-type: none"> • Implementation of SPLUMA 	Opex
	<ul style="list-style-type: none"> • Monitor and update the GIS 	Opex

4.2.2 Transport, Infrastructure and Environment

IDP Strategy	Projects/Programme	Source of Funding
Plan and develop accessible, safe and affordable public transport systems and facilities.	<ul style="list-style-type: none"> • Review and Develop Integrated Transport Plan 	External
	<ul style="list-style-type: none"> • Work with PRASA for the development and promotion of rail transport in the region 	Opex
	<ul style="list-style-type: none"> • Review and Implement taxi ranks strategy 	Opex
	<ul style="list-style-type: none"> • Implement Airport strategy in the district 	Opex
Render effective, efficient and customer oriented licensing services in the region	<ul style="list-style-type: none"> • Carry out Learner and Driver Licenses support offerings in licensing centres 	Opex
	<ul style="list-style-type: none"> • Establishment of Sebokeng Licensing centre 	Opex
	<ul style="list-style-type: none"> • Replacement of perimeter fence in Meyerton Licensing Centre. 	Opex
Plan for effective, efficient and sustainable infrastructural projects, water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> • Implement the Sedibeng Regional Sewer and upgrading of sewer in the region 	External
Plan for implementation effective and efficient environment management in the district	<ul style="list-style-type: none"> • Develop and Implement Air Quality Management Plan 	Opex
	<ul style="list-style-type: none"> • Run Environmental awareness programmes particularly around key events and days. 	Opex
Render effective Municipal Health Services in the district	<ul style="list-style-type: none"> • Implement Municipal Health Services programmes in the 	Opex

IDP Strategy	Projects/Programme	Source of Funding
	district • Develop and Promulgate Municipal Health Services by Laws for the District	

4.2.3 Community Services

IDP Strategy	Projects/Programme	Source of Funding
• Implement the Community Safety Strategy 2018 -22	• Facilitate Community Safety forums, coordinate and support community safety programmes	Opex
	• Manage, maintenance and repairs services on the CCTV system	Opex
Promote the efficient delivery of Primary Health Care	• District Health Council Activities • Health programmes • Sedibeng External Student Financial Assistance Programme • Social Development programmes and Forums for special groups • Women and gender programmes	Opex
Facilitate, coordinate and monitor internal and external HIV, STI and TB Programmes	• Breaking the cycle of HIV, STIs and TB transmission by strengthening a multi-sectoral response • Breaking the cycle of HIV, STIs and TB transmission by strengthening a multi-sectoral response • AIDS Councils programme	Opex
• Promote and preserve Heritage of our Region • Facilitate the name change process • Promote the development of sports and recreation in the region • Host commemorative events in partnership with other spheres of government	• Promote awareness on Heritage and Museums of our region • Geographical Name Change Programme • Promote Sports and Recreation in the region • Promotion of national and provincial commemorative days	Opex
• Support Sports, Arts and Cultural Programs	• Successful Arts and Culture Programmes supported • Successful Craft Hub Programmes supported	Opex
		Opex

4.2.4 Finance

IDP Strategy	Projects/Programme	Source of Funding
Coordinated supported, facilitation, monitoring and intervention to support local municipalities.	Regional CFO Forum IGR structure	Opex
	Implementation of MSCOA reforms	Opex
	Policy Reviews	Opex
Implement cost reduction and containment strategy	Municipal budget	Opex
	Procurement Plan	Opex
	Account reconciliations	Opex
	Asset Register	Opex
	Cost Containment	Opex
	FMG Grant Internships	Opex
	Municipal Tariff	Opex
	Supplier database management	Opex
Promote and maintain good corporate governance	Expenditure Management	Opex
	GEYODI Compliance	Opex

4.2.5 Corporate Services

IDP Strategy	Projects/Programme	Source of Funding
Effective and efficient ICT connectivity and	• Optic Fibre and Wi -Fi Connectivity	Opex

systems	<ul style="list-style-type: none"> • Shared IT related services with local municipalities • National Transversal mobile communication • Implementation of an information Security Management System 	Opex Opex
Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> • Implementation of Human resources policies and strategy • Training and Development programmes • Labour related programmes • Occupational Health and Safety Plan • Implementation of Employment Equity Plan programme 	Opex

4.2.6 Office of the Executive Mayor

IDP Strategy	Projects/Programme	Source of Funding
Improve stakeholder relations through public and stakeholders participation processes, effective communication and branding	<ul style="list-style-type: none"> • Convene Izimbizos and State of the District Address (SODA) • Convene IDP and Budget Stakeholders/Community Participation 	Opex
Ensure Effective and efficient, accountable and cooperative governance	<ul style="list-style-type: none"> • In Partnership with other Spheres of Government, Promote awareness on Commemorative Events • Coordinate and participate on local, Provincial and National department on IGR related Forums 	Opex

4.2.7 Office of the Speaker

IDP Strategy	Projects/Programme	Source of Funding
Improve stakeholder relations through public and stakeholders participation processes	<ul style="list-style-type: none"> • Coordinate stakeholders and Public Participation processes. 	Opex
Strengthening oversight and Accountability	<ul style="list-style-type: none"> • Coordinate women's month activities together with local municipalities • Coordinate Petition Management Committee to present all petitions received. 	Opex
	<ul style="list-style-type: none"> • Research Sedibeng policies to be reviewed. • Coordinate local, Provincial and National department on IGR related Forums • Facilitate District Speaker's Forum • Coordinate section 79 committee meetings including MPAC. • Identify Training and Development Programmes for Councilors • Coordinate councilor's welfare programmes • Coordinate Council sittings 	Opex

4.2.8 Office of the Chief Whip

IDP Strategy	Projects/Programme	Source of Funding
Ensure efficient, Accountable and Cooperative Governance	<ul style="list-style-type: none"> • Co-ordinate all caucus meetings. • Co-ordinate and facilitate all study group meetings. • Co-ordinate District –wide Caucus Lekgotla/Joint Whippery. • Co- ordinate District Wide Chief Whips Forum meetings • Convene Political Management Team meetings. • Coordinate and facilitate logistics councillors research and development programs 	Opex

4.2.9 External Communications

IDP Strategy	Projects/Programme	Source of Funding
Improve stakeholder relations through public and stakeholders participation processes	<ul style="list-style-type: none"> • Media Monitoring Services • Develop a Communications Strategy • Develop a Stakeholder Relations Strategy • Develop a Marketing and Branding Strategy • District Communications Forum Meetings 	Opex

Southern Corridor Regional Implementation Plan:

The following table represents key strategic game changer projects as agreed upon by the district municipality and its three (3) local municipalities. These projects are deemed as pivotal towards changing the current socio-economic impasse of the region. The projects will not only impact locally but will have impact in the province in line with the Gauteng City Region vision 2055 and the TMR strategy.

Project	Category	Status Quo	Priority	Funding Model	Action Plan	Challenges	Intervention
1. Doornkuil.	Human Settlements and Post-Apartheid Cities.	Requires feasibility study	Medium.	PPP	Request funding for full feasibility study	Funding	GDARD to fund the full feasibility study of the precinct plan
2. Fresh Produce Market.	Township Economy.	GIFA has availed funds for feasibility study of current expansion plans	High.	PPP	Request funding for full feasibility study	Funding	Provincial and National departments to assist with funding towards a full feasibility study to be conducted on the earmarked properties of the precinct plan
3. Graceview Industrial Park.	Township Economy.	Awaiting sewer connection from ERWAT	High.	Private	Follow up with ERWAT on connection plans	Internal and External Bulk services availability	Office of the Premier to convene a meeting between the district, ERWAT and the developer
4. Lesedi Transit Hub.	Township Economy.	Requires feasibility study	Medium.	PPP	Request funding for full feasibility study	Funding	Department of Economic Development (DED) to assist with funds towards the required feasibility study
5. Langzeeko eiga Precinct.	Township Economy.	Department of Rural Development & Land Reform has availed funding for feasibility study	Low.	Public	Follow up with Department of Rural Development & Land Reform on findings of the feasibility study	N/A	N/A

Project	Category	Status Quo	Priority	Funding Model	Action Plan	Challenges	Intervention
6. Sedibeng Regional Sewer Scheme (SRSS)	Water and Sanitation.	Rand Water in process of desktop studies	High.	Government.	Fast track coordination and funding from Department of Water And Sanitation, Gauteng CoGTA and Municipalities.	Funding:- Legal implications due to Environmental lobby groups taking action against the Municipal Manager and the Municipality for pollution of the water and river systems.	Powers and Functions to be re-allocated to the District.
7. The Graceland.	Human Settlements and Post-Apartheid Cities.	Township establishment approved.	High.	Private	Project is heavily reliant on the SRSS project	Internal and External Bulk services availability	Office of the Premier to convene a meeting between the district, Department of Human Settlements, Department of Water And Sanitation, Rand Water and the developer
8. Heidelberg CBD.	Regeneration of Inner-Cities.	Ready for implementation.	High.	PPP	Request for Quotation and Proposals	Investors	DED to assist with finding suitable investors
9. Vaal Logistics Hub.	Township Economy.	Busy with Town-Planning processes.	Medium.	PPP	Approval of Town Planning Application and anchor tenants.	Public Funding.	Source funds for the project.
10. Vaal River City.	Human Settlements and Post-Apartheid Cities.	Town Planning issues have been resolved, awaiting engineering services agreements	High.	Private.	Follow up with Rand Water on the findings of the desktop studies	Sewer and Sanitation infrastructure	Office of the Premier to convene a meeting between the district, Emfuleni Local Municipality and Rand Water
11. Vereeniging Government Precinct.	Regeneration of Inner-Cities.	Discussions between the district and Emfuleni Local Municipality are currently in progress pertaining to the	High.	BOT	Pay Emfuleni Administration fee in order for a report to be generated and circulated to all relevant stakeholders	Confirmation of occupancy from National and Provincial sector departments	Office of the Premier to assist the district in securing confirmation of occupancy from National

Project	Category	Status Quo	Priority	Funding Model	Action Plan	Challenges	Intervention
		Land Availability Agreement and transfer processes					and Provincial sector departments
12. R 59 Corridor.	Human Settlements and Post-Apartheid Cities.	Project is stagnant due to lack of Infrastructure.	Medium.	N/A	N/A	N/A	N/A
13. Siculo Precinct.	Township Economy.	Project is stagnant due to lack of Infrastructure.	Medium.	N/A	N/A	N/A	N/A
14. Devon Tannery.	Township Economy.	Ready for implementation.	Medium.	N/A	N/A	N/A	N/A

Immediate Priority Projects

From the aforementioned projects, three (3) of them have been selected as key catalysts to effect change in the immediate future. These are projects of which the district municipality are pursuing and lobbying for funds in order to implement them. They have been identified as High Priority Projects by the Southern Corridor Regional Implementation Plan matrix as they will have the biggest economic, social and environmental impact in the region.

The following table demonstrates the selected immediate priority projects.

Name	Impact	Location
Sedibeng Regional Sewer Scheme.	Unlock residential and industrial development in the region and surrounding areas	Sedibeng Region
Sedibeng Fresh Produce Market.	Provide food security and support local farmers The market is located between the Johannesburg and Bloemfontein markets therefore it has the potential to serve communities situated between those two markets	Vereeniging 26.664 27.900 Degrees
Sedibeng Government Precinct.	Centralize services of all three tiers of Government Urban Regeneration Improve tourism	Vereeniging CBD 26.675 27.926 Degrees

SEDIBENG DISTRICT WIDE LEKGOTLA 2018 RESOLUTIONS BETWEEN SEDIBENG DISTRICT MUNICIPALITY AND LOCALS (LESEDI & EMFULENI) ACTION PLAN 2018/19

GOAL NO. 1	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Catalytic Projects	Develop a project template that will indicate the budget allocated, source of funding and the implementing agent	SPED	21 May 2018
Desired outcome	To develop a Growth and Development Strategy with clearly defined and bankable projects that is implementable.		

GOAL NO. 2	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Readjustment of Powers and Functions	Accounting Officers to investigate suitable scenario and modality and report to Joint Mayoral	MM'S OFFICES	21 May 2018
Desired outcome	An agreement on the powers and functions to be re-instated and re-adjusted accordingly.		

GOAL NO. 3	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Single Authority	proceed towards a Metro for 2030 Rescind "Single Authority" concept and replace with " <u>Collective Roadmap to Metro</u> "	MM'S OFFICE	21 May 2018
Desired outcome	A leading and developmental Metropolitan River City with a strong, diverse economy and high quality standard of living.		

GOAL NO. 4	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Financial Viability	Lobby for the review of equitable share formula Negotiate better terms on agency SLAs with Province Zoom into business models per function / dept to determine cause of financial losses e.g. Fresh Produce Market; Explore option of land expropriation of vacant land along the river bank for public interest	FINANCE	21 May 2018
Desired outcome	A financially viable district		

GOAL NO. 5	ACTION STEP /	DEPT. RESPONSIBLE	DATE FOR
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	DESCRIPTION		COMMENCEMENT
Austerity Measures	<p>Agreed to adopt and adhere to Regulations and Councils' to develop policies aligned to the Regulations</p> <p>Circulars and guidelines to be adopted after consultation with National Treasury</p>	FINANCE	21 May 2018
Desired outcome	Financially sustainable district		

GOAL NO. 6	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Functionality of government structures	<p>Strengthen IGR</p> <p>Sustain IGR structures and follow the protocols agreed upon e.g. Wednesdays are for the District</p>	MM'S OFFICES	21 May 2018
Desired outcome	Strong and functional IGR Structures		

GOAL NO. 8	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Sedibeng Regional Sewer	Implementation the Sedibeng Regional Sewer Scheme as soon as possible to unlock developments.	MM'S OFFICES	21 May 2018
Desired outcome	A region with a strong sewer capacity to support development		
Comments	<p>The existing sewerage infrastructure within Sedibeng District Municipality (SDM) is aging and not operating at the desired or required capacity. There is an urgent need to upgrade waste water treatment works to accommodate rapid urbanization and development. The situation of the WWTW is also compounded with a grave concern of Blue and Green drop compliance status. This poses serious environmental health risks to inhabitants of the region. Therefore, these environmental health hazards associated with the burdened existing sewer works infrastructure, pump stations and waste water treatment works in the region must not be neglected. They must also be highlighted as a catalyst to the Sedibeng Regional Sewer Sanitation Scheme implementation.</p>		

GOAL NO. 9	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Agriculture	Consolidate currently fragmented development	SPED	21 May 2018

	agricultural projects.		
Desired outcome	Sedibeng serving as food basket of Gauteng		

GOAL NO. 10	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Skills for the youth	Prioritise skills development for the youth through SETAS and partnerships with existing companies in Sedibeng and beyond	CORPORATE	21 May 2018
Desired outcome			

GOAL NO. 11	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Land release	Formulate a land policy which will empower municipalities to fast-track service delivery projects and incentivise major investment programme in Sedibeng.	SPED	21 May 2018
Desired outcome			

GOAL NO. 12	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Tourism	Optimise the natural endowments (e.g. River) and road infrastructure upgrades to promote Sedibeng as the preferred recreational and hospitality destination.	SPED	21 May 2018
Desired outcome	A region with a strong tourists attraction drive		

GOAL NO. 13	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Funding model	Provide multi-disciplinary funding models to fund all urban renewal programmes in Lesedi, Midvaal and	SPED/MM'S OFFICES	21 May 2018

	Emfuleni.		
Desired outcome	A region with a strong tourists attraction drive		

GOAL NO. 14	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Township economic revitalisation	Ensure that townships revitalisation projects are considered as important elements of the urban renewal programmes.	SPED	21 May 2018
Desired outcome			

GOAL NO. 15	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Performance management	Ensure that performance is cascaded down to lower levels Municipalities must have assessment tools at lower levels	MM'S OFFICES	21 May 2018
Desired outcome			

GOAL NO. 16	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Vacated positions	Freezing of positions that have been vacated	CORPORATE	21 May 2018
Desired outcome			

GOAL NO. 17	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Skills audit and organogram	Encourage municipalities to conduct Skills Audit Ring-fence workplace skills levy Adoption of organogram by 30 June 2018	CORPORATE	21 May 2018

Desired outcome			

GOAL NO. 18	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT
Shared Services	<p>Municipal Managers to conduct a feasibility study and report back not later than end-June 2018</p> <p>This must be done without infringing onto the constitutional obligations</p> <p>Joint Mayoral Committee will endorse the report</p>	MM'S OFFICES	21 May 2018
Desired outcome			

CORPORATE SERVICE CLUSTER PROGRESS REPORT

GOAL NO. 10	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT	PROGRESS
Skills for the youth	Prioritise skills development for the youth through SETAs and partnerships with existing companies in Sedibeng and beyond	CORPORATE SERVICES	30 June 2018	<p>We are in the process of engaging SETA regarding training for youth in and out of work.</p> <p>We hope to finalise the first phase of this project by the 30 June 2018</p>
Desired outcome	Empowered youth through education			

GOAL NO. 16	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	COMPLETION DATE	PROGRESS
Vacated positions	Freezing of positions that have been vacated	CORPORATE SERVICES	30 June 2018	Through the Austerity measures, positions that are vacated are not filled;

				unless directed by the MM
Desired outcome	Reduced staff compliment			

GOAL NO. 17	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT	PROGRESS
Skills audit	Encourage municipalities to conduct Skills Audit	CORPORATE SERVICES	30 June 2018	We have engaged COGTA to support the municipality to conduct Employees Skills Audit. The first meeting will be on the 15/05/2018 and we hope to finalise this assignment by end June 2018
Desired outcome	Relevantly qualified staff placed at relevant positions where they will perform at their optimum best			

GOAL NO. 18	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT	PROGRESS
Skills Levy	Ring-fence workplace skills levy	CORPORATE SERVICES	30 June 2019	This project will be implemented in the new financial year when the municipality receives mandatory grant
Desired outcome	Trained and skilled staff for service delivery efficiency			

GOAL NO. 19	ACTION STEP / DESCRIPTION	DEPT. RESPONSIBLE	DATE FOR COMMENCEMENT	PROGRESS
Organogram	Adoption of organogram by 30 June 2018	CORPORATE SERVICES	30 June 2018	The Municipality organogram Report will serve in the May 2018 Council meeting
Desired outcome	Approved, funded and functional organogram			

CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

5.1 Introduction

Historical Background

The Sedibeng District Municipality (SDM) Spatial Development Framework (SDF) was adopted by Council in the year 2015 and is expected to be in place until the year 2020.

Legislative Framework

A number of pieces of Legislation and Policy have a direct influence on the SDF. The following legislative and policy documents have been taken into account:

- **Local Government: Municipal Systems Act, (Act 32 of 2000)**

This Act stipulates that all Municipalities prepare an Integrated Development Plan (IDP), which is the principal strategic planning instrument guiding and informing all planning and development. Chapter 5, Section 26 (e) of the Act stipulates that a Spatial Development Framework (SDF) be a component of the IDP.

- **Local Government: Municipal Structures Act, (Act 117 of 1998)**

Section 84 (i) of this Act provides for the division of functions and powers between Districts and Local Municipalities. The relevant section of the Act dealing with functions of the District is reproduced below:

“A District Municipality has the following functions and powers:

- a) Integrated development-planning for the District municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the District municipality.
- b) Portable water supply systems.
- c) Bulk supply of electricity, which includes for the purpose of such supply, the transmission, distribution and, where applicable, the generation of electricity.
- d) Domestic waste-water and sewage disposal system.
- e) Solid waste disposal sites, in so far as it relates to:
 - I. the determination of a waste disposal strategy;
 - II. the regulation of waste disposal; the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the District.
- f) Municipal roads which form an integral part of a road transport system for the area of the District municipality as a whole.
- g) Regulation of passenger transport services.
- h) Municipal airports serving the area of the District municipality as a whole.
- i) Municipal health services.
- j) Firefighting services serving the area of the District municipality as a whole, which includes:
 - I. planning, co-ordination and regulation of fire services;
 - II. specialized fire fighting services such as mountain, veld and chemical fire services;
 - III. co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
 - IV. Training of fire officers.
- k) The establishment conducts and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the District.
- l) The establishment conducts and control of cemeteries and crematoria serving the area of a major proportion of 5 municipalities in the District.
- m) Promotion of local tourism for the area of the District municipality.

- n) Municipal public works relating to any of the above functions or any other functions assigned to the District Municipality.”

The first of the above mentioned functions of the District is the role of Integrated Development Planning for the entire district, a key component of which the district Spatial Development Framework is a part of.

- **Spatial Planning and Land Use Management Act, 2013**

The Act prescribes norms and standards for the development of land and provides principles for development planning, which include matters relating to sustainability, equality, efficiency, integration and good governance. All of which must as a result, be taken into account in the development of the Sedibeng District Spatial Development Framework. The development principles are as follows:

- a) The principle of spatial justice
- b) The principle of spatial sustainability
- c) The principle of efficiency
- d) The principle of spatial resilience
- e) The principle of good administration

- **Municipal Planning and Performance Management Regulations (Government Gazette No. 2605, 24 August 2001)**

These Regulations specify that a Spatial Development Framework (SDF) reflected in a municipality’s IDP must:

- a) Set out objectives that reflect the desired spatial form of the Municipality.
- b) Contain strategies and policies regarding the manner in which to achieve the objectives.
- c) Set out basic guidelines for a land use management system in the municipality.
- d) Set out a capital investment framework for the municipality’s development program.
- e) Contain a strategic assessment of the environmental impact of the spatial development framework.
- f) (Identify programmes and projects for the development of land within the municipality.
- g) Be aligned with the spatial development frameworks reflected in the IDPs of neighbouring municipalities.
- h) Provide a visual representation on the desired spatial form of the municipality.

- **The Gauteng Spatial Development Framework, 2030**

The Gauteng Spatial Development Framework has a number of aspects that have been taken into account in its compilation. In particular, this framework is, “premised on building Gauteng as a City Region that allows agriculture to provide a link between rural and urban economic development, shaped by infrastructure led investment”. The framework seeks to:

- a) Ensure the realization of national, regional, provincial and local developmental objectives;
- b) Coordinate, integrate and align provincial plans and development strategies with policies of national government, provincial departments and municipalities;
- c) Provide spatial guidance regarding those spatial interventions or spatial structuring elements that provincial government is either jointly with national government, or exclusively responsible for, or likely to invest in;
- d) Make in-principle/normative pronouncements on issues that affect all municipalities in the province and which impact on the overall efficiency of the region;
- e) Establish a high-level regional spatial logic that makes sense even when administrative boundaries are removed; and
- f) Provide direction and parameters for addressing strategic issues in municipal SDFs as well as aligning and integrating such frameworks; and
- g) Provide directives for investment decisions by national and provincial sector departments.

- **National Environmental Management Act (NEMA) (Act 107 of 1998), Environmental Conservation Act (Act 73 of 1989) & National Environmental Management Air Quality Act (Act 39 of 2004)**

The above environmental legislation requires that due cognizance be taken of environmental factors in any proposed development. The Acts, in particular NEMA, outlines the procedures for environmental authorization including that, where required, environmental impact assessments are to be undertaken for approval by the responsible department. The SDF must take into account the protection of environmentally sensitive areas.

- **Mineral and Petroleum Resource Development Act (Act 28 of 2002)**

The act requires that consent to mineral rights be granted by the Department of Minerals and Energy before land is developed.

- **Water Services Act (Act 108 of 1991)**

This act allows the municipality to divert a river course for the construction of structures within a flood line. No development on affected land can take place without the approval of a municipality.

- **National Land, Transport Act (Act 22 of 2000)**

The Act authorizes the Department of Transport to proclaim road alignments for national and provincial roads. No development may occur on land earmarked for such roads development.

- **Subdivision of Agricultural Land Act (Act 70 of 1970)**

The Act restricts subdivision of land proclaimed as agricultural in terms of the Act. Ministerial consent must be obtained for subdivision of such land.

- **National Heritage Resources Act (Act 25 of 1995)**

The Act does not allow any developments to occur on land proclaimed as a heritage resource without prior approval of the responsible authority (Provincial Heritage Resources Agency).

- **National Parks Act (Act 57 of 1976)**

The Act sets aside areas to be proclaimed as national parks. These lands may not be developed at all.

- **The Housing Act (Act 107 of 1997)**

This Act, through the Department of Housing, provides for the development of a housing programme and the identification of areas for low income housing. The act promotes the establishment of high density areas.

5.2 Purpose of the Spatial Development Framework (SDF)

The purpose of the SDF is not to infringe upon land use rights but to guide future developments and land uses. No proposals in this SDF regulate any land use right or exempt anyone from his or her obligation in terms of any other controlling land use schemes. The maps should be used as a schematic representation of the desired spatial form to be achieved by the district in the long term.

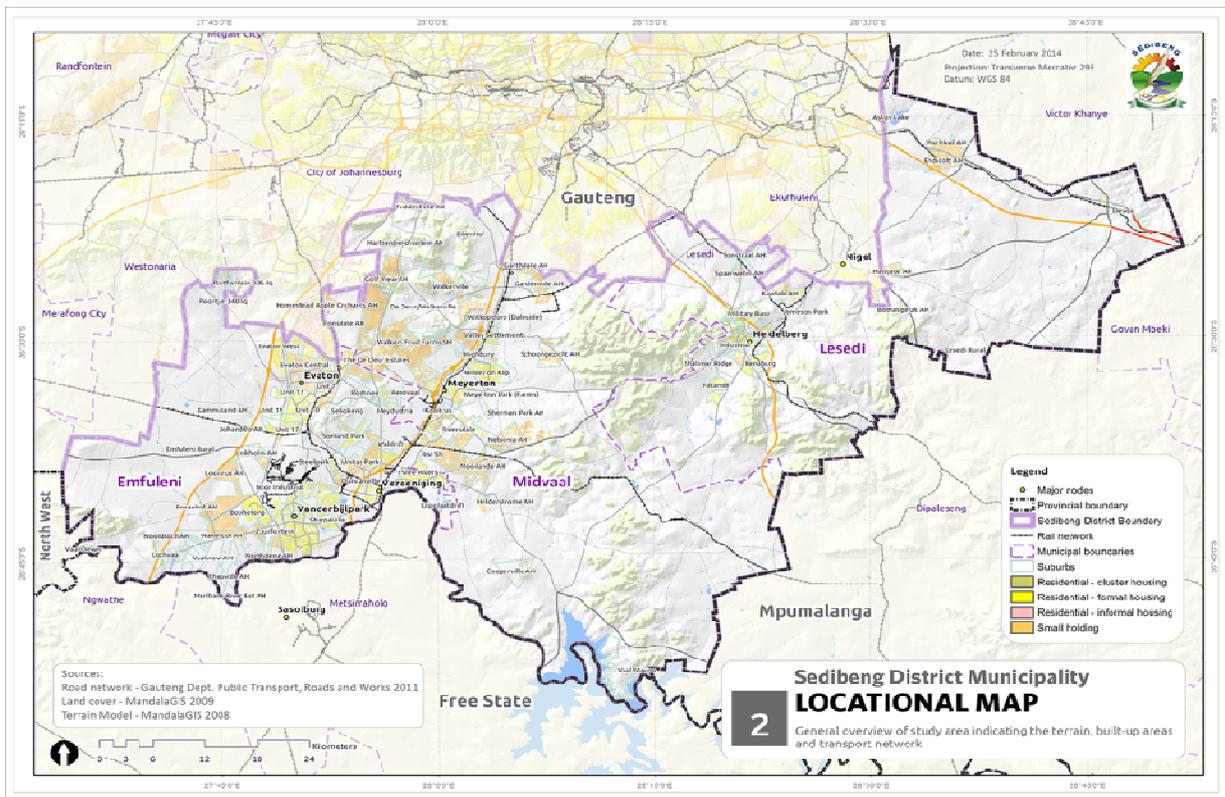
The Gauteng Spatial Development Framework (GSDF) forms the basis around which the District SDF is developed, therefore this SDF:

- Gives effect to the policies and principles as laid down in the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA), National Spatial Development Perspective (NSDP), National Development Plan (NDP) and the Gauteng Spatial Development Perspective (GSDP).

- Sets out objectives that reflect the desired spatial form of the district;
- Indicates desired patterns of land use within the district;
- Addresses the spatial reconstruction of the location of development within the district;
- Provides strategic guidance in respect of urban frameworks within the district;
- Sets out a land use management system in the district;
- Contains a strategic assessment of the environmental impact of the spatial development framework;
- Identifies programs and projects for the development of land within the district;
- Aligns with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities;
- Indicates where public and private land development and infrastructure investment should take place;
- Identifies areas where strategic intervention is required and
- Indicates areas where priority spending is required.

5.3 Spatial Rationale

Sedibeng District Municipality incorporates three local Municipalities that make up the Sedibeng Region, namely Emfuleni, Lesedi and Midvaal Local Municipalities, as illustrated on the map below



5.4 Spatial Description of Local Municipalities

Emfuleni

Emfuleni Local Municipality (ELM) is located on the western part of the Sedibeng District Municipality. It is functionally linked to Pretoria and the northern Free State. Areas of Sasolburg and Vaalpark in the northern Free State are economically linked to ELM. According to the GSDF, Emfuleni forms the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis. Further strengthening this southern anchor will benefit the axis as a

whole, in that it will facilitate movement of people and goods along the axis. In addition, the GSDF has identified Vereeniging, Vanderbijlpark and Sebokeng as key urban development nodes of provincial significance.

These nodes are to be linked via movement networks such as rail and road. Emfuleni major road and rail infrastructure are well developed; these traverse the area and are as follows:

- The N1 linking Pretoria with the Free State continuing to Cape Town to the south
- The K178 linking Vereeniging with the N1 and the North West Province to the west
- The K53 linking Vereeniging in the south with Johannesburg in the north
- The K59 linking Vereeniging with De Deur, Walkerville and Johannesburg to the north
- The rail line that links Vereeniging and Johannesburg to the north.

The spatial structure of Emfuleni is such that the non-agricultural and tourism land uses, namely commercial, industrial, residential and educational activities, are concentrated in a triangle formed by Vanderbijlpark, Vereeniging and Sebokeng. The agricultural activities are concentrated in the west of the municipality. Tourism activities and facilities are concentrated along the Vaal River.

- The future growth of Emfuleni is based on the following objectives: Create an efficient urban form;
- Increase density and compactness;
- Integrate land uses and transportation;
- Establish sustainable socio-economic developments;
- Protection of open spaces and high-potential agricultural soils; and
- Promote urban renewal of primary CBDs.

The following map represents the Emfuleni Spatial Development Framework.

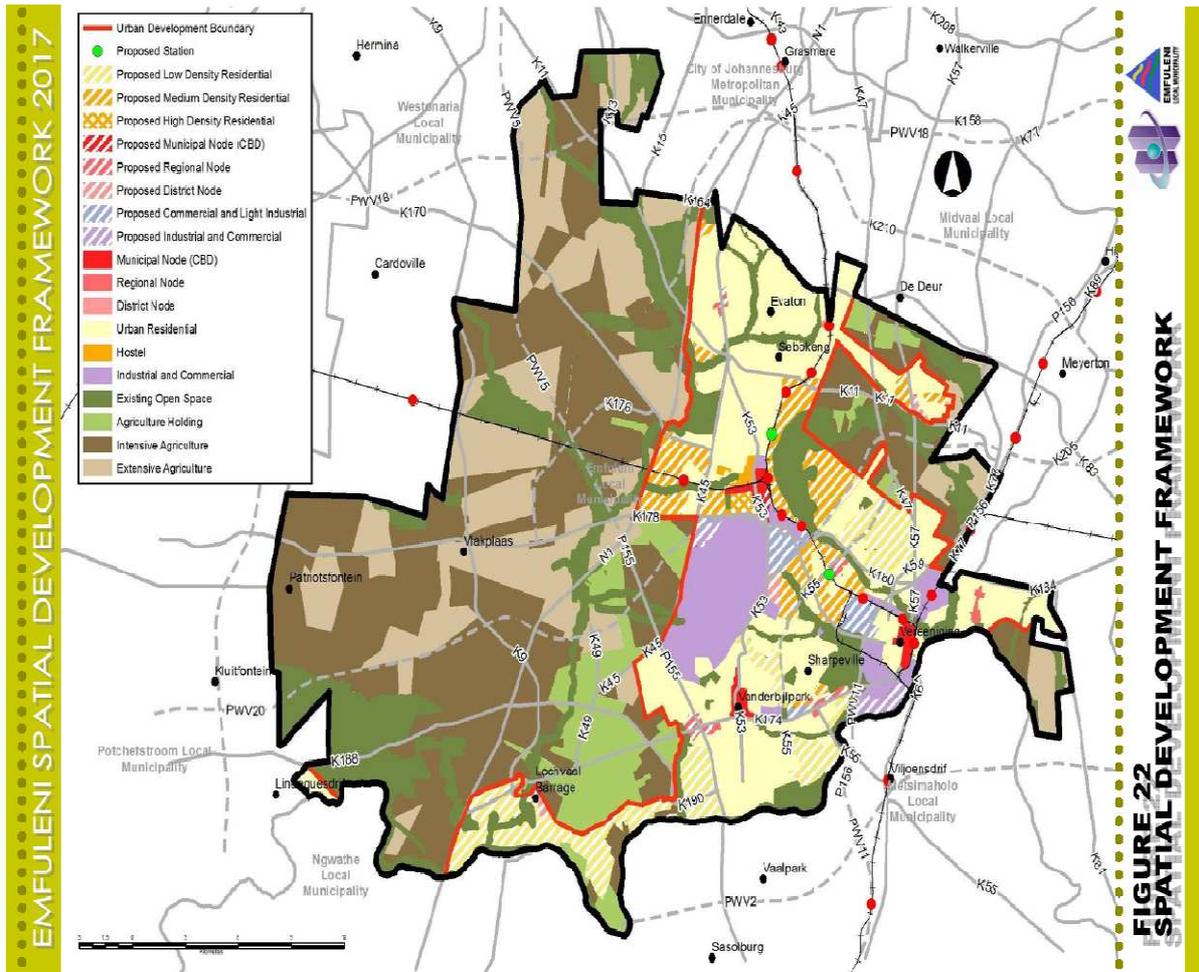


Figure: Emfuleni Spatial Development Framework (Source: Emfuleni SDF, 2017)

Lesedi

Lesedi Local Municipality is located in the eastern part of Sedibeng District Municipality. The municipality is traversed by the N3 and N17 national roads. The N3 is the main link between Gauteng and Durban/eThekweni in KwaZulu Natal (KZN), whilst the N17 serves to link Johannesburg to the Sasol-Secunda industrial node, KZN and Swaziland further east.

Major provincial roads traversing the municipal area include:

- R42 that links Heidelberg with Vereeniging to the south-west and Nigel to the northeast
- R29 that runs parallel to the N17
- R549 that links Heidelberg with Vaal Marina and the Vaal River in the south.
- R550 that runs east-west, linking Nigel with Devon
- R23 that links the area with Balfour in the south east and Benoni to the north.
- R51 linking Nigel with Balfour
- R548 linking Balfour with Devon
- R103 that runs parallel to the N3 freeway.

Lesedi is largely rural/agricultural in nature, with Heidelberg/Ratanda and Devon/ Impumelelo serving as the main urban nodes. A large number of people in these urban areas work in Ekurhuleni which lies outside of the District.

The National Development Plan (NDP) and the Gauteng Spatial Development Framework (GSDF) have identified the N3 corridor as one of the main economic corridors in the country with a huge potential economic spinoff. The Lesedi SDF has also identified an “Economic Corridor” (the subject of the Lesedi Nodal & Corridor Study 2009) and a “Tourism Corridor” along the R42.

The development vision of Lesedi is embedded on the following principles:

- Promote integration of social, economic, institutional and physical aspects of land development;
- Integrated land development in rural and urban areas in support of each other;
- The availability of residential and employment opportunities in close proximity to or integrated with each other;
- Optimize the use of existing resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Promote a diverse combination of land uses, also at the level of individual stands or subdivisions of land;
- Discourage the phenomenon of urban sprawl in urban areas and contribute to the development of more compact towns and cities;
- Contribute to the correction of historically distorted spatial patterns of settlement; and
- Encourage environmentally sustainable land development practices and processes.

From the local municipality SDFs we can identify common issues that are of significant importance. Issues of densification, utilizing of existing resources, promoting Transit Oriented Developments, maximizing on agricultural potential and discouraging urban sprawl through infill/compact developments and delineation of urban development boundaries. These are the issues of which the district SDF has prioritized in order to create a smart and sustainable city that will not only serve the needs of the current generation but also those of future generations.

The following map represents the Spatial Development Framework of the Lesedi Local Municipality.

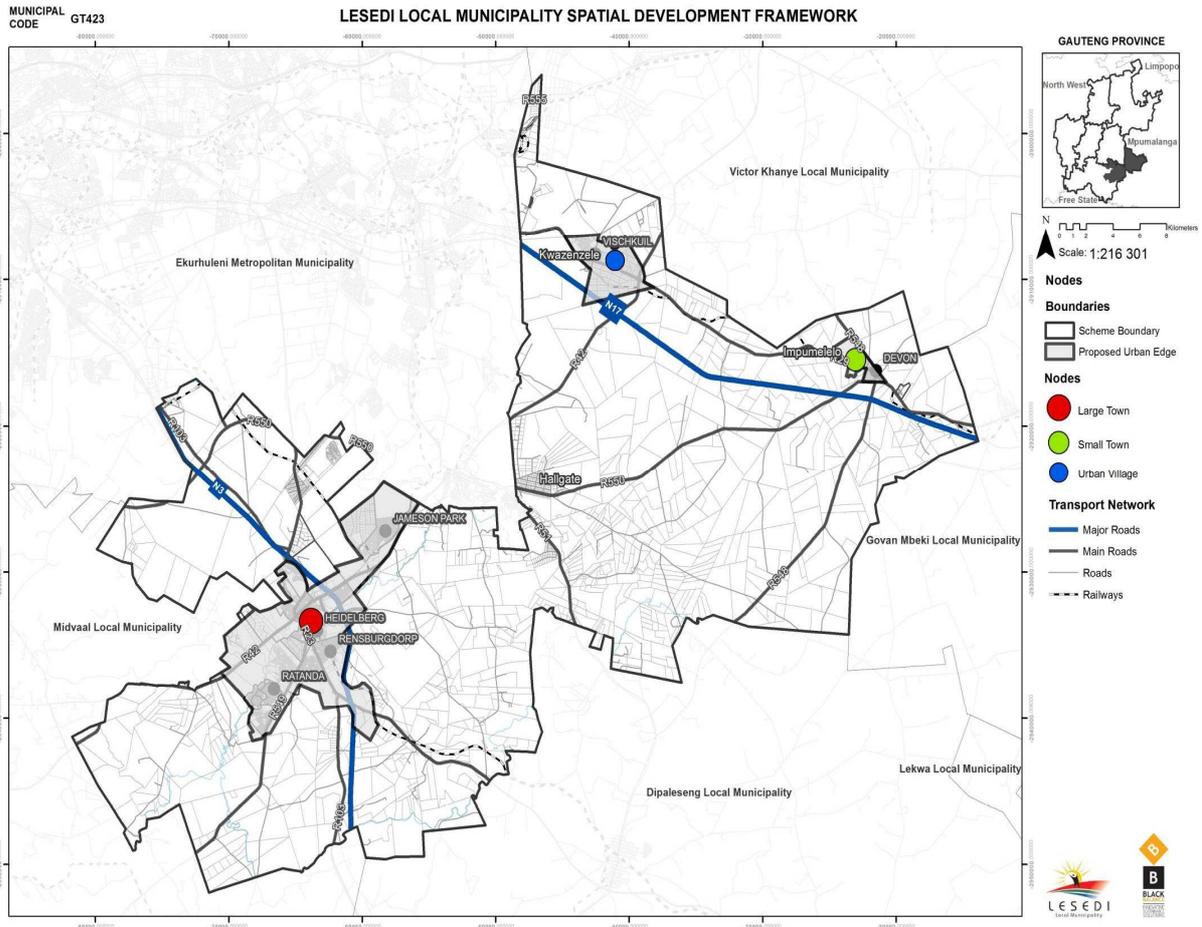


Figure: Lesedi Spatial Development Framework (Source: Lesedi SDF, 2016)

Midvaal

Midvaal Local Municipality is located at the centre of Sedibeng District Municipality with Emfuleni on the west and Lesedi on the east. The municipal area straddles the banks of the Vaal River and the Vaal Dam in the south and extends to the borders of Johannesburg in the north-west and those of Ekurhuleni in the north east.

Major national and provincial roads traversing the municipal area include:

- The R59, a north/south route that links Vereeniging with Alberton and the N12 in Johannesburg. This route is situated in the central part of Midvaal Local Municipality area.
- The N1, which is the major national north/south National Road linking Messina, on the northern border of South Africa, to Cape Town in the south and which passes the Midvaal area adjacent to the western boundary of the municipality.
- The N3, which is the major transport link between Gauteng Province and eThekweni (Durban) which passes through the Midvaal area a few kilometres to the north-east border of the municipality;
- The R82, a secondary north/south route linking Vereeniging and Johannesburg via Walkerville, situated in the western parts of Midvaal.
- The M61, a secondary north-south route running parallel to the R59 linking Vereeniging and Alberton via Meyerton, Randvaal and Kliprivier.
- The R42, which runs east/west through Midvaal and links Meyerton with Heidelberg and the N17 in the Lesedi Local Municipality.
- The R551, an east/west route between the N1 and the Suikerbosrand Nature Reserve. This road merges with the R42 at the Nature Reserve.
- The R550, an east-west link between the N3, R59 and R82 in Midvaal.

- The R54, which links Vaal Marina to the R82 in Midvaal

Midvaal is largely rural/agricultural in nature. Suikerbosrand Nature Reserve and the Vaal Dam are significant natural features and important conservation/environmentally sensitive areas in the Municipal Area.

Development is concentrated in the north eastern areas, occurring around and along the R59 in the east and the R82 in the west. Urban nodes occurring along these routes include:

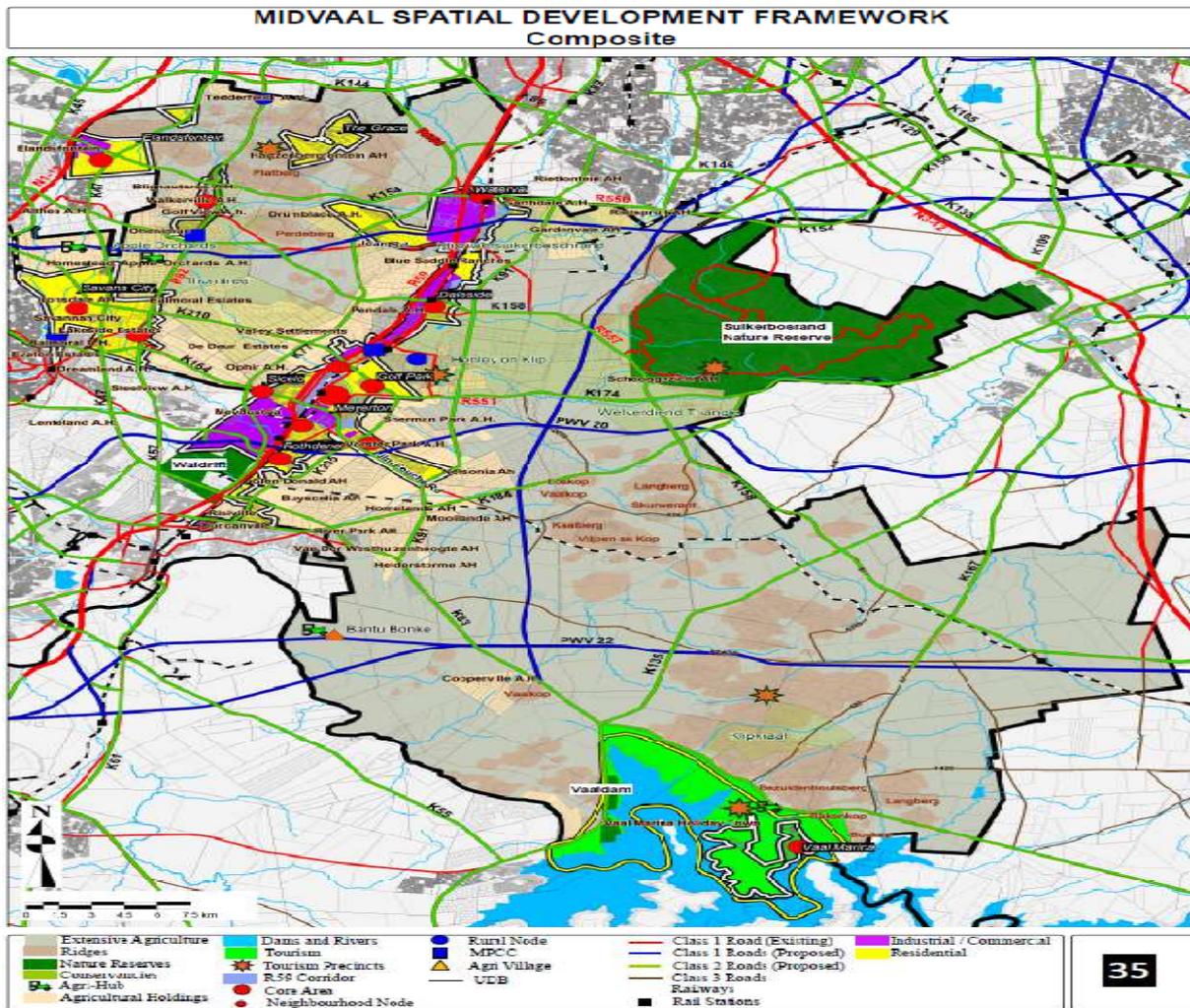
- R59: Waterval, Randvaal, Henley-on-Klip and Meyerton.
- R82: Tedderfield, Walkerville, Savannah City and De Deur.

The Gauteng Spatial Development Framework has identified the importance of the R59 corridor to link Johannesburg, Ekurhuleni, Meyerton and Vereeniging. The close proximity of Johannesburg to Midvaal, linked by the R59, R82, M61 and N1, has contributed to the development of residential areas in the north of Midvaal as dormitory areas for people working in Johannesburg. Recently industrial/commercial areas have also developed in the northern part of the Midvaal Municipality adjacent to the R59 route, which takes advantage of the accessibility, low land costs and proximity to the Johannesburg, Tshwane and Ekurhuleni Metropolitan areas. Areas of strategic development are mainly focusing on future development along the R59 corridor, Henley-on-Klip, Vaal Marina/Mamello, De Deur, Walkerville and Savannah City. In addition, the densification of existing urban areas and emerging areas such as Riversdale is a key priority for the Municipality.

The municipality is grounded on 10 development principles which are listed as follows:

- To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial, and mining activities, as well as urbanization pressures in the area;
- To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes;
- To promote tourism development in the Midvaal area by way of the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area;
- To pro-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway, and to prioritize the bulk of short to medium term urbanization as well as the upgrading/provision of engineering services in accordance with an Urban Development Boundary;
- To facilitate the development of a hierarchy of Activity Nodes and a number of Multi-Purpose Community Centres in the Midvaal area to ensure equitable access to social infrastructure, and to promote Local Economic Development in the Urban and Rural parts of the municipality;
- To capitalize on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services;
- To promote the development of a diverse range of industrial and commercial activities in the Midvaal area with specific focus along the R59 Corridor and at the designated nodal points; and
- To provide for a wide range of housing typologies and tenure alternatives within the municipal area by way of clearly defined Strategic Development Areas, and to manage residential densification by way of the Midvaal Density Policy.
- To delineate an Urban Development Boundary to encourage consolidated urban development.
- To prioritize the bulk of short to medium term upgrading/provision of engineering services in accordance with the Urban Development Boundary.

The following map represents the Spatial Development Framework of the Midvaal Local Municipality.



5.5 Linking SDF to IDP and Budget

It is of pivotal importance to link the SDF to IDP and Budget of the municipality in order to improve the quality of life of the people of the Sedibeng District Municipality. The successful linkage of the aforementioned will place the district in a position to address poverty, unemployment and inequalities through both public and private investments which will create jobs, social and economic opportunities. This will subsequently result in long term sustainable growth where the environment will be protected, living conditions enhanced and human development intensified. The below Table illustrates the relationship between the IDP, SDF and Budget.

Table 1: SDF, IDP and Budget alignment

SDF	IDP	Budget
Long term spatial vision of the municipality. Guides and informs all municipal decisions pertaining to the planning, development and use of land.	Medium term general plan that gives an overall framework for development of the municipality. It coherently integrates plans of all spheres of government in aid of improving the quality of life and addressing socio-economic challenges. It looks at issues that relate to how land should be used, what infrastructure and services are needed and how the environment should be protected.	Short term plan that indicates how and where municipal funds will be spent. It should be informed by capital projects as contained in the SDF and the IDP.

5.6 Proposed Spatial Development Framework Structure

The Sedibeng District Municipality seeks to address past spatial planning imbalances and irregularities by bringing services and economic opportunities closer to previously disadvantaged areas. This initiative is supported by the proposed “conurbation” that redirects development of the district within the delineated area that incorporates areas of Evaton, Sebokeng, Vanderbijlpark, Vereeniging, Meyerton, Heidelberg, Savanna City and R59 corridor.

Structuring the plan

This SDF is embedded on principles which aim to achieve the following:

- Support and align with national and provincial planning, in particular the National Development Plan, Gauteng City Region, Gauteng Vision 2055, the 25 Year Integrated Transport Master Plan and the Gauteng Spatial Development Framework 2030.
- Support and align with the SDFs of the Local Municipalities within the District (Emfuleni, Lesedi and Midvaal).
- Promote higher densities and infill developments in the urban core in line with national and provincial policy.
- Promote environmental sustainability.
- Promote effective and appropriate use of high potential agricultural areas.
- Facilitate the development of continuous sustainable open space systems.
- Ensure functionally defined activity nodes.
- Maximize efficiency of service infrastructure and transport systems.
- Build sustainable internal linkages.
- Establish urban development boundaries to reduce sprawl and support strategic infill.
- Support appropriate major current development initiatives and new initiatives.
- Support identified precincts and projects.
- Facilitate the upgrading of existing informal settlements.
- Support identified development nodes and corridors.
- Promote tourism in the region.
- Speed up the Sedibeng Regional Sanitation Scheme Project.
- Establish Cross-border relations with neighbouring municipalities via the Vaal River Regional Spatial Development Framework (VRSDF).

Structuring elements

Past spatial planning “apartheid planning” divided cities based on principles of segregation, unequal access to resources and separate development. Evidence of such can be witnessed by the current socio-economic challenges that the majority of the population are facing, challenges such as places of work and economic opportunities being far, lack of access to resources and uncoordinated and costly public transport systems. Such challenges require a new thought of thinking to restructure the city and the current urban footprint and the following elements should be considered in order to achieve this.

Nodes

The SDF identifies key Primary, Secondary and Mixed Use Consolidation Nodes which should be areas of strategic infill and high density developments. The following table illustrates the nodes.

Primary	Secondary	Mixed Use Consolidation
<ul style="list-style-type: none"> • Vanderbijlpark • Vereeniging • Meyerton 	<ul style="list-style-type: none"> • Evaton • Sebokeng • Savanna City • Waterval 	<ul style="list-style-type: none"> • Heidelberg • Ratanda • Jameson Park

- | | | |
|--|-----------------|--|
| | • Elandsfontein | |
|--|-----------------|--|

Development and Movement Corridors

These are identified for purposes of promoting development along the corridor to increase access points and facilitate movement through the area. They should form a functional area along a main route connecting “anchoring nodes”. The SDM SDF identifies three types of corridors as key to unlocking development in the region, **National Development Corridors**, **Economic Development Corridors** and **Movement Corridors**.

The following map demonstrates the Corridors

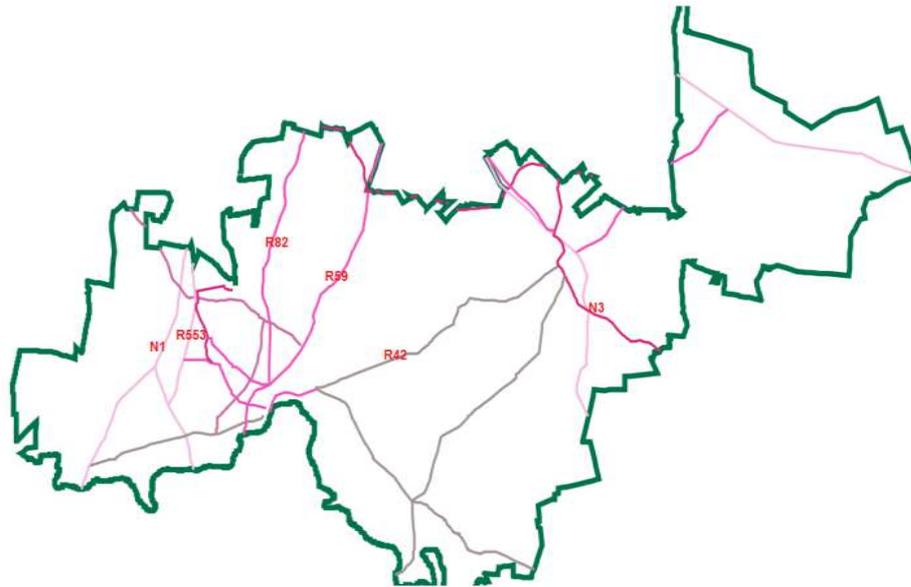


Figure: Development and Movement Corridors

Tourism

The Sedibeng tourism area has been strategically identified with specific themes relevant to an existing tourism profile and demand, namely with respect to key events, the natural and scenic beauty of the area, including cultural and heritage related activities.

The following tourist themes have been identified:

- Scenic routes and viewpoints;
- Nature and wildlife routes and trails (Suikerbosrand);
- Arts and crafts routes;
- Routes related to experiences of leisure and recreation along the Vaal River and Vaal Dam;
- Entertainment and leisure venues;
- The heritage of Struggle (Townships and Anglo Boer War);
- Heidelberg heritage trail or ramble.

FOR FURTHER INFORMATION VISIT
www.sedibeng.gov.za

T3 THREE RIVERS ROUTE
The Three Rivers Route is the heart of the district offering prime conservation facilities, the Three Rivers Route which stretches for 400 km through the area, crossing the Vaal, Olifants and Sutherland Rivers. The Three Rivers Route boasts attractive scenic views, picnic spots and a variety of business, shopping, pleasure and entertainment activities.

FUNCTIONS:
Countryside, Shopping, Wildlife, Fishing, Birding

T1 RIVER ROAD
The River Road is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The River Road is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

T2 RIVERFRONT ROUTE
The Riverfront Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Riverfront Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

T4 SHARPEVILLE STRUGGLE
The Sharpeville Struggle Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Sharpeville Struggle Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

T6 SUIKERBOS ROUTE
The Suikerbos Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Suikerbos Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

R23 HEIDELBERG RAMBLE
The Heidelberg Ramble is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Heidelberg Ramble is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

R550 KLIP ROUTE
The Klip Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Klip Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

R42 SCENIC ROUTE
The Scenic Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Scenic Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

R54 VAAL MARINA ROUTE
The Vaal Marina Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Vaal Marina Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

R557 WALKERVILLE ROUTE
The Walkerville Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg. The Walkerville Route is a scenic route that runs along the banks of the Vaal River from the town of Vereeniging to the town of Heidelberg.

Sedibeng Discover the Vaal

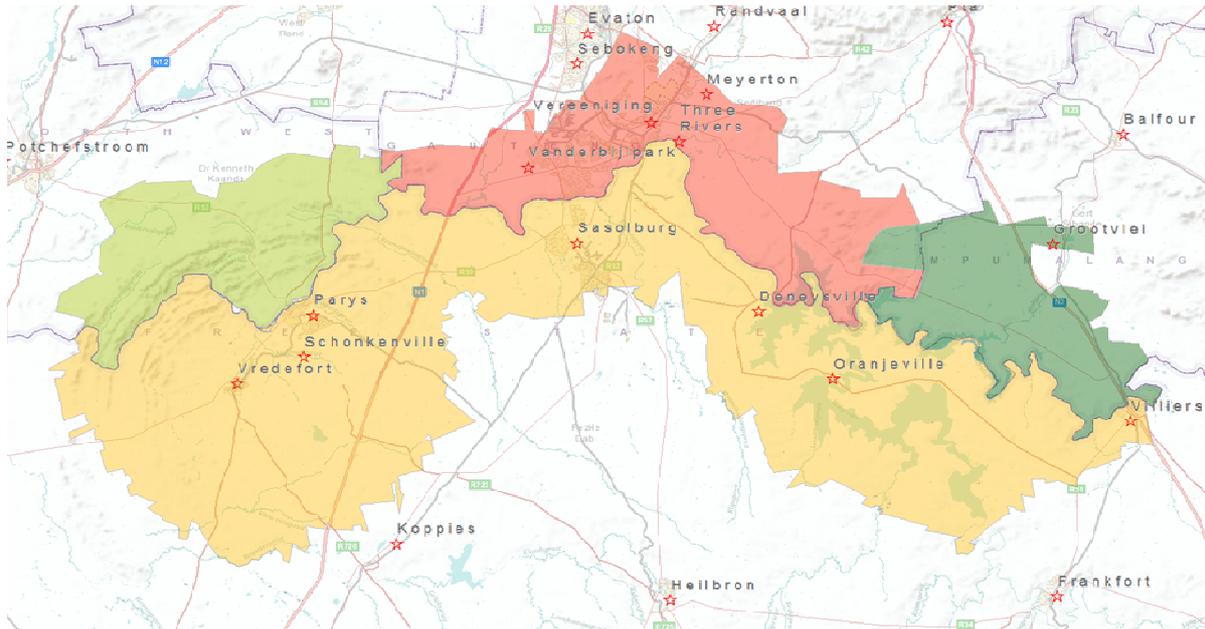
Integration Zones

The SDM southern boundary anchors along the Vaal River which traverses the provinces of Gauteng, Free State, North West and Mpumalanga. SDM therefore shares cross-boundaries with the FezileDabi District Municipality (FDDM), the GertSibande District Municipality (GSDM) and the Dr Kenneth Kaunda District Municipality (DKKAM). SDM enjoys both social and economic relations with these municipalities consequently prompting the need for a Vaal Regional Spatial Development Framework (VRSDF). The VRSDF will be focusing on areas close to the banks of the Vaal River from roughly Villiers in the east up to the western boundary of the Vrededorf Dome.

The VRSDF will seek to contribute towards:

- Creating a common vision and strategy for the area;
- Providing a balanced approach to development across jurisdictional boundaries;
- Generating deeper understanding of infrastructural requirements necessary to sustain and improve development;
- Unlocking economic potential in the area;
- Strengthening of inter-governmental relations;
- Alignment of development plans and frameworks;
- Improving regional thinking;
- Increasing cooperation;
- Promoting sustainable developments; and
- Accelerating economic growth and reducing unemployment and poverty.

The following map indicates the proposed VRSDF delineation area.



5.7 Growth Management System

Sedibeng District has a long term vision of becoming a “Metropolitan City” in line with the long term plans of the Gauteng Province. This requires complying with Section 2 of the Local Government: Municipal Structures Act, (Act 117 of 1998), in particular the need to have “conurbation/s” to be a metropolitan area. In terms of the Act, a conurbation must include:

- High population density
- Intensive movement of people, goods & services
- Extensive Development (size, intensity & complexity)
- Multiple CBDs & Industrial areas

The proposed conurbation area is within the “Urban consolidation zone” identified in the GSDF. The proposed conurbation would then be the development triangle identified in the Emfuleni SDF, illustrated alongside together with the proposed Savanna City and Meyerton forming part of the extended provincial “urban core”. The areas to be included in the conurbation or urban core are Evaton, Sebokeng, Vereeniging, Vanderbijlpark, Meyerton, Savanna City, and the other areas as illustrated in the SDF map. In order to become a conurbation, with all four of the requirements listed above, a strategic focus will need to be placed on “infill and high density developments”, in particular, residential and industrial land uses within this conurbation.

The following map illustrates the delineated conurbation area as shaded in orange colour.

Municipalities are represented by the following abbreviations:

- Emfuleni Local Municipality (ELM)
- Lesedi Local Municipality (LLM)
- Midvaal Local Municipality (MLM)

Progress on:	ELM	LLM	MLM
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Bylaw Promulgations	27 February 2017	Promulgated in 2016	07 March 2017
Establishment of Municipal Planning Tribunals (MPTs) and Appeal Authorities (AAs)	Advertisement Call for Nominations (Closing date was 20 March 2017). Short listing has been completed. Report to SMT done on 8 April 2017. Report for the appointment of members of the MPT and AA (scheduled for council agenda 26/06/2017). Appointment of members expected August, 2017.	Council resolution in place. Pending the appointment of the chairperson of the Municipal Planning Tribunal. Appeal Authority is confined to the Executive of the Council.	An item to give a mandate to the Executive Director: Development and Planning regarding the appointment of the Municipal Planning Tribunals and Appeal Authority will serve in July 2017. Thereafter the process regarding the enactment of the appointment will progress accordingly
Development of Land Use Schemes (LUSs)	In progress	Service provider appointed to align Town Planning Scheme to SPLUMA requirements .in process of applying for funds to review and align it in accordance with SPLUMA directives.	In progress
Development of Municipal Spatial Development Frameworks (MSDFs)	2017-2021 SDF was approved by Council on 25 May 2017.	Completed and in operation.	2017-2022 SDF was adopted on 27 May 2017.
Human Resource capacity in each municipality:			
The number of registered planners in each municipality	2	1	4
Internal staff providing administration for MPTs and AAs	None	1 (GIS Coordinator)	None
Financial Capacity of each municipality			
The municipalities' budgets for the development of LUSs and SDFs	2017/18 MPT & AA Budget = R 800 000-00. Payment rates to be determined by Council taking into account payment rates of members of the External Audit Committee.	Operational	The Midvaal Draft Single Land Use Scheme, has been financed by the Gauteng Province: Office of thePremier (The Planning Division)
Challenges faced by the municipalities and areas that require provincial intervention	MPT & AA administration staff (4 to 7 officers) required. Inadequate funding for gazetting (financial support needed). Funding needed for GIS software to capture SPLUMA related data and information. Finalisation of opening of Township Registers to improve cadastral integrity & implementation of new scheme requirements. Appointment of service providers where necessary.	Grants to permit the implementation of SPLUMA which poses huge financial obligations on the Municipality. Assessment of capacity constraints and initiate proactive interventions.	The municipality is facing challenges with regards to the enactment of Chapter 3 of the Spatial Planning and Land Use Management Act, 16 of 2013(Regarding Intergovernmental Support). It is proving to be a challenge to access the following departments: The Gauteng Department of Transport and Roads;The Gauteng Department of Agriculture, Forestry and Fisheries; and The Gauteng Department of Agriculture and Rural Development.

5.8 SPLUMA Readiness

Municipalities are required to adopt By-laws in order to implement the Spatial Planning and Land Use Management Act 16, 2013 (SPLUMA). They are further required to develop Land Use Schemes in line with the Act within five (5) years of the Act being in operation. The following table demonstrates the state of readiness of the Local Municipalities pertaining to SPLUMA implementation.

5.9 Rural Development Plan

The Department of Rural Development and Land Reform (DRDLR) has developed a Rural Development Plan for the Gauteng Province known as the Gauteng Rural Development Plan (GRDP). The purpose of this plan is to guide and manage the development of strategically placed land that is not regarded as “Urban” and also those areas that are outside the Urban Development Boundary of the Province.

In line with the GRDP and the GCR vision 2055 concept, the DRDLR in partnership with SDM have embarked on a process of developing a Rural Development Plan for the Sedibeng Region.

The Sedibeng District Rural Development Plan (SDRDP) will aim to:

- Strategically plan for and provide guidance for future rural development and land reform projects in the Sedibeng District;
- Provide up-to-date detailed GIS data to assist future rural development planning and land reform decision-making;
- Provide an integrated framework (i.e. that of the ‘functional rural region’) within which to approach, engage, explore, think about and undertake rural development and land reform; and
- Assist with reaching the goals of national government as set out in the National Development Plan (NDP) 2030 and the Gauteng Province Transformation Modernization and Re-industrialization (TMR) strategy.

According to the GRDP, SDM falls within 4 Gauteng Rural Development Typologies which are zones 4, 5, 6 and 7. The SDRDP should therefore find solutions to develop the zones in line with the GRDP.

The following map demonstrates the typologies and zones.

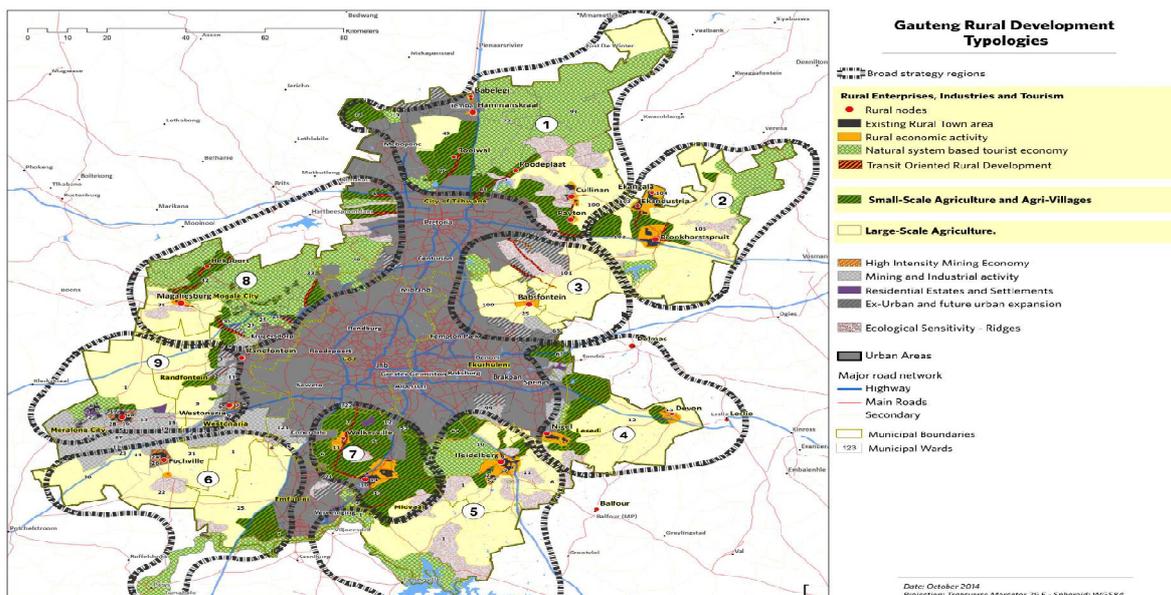


Figure: Gauteng Rural Development Typology Zones (Source: Gauteng Rural Development Plan, 2015)

5.10 Southern Corridor Regional Implementation Plan

Sedibeng District Municipality (SDM) forms the Southern Corridor of the Gauteng City Region (GCR) vision 2055. This corridor has been touted as the corridor responsible for *Food Security* through Agriculture related activities and industries, a *Tourism* destination by utilizing the Vaal River and Vaal Dam respectively and also as a *Logistics Hub* due to its close proximity to the Aerotropolis and Tambo Springs node.

This therefore means that SDM has the responsibility to prioritize projects which are “Agricultural”, “Tourism” and “Logistics” related. It is therefore imperative to employ a paradigm shift in aid of diversifying the regional economy and implement catalytic projects that will have a greater GCR impact.

The following projects are key strategic game-changer projects which have been identified as catalysts of change in the region.

Table: Game Changer Projects

Project	State of Readiness	Budget Required
1. Doornkuil.	- Need for a feasibility to be conducted	- R 1 Million
2. Sedibeng Fresh Produce Market.	- Ready for Implementation	- R 2,2 Billion
3. Graceview Industrial Park.	- Dependant on SRSS	- R 20 Million
4. Lesedi Transit Hub.	- Need for a feasibility to be conducted	- R 1 Million
5. Savanna City.	- Implementation in progress	- R 1 Billion
6. Sedibeng Regional Sewer Scheme.	- Ready for Implementation	- R 4 Billion
7. The Graceland.	- Dependant on SRSS	- R 305 Million
8. Ubuhlebethu Infill Development.	- Ready for Implementation	- R 10 Million
9. Vaal Logistics Hub.	- Ready for Implementation	- R 200 Million
10. Vaal River City.	- Dependant on SRSS	- R 11 Billion
11. Sedibeng/Vereeniging Government Precinct.	- Need for a feasibility to be conducted	- R 1 Million
12. R59 Corridor.	- Dependant on SRSS	- N/A
13. Siculo Precinct.	- Ready for Implementation	- R7.9 billion
14. Devon Tannery.	- Ready for Implementation	- R5.0 billion
15. Langzeekoegat.	- Ready for Implementation	- R3.2 billion

Immediate Priority Projects

From the aforementioned projects, three (3) of them have been selected as key catalysts to effect change in the immediate future. These are projects of which the district municipality are pursuing and lobbying for funds in order to implement them. They have been identified as High Priority Projects by the Southern Corridor Regional Implementation Plan matrix as they will have the biggest economic, social and environmental impact in the region.

The following table demonstrates the selected immediate priority projects.

Name	Impact	Location
Sedibeng Regional Sewer Scheme.	Unlock residential and industrial development in the region and surrounding areas	Sedibeng Region
Sedibeng Fresh Produce Market.	Provide food security and support local farmers The market is located between the Johannesburg and Bloemfontein markets therefore it has the potential to serve communities situated between those two markets	Vereeniging 26.664 27.900 Degrees
Sedibeng Government Precinct.	Centralize services of all three tiers of Government Urban Regeneration Improve tourism	Vereeniging CBD 26.675 27.926 Degrees

Chapter 06: Financial Plan

6.1 Introduction

1. PURPOSE

The purpose of the report is to table before the Committee the tabled Annual Operating and Capital MTREF for the 2018/2019 to 2020/21 financial period in terms of Section 16(2) of the MFMA.

2. BACKGROUND

National Treasury prescribes the guidelines of the MTREF period through a sustained and viable process as taken from the priorities of the State's National Development Plan. This is confined to our Growth and Development Strategy (as revised) and Council's 5-Year IDP. In addition the Gauteng Province has pronounced on plans to Transform, Modernise and Re-Industrialise (TMR) the beauty and resiliency of the province. This plans are confined in a ten pillar vision by the Premier which states the following:

- *Radical economic transformation;*
- *Decisive spatial transformation;*
- *Accelerating social transformation;*
- *Transformation of the state and governance;*
- *Modernisation of the economy;*
- *Modernisation of the public service and the state;*
- *Modernisation of human settlements and urban development;*
- *Modernisation of the public transport and other infrastructure;*
- *Re-industrialising Gauteng as the country's economic hub; and*
- *Taking the lead in Africa's new industrial revolution.*

However, as economic uncertainty continues throughout the country, it is imperative that Council adopt a conservative approach to budgeting in order to give financial stability and start building financial reserves for the municipality. Commitment to controlled municipal spending by spending less than the municipality takes in, demonstrates common-sense budgeting and economic health that Sedibeng District Municipality deserve. In addition the District has been able to implement cost containment or austerity measures program during our budgeting process which is still ongoing.

The reporting requirements of this draft budget are disclosed in terms of the MFMA circulars 48, 51, 54, 55, 58, 66,67, 70, 74,78, 79, 85, 86and 91as well as the Municipal Budget and Reporting Regulations (MBRR GN 393 of 2009)and the Municipal Standard Chart of Accounts Regulations (MSCOA GNR. 312 of 2014).

Budget Approach

The municipality has had to adopt a very conservative approach to budgeting for 2018/2019 MTREF as the municipality's revenue base (primarily composed of grants & subsidies) continues to decrease while operational expenditure continues to grow at a rate of CPI with salaries & employee-related costs growing at above CPI (due to the collective bargaining agreement which is currently underway).

The implementation of the Municipal Standard Chart of Accounts (MSCOA), has also assisted the municipality in moving away from cost line budgeting towards project-based budgeting.

3. BUDGET DISCUSSION

The Draft Annual Budget is strategically aligned to the IDP 2018/2019 and provides the financial framework to the strategic objectives and targets. Our budget conforms to the key objectives and strategies of the District Municipality. In this process the Budget Steering Committee met with the MMCs, EDs and HODs (or their duly delegated representatives) of all Clusters. As a result of the limited resources as determined by National Treasury by means of the equitable share allocation the budget had to be drawn up within those tight constraints based on the decline of this major revenue source over the last seven years.

During the 2018/2019 budget process, Clusters were tasked to provide their budgetary requests as per their needs analysis, using the MSCOA project-based approach, and in alignment to IDP key performance areas. Incremental based budgeting was only used for expenses which have existing obligations, such as employee-related costs.

The budget was compiled based on a trend analysis taking into consideration the anticipated revenue realisable in the 2018/19 financial year. Contractual obligations such as salaries and contracted services were first determined whereby general expenses were reduced in an effort to obtain a balanced budget. Minimal allocations have been made for capital purposes due to these restricted revenue streams and lack of internal reserves, as well as lack of grant allocations for our planned capital investment needs.

Budget Assumptions

Municipal employee-related costs comprises the largest component of the municipality's operating expenses. As the existing Collective Bargaining Agreement with Labour has lapsed, and negotiations are currently underway for entering into the next three-year Salaries & Wages Collective Bargaining Agreement for Local Government, the municipality had to apply principles of affordability when providing for growth in employee-related costs that are reflective of increases in cost of living. As a result, the municipality had made a provision of 6% (in line with CPI forecasts provided by National Treasury; refer to paragraph 3.1.1 below) and not the 7% that is currently tabled at the negotiations.

Furthermore, despite the municipality's sincerest efforts, the operational expenses simply could not be scaled down to meet the restricted revenue projections, and hence, the final budget tabled before Council has an operational deficit of R13,9million wherein the municipality must develop a financial recovery plan to demonstrate how the shortfall in the operational revenue will be funded. Further details are provided in the narratives below.

Public Participation

After the tabling of the draft MTREF 2018/2019 at the 105th Council Sitting held on 28 March 2018, the municipal manager duly made the consolidated five year Integrated Delivery Plan and the three year draft Capital and Operational Budget public for public consultation and submission to National Treasury, Gauteng Treasury and the MEC for Co-Operative Governance in terms of Sections 22 and 23 of MFMA (56/2003). Engagements were held during the month of May 2018 to this effect.

The Executive Mayor held the IDP District wide Lekgotla on 03 & 04 May 2018 with the local municipalities and stakeholders from various Organs of State.

There was also a budget engagement held with Gauteng Provincial Treasury and Co-Operative Governance as well as South African Local Government Association (SALGA) on 07 May 2018 with the municipal senior managers to discuss the credibility, relevance and sustainability of the municipal budget.

It is critical to note that the provisional assessment of Provincial Administration cautioned the municipality on the following:-

- Uncertain long-term financial viability of the municipality;
- The municipal operations are not fully funded from revenue sources forecasted;
- The draft IDP and draft budget were not fully aligned;
- Projected decreasing cash coverage which indicates the municipality is on the path to insolvency; and
- High employee-related costs that are above the benchmarked norms and standards prescribed.

3.1. FINANCING OF OPERATING ACTIVITIES

The budget on financial performance (previously income and expenditure statement) has been drawn up on the GRAP (Generally Recognised Accounting Practices) principles of accounting where provision for depreciation has been taken into account.

The following should be noted:

3.1.1. 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 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.

Fiscal year	2017/18 Estimate	2018/19 Forecast	2019/20 Forecast	2010/21 Forecast
CPI Inflation	5.3%	5.3%	5,4%	5,5%

Source: MFMA Circular 91 Table 1

NB: The declining growth of the equitable share from National Treasury coupled with the increase towards personnel costs over the last 7 years has had a negative impact on the Municipality meeting its short-term obligations towards the operations and programmes of the District.

National Treasury has further introduced a new funding model for district municipalities which has further reduced the municipality's equitable share allocation for 2018/2019. Effectively, there has only been a R4,112,000 or 1,6% growth from 2017/2018 to 2018/2019.

3.1.2. 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.

National Allocation as per DORA Bill, <i>Government Gazette No. 41432 of 9 February 2018</i>	2018/2019 Allocation R'000	2019/2020 Forward Estimate R'000	2020/2021 Forward Estimate R'000
EQUITABLE SHARE	258 891	268 120	276 650
Local Government Financial Management Grant	1,250	1,000	1,000
Municipal Systems Improvement Grant	0	0	0
Extended Public Works Program Integrated Grant	1,000	0	0
Rural Roads Asset Management Systems Grant	2,436	2,580	2,729
TOTAL ALLOCATION GAZETTED	263,577	271,700	280,379

Provincial Allocation as per MFMA Section 36(2), <i>Provincial Notice No. 296 of 2018 (26 March 2018)</i>	2018/2019 Allocation R'000	2019/2020 Forward Estimate R'000	2020/2021 Forward Estimate R'000
HIV and Aids	8,288	TBA	TBA
Boipatong Monument	2,376	2,515	2,654
TOTAL ALLOCATION GAZETTED	10,664	2,515	2,654

3.1.3. Key Legal Provisions to be Strictly Enforced

All municipalities must prepare budgets, adjustments budgets and in-year reports for the 2018/19 financial year in accordance with the Municipal Budget and Reporting **AND** Municipal Standard Chart of Accounts Regulations. In this regard, municipalities must comply with the following (refer to Annexure "A"):

- the budget documentation as set out in Schedule A (version 6.2) of the Municipal Budget and Reporting Regulations, including the main Tables (A1 - A10) and ALL the supporting tables (SA1 – SA38) in both printed and electronic formats (the Excel schedules);
- the Draft Service Delivery and Budget Implementation Plan in both printed and electronic format;

- the Draft Integrated Development Plan;
- the Council Resolution;
- the signed Quality Certificate as prescribed in the Municipal Budget and Reporting Regulations; and
- the Budget Locking Certificate as signed by the accounting officer.

All municipalities must do a funding compliance assessment of their 2018/19 budgets in accordance with the guidance given in MFMA Circular 80 and the Municipal Standard Chart of Accounts Regulations, GN 312 of 2014, before tabling their budget, and where necessary revise their budget submissions to comply with a properly funded budget.

The deadline for tabling a budget before Council for consideration for approval is 30 days before the commencement of the new financial year as per Section (24)1 of the MFMA. The annual budget must be approved before the start of the financial year, which commences 01 July 2018.

The deadline for the submission to National Treasury, Provincial Treasury, Department Co-Operative Governance, Office of the Auditor-General and South African Local Government Association (SALGA) of approved budgets is ten working days after Council approves the annual budget.

3.1.4. Operating Income

The service charges and rental income have been increased by 5.3% in accordance with the guidelines as prescribed by National Treasury (Sundry Tariffs are listed under cover of Annexure “B”)

DCM Sedibeng - Table A4 Budgeted Financial Performance (income and expenditure)

Description	R	2017/18			Current Year 2018/19			2018/19 Budgeted Performance (Budgeted Performance)			
		Budgeted Performance	Actual Performance	Budgeted Performance	Budgeted Performance	Adjusted Budget	Full Year Forecast	Pro-visit estimate	Budget Year 2018/19	Budget Year 2018/19	Budget Year 2018/19
Revenue by Source											
Grant allocations and equipment		8,928	8,215	7,548	449	466	466	490	516	540	
International - contributions		2,814	2,519	2,138	1,680	1,680	1,680	1,680	1,769	1,863	
Revenue and profits		56,876	61,290	60,704	73,920	860	860	1,500	1,680	1,663	
Agencies and grants		6,613	7,176	8,811	-	68,602	68,602	83,199	87,908	92,261	
Transfers and subsidies		260,478	258,810	267,282	261,869	265,546	265,546	277,241	286,101	295,548	
Other income		252,284	4,176	12,521	12,740	34,287	34,287	11,710	12,282	12,582	
Excess of expenditure		136	121	140	140	140	140	140	147	165	
Total Revenue (including capital grants and contributions)		385,685	344,110	356,993	357,098	368,521	368,521	395,060	396,306	406,417	

3.1.5. Operating Expenditure

DCM Sedibeng - Table AM Budgeted Financial Performance (Revenue and Expenditure)

Description	2015/16	2016/17	2017/18	2018/19				2019/20			
				Actual Outcome	Actual Outcome	Actual Outcome	Budget	Adjusted Budget	Full Year Forecast	Forecast Outcome	Budget Year 2019/20
Revenue											
Expenditure											
Employee-related costs	209,350,450	228,998,465	248,909,056	249,382,696	252,666,565	266,057,894	280,158,960				
Remuneration of councillors	11,481	12,452	11,600	12,639	13,087	13,087	14,028	14,771	15,664		
Salaries	94	131	2,181								
Depreciation & Amortisation	20,004	22,200	18,000	18,000	18,000	18,000					
Finance charges	17	1									
Other expenses											
Other subsidies				6,452	7,967	7,967	7,454	7,849	8,265		
Contributions	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		
Taxes and subsidies	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
Other expenditure	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		
Revenue from other sources			170	80	80	80	80	80	80		
Total Expenditure	209,350,450	228,998,465	248,909,056	249,382,696	252,666,565	266,057,894	280,158,960				
Surplus/Deficit	11,481	12,452	11,600	12,639	13,087	13,087	14,028	14,771	15,664		

The Committee is requested to take note that the final budget tabled for approval is not fully funded from forecasted revenue, and hence, the municipality must implement financial recovery measures in order to fund the shortfall, as indicated in the narratives detailed below.

3.1.6. Employee and Councillor Related Costs (68% against Revenue)

Salaries inclusive of councillors' remuneration are projected at R267million for the 2018/2019 financial year. There is no collective labour salary agreement (SALGA & SALGBC) currently in place and therefore a 6% increase projection is used for the calculation of salaries.

Council must note that although employees' basic salaries have grown by 6%, the provisional equitable share allocation has only grown by 1% leaving Council to fund a deficit of 5,9%. This deficit has had to be filled by reducing other operational expenditure, potentially reducing Council's ability to render services but still able to fulfil our coordinating role based on our current human capital on powers and functions for the District.

Attention is drawn to the current trend of the steep growth in employee-related expenditure for the total organisation.

	Audit Outcome 2014/15	Audit Outcome 2015/16	Audit Outcome 2016/17	Adjustment Budget 2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Employee-related costs	209,350,450	228,998,465	248,909,056	249,382,696	252,666,565	266,057,894	280,158,960
% Increase Year-on-Year		9.4%	8.7%	0.2%	1.3%	5.3%	5.3%
Staff No's	574	561	614	593	593	593	593
% Increase Year-on-Year		-2.3%	9.4%	-3.4%	0.0%	0.0%	0.0%

3.1.7. Depreciation (3.25% against Revenue)

In accordance with the GRAP principles and standards and the prescription of the approved asset management policy, 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 2018/2019 financial year amounts to R12million, which is meant to be cash generated in order to serve as capital replacement reserves to maintain the assets for the outer years of 2018/19 and 2019/20.

However, given the cash flow constraints of the municipality, this expenditure is non-cash and the cash-backed leg is not provided for.

3.1.8. Repair and maintenance (1.59% of Revenue)

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 R5,9million has been provided, which equates to 1.59% of the total revenue budget of Council. This is a decrease on the 2017/2018budget which amountedtoR6million.

3.1.9. Contracted services (14,2% of Revenue)

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 contractual services are stated below:-

CONTRACTED SERVICES	R'000
Security Services	11,701
Municipal Health Services	19,928
Internal Audit	1,580
Rental of facilities	5,484

3.1.10. General Expenses (14,7% of Revenue)

The general expenditure budget has been drawn up in order to assist the employees of Council to provide them with the necessary tools and consumables to achieve the deliverables as set in the NDP, TMR, GDS and IDP, while remaining within the constraints of the municipality’s limited revenue sources. 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 service delivery execution process will be performed at a Local Municipality level. Note should be taken that strict austerity measures has been applied on general expenses during the budget process and only essential items will be approved during the procurement processes.

3.1.11 Implementation of MSCOA

The SCOA (Standard Chart of Accounts) must also be implemented in full before the and therefore an amount of R1.5 million was provided for in the capital budget for final implementation of SOLAR. The draft 2018/2019 MTREF has been drafted in MSCOA format, and the municipality is awaiting feedback from National Treasury on the technical soundness of the MTREF.

3.2 INVESTMENT INTO CAPITAL

The total Capital investment for 2018/2019 will be R3,6million whereby the full amount will be funded from our internal provisions. Clusters are encouraged to source grant funding for future capital projects. Donor and

Grant Funding must also be considered for planned projects as outlined in the IDP to ensure that it is properly funded before the final 2018/19 budget is approved by Council.

3.2.1 Annual Procurement Plans

On matters relating to financial investment activities into operational, maintenance, repair, improvement and additions to property, plant and equipment, as well as Council programmes, it has been recommended that Clusters prepare their procurement plans in accordance with their planned targets as set out in their SDBIPs with the purpose of regular monitoring and reporting on the performance of the organisation against these procurement plans.

This process is required as per the MEC Finance's directive of 2014 whereby approved annual procurement plans must be submitted to Gauteng Provincial Treasury by no later than 31 July annually for reporting and monitoring purposes.

Township Economy Revitalisation (TER)

As part of improved reporting, monitoring and oversight processes, as from the 2018/2019 financial year, the annual procurement plan will further indicate the TER objectives and targets per planned procurement activity.

3.3 BUDGET STEERING COMMITTEE

In terms of the Municipal Budget and Reporting Regulations no. 4, the Executive Mayor must establish a *budget steering committee* (Budget Panel) to provide technical assistance to the Executive Mayor in discharging her responsibilities as per section 53 MFMA. The MMC: Finance together with the Finance Cluster consulted extensively internally during the drafting of this annual budget and as a result, present to the Executive Mayor with a budget that is aligned to the strategic objectives of Council's IDP as well as conformed to MFMA requirements. The Committee must take note that as tabled, the 2018/2019 MTREF is not yet balanced, and the municipality will strive to balance expenditure to revenue during the public participation process, prior to tabling the final budget to Council for approval.

The budget preparation process, and arising from discussions at the Budget Panel, highlighted several operational issues for future evaluation and assessment. These included:-

- Further inter-governmental engagements on the future long-term funding of the Sharpeville Heritage Precinct now that has been recognised as a National heritage site, as well as on the Boipatong Memorial;
- Further inter-governmental discussion over the provision of funding for the Disaster Management function with specific reference to Schedule 4 – Part A of the Constitution (108/1996) as well as the maintenance costs of Public Safety CCTV infrastructure;
- The short to medium term revenue model for the funding of the Regional Tourism Organisation (RTO);
- The medium term outlook for the NDPG unit in SPED now that the funding has been relocated to the local municipalities;
- Possible future revenue generation from the existing Fibre Optic ICT infrastructure through “Wi-Fi” service offering.

3.4. FUNDING OF OPERATIONAL DEFICIT

MFMA Circular No. 89 from National Treasury issued 08 December 2017, reminded municipalities to adhere to tabling and adopting funded budgets and that, in the event the municipality is unable to comply with this requirement, to further demonstrate recovery of operational deficits through compiling and tabling a plan to Council on how and by when the budget will improve from an unfunded to a funded position. The National and Provincial treasuries will assess the budget together with the plans and support the municipality accordingly.

As such, it is proposed that Council delegate the accounting officer to attend to implementing the following measures with immediate effect and to table to Council a report through the adjustment budget process on recoveries realised:-

Enhance Revenue Streams

- a) Develop a 12-month implementation action plan on expediting the establishment and operationalizing the regional cemetery with the intention to realize revenue from the function as from the 2019/2020 financial year;

Service Level Agreements (Current and/or lapsed)

- b) Negotiate for a percentage commission on the implementation of Municipal Health By-Laws at local municipal level when entering into the renewed agency service level agreements for MHS with the local municipalities;
- c) Engage with Gauteng Department of Roads & Transport on revising and re-aligning the existing licensing tariff structures in order to recoup the total cost to Council of rendering the licensing function as an agent of Provincial Administration, and for there to be a top-up subsidy where the tariffs cannot cover the total cost recovery of the service rendered;
- d) For the inter-governmental structures to engage on the existing ICT district wide service level agreements with the local municipalities, and for there to be an ICT district wide strategy that prepares Council for the rendering of this function as a shared service in the region, and for the related tariff of charges to be cost-reflective;
- e) For a cost-analysis to be conducted on the existing Communication Centre, and for the scope of service offering to be broadened / re-aligned in order to recover the cost of operations;
- f) Reviewing office space lease agreements as and when they become due for renewal with the intention to reduce rental expenditure as well as to seek out accommodation better suited to rendering service delivery where the current facilities no longer can meet the needs of the municipality;
- g) Seek intervention from Department of Labour and COGTA on the lack of disbursement of LGSETA skills development funding from the discretionary grant;
- h) Intensify efforts to source corporate social responsibility funding and/or philanthropic funding for the Executive Mayor's programmes such as the external student financial aid scheme;

- i) Amendments to overtime working conditions for staff earning above the Department of Labour threshold (in consultation with Labour Representatives) to reduce costs and improve quality of working conditions of the affected staff members;
- j) Cost reduction of contracted services through participation in National Treasury transversal contracts for goods, services and commodities such as
 - Provision of mobile communication service and devices;
 - Leasing of labour saving office equipment devices; and
 - Subscription for digital satellite television services.

Financial Discipline and Internal Control

- k) To recommend to the MPAC to investigate and implement fair and equitable recovery of all outstanding cases of Fruitless / Wasteful / Irregular / Unauthorized expenditure for 2017/2018 and prior years in accordance with the internal disciplinary processes of Council;
- l) To ensure all municipal staff exercise their duties in accordance with the Code of Conduct for Municipal Staff and that rigorous efforts are made at all municipal revenue collection sites to prevent loss of potential municipal revenue, i.e.:
 - Full collection of town hall hiring fees in accordance with the Tariff Schedule and Policy;
 - Full collection of municipal parking fees;
 - Full collection of Teknorama gate entry fees

It must be noted that National Treasury through paragraph 2.1 of MFMA Circular No. 91 issued 07 March 2018 have proposed changes to local government allocations and the Minister of Finance did announce in the 2017 MTBPS a new funding mechanism to support recovery plans for municipalities that face a financial crisis, as provided for in section 139(5) of the Constitution. A new municipal restructuring grant will be introduced to help municipalities in financial crisis to implement reforms to turn themselves around.

The municipal restructuring grant will be made available within the parameters of the existing legal framework and will not provide bailouts to municipalities. It will fund the implementation of specific outputs in support of a financial recovery plan approved by a municipal council. The council must demonstrate political buy-in by adopting such a plan, and the municipality must also commit its own resources to implementing parts of the plan.

Treasury will further introduce a conditional grant in the outer years of the 2018 MTEF to provide support to municipalities facing financial crises. This grant funding will only be accessible to municipalities that have demonstrated the political will to implement reforms necessary to turn themselves around. The grant will be designed and consulted during 2018.

It is imperative and vital to the future sustained survival of the Sedibeng District Municipality that Council engage with Treasury through the Minister of Finance on the selection criteria and requirements to be eligible for this financial support.

Short Term Debt

Council would have noted that the draft tabled 2018/2019 MTREF was not balanced, and after exploring various options, it was proposed that Council consider the option of applying for an overdraft credit facility with the municipal bankers, to cover a cash shortfall in the operations of the municipality for the 2018/2019 financial year. Of some of the concerns raised by Provincial Treasury during their budget assessment, was the high trade creditors at the time of reporting (May 2018). The municipality then indicated to Provincial Treasury during the discussion that there are also high trade debtors, which is directly related to inter-council indebtedness. Should the municipality, with Provincial Treasury's support, recover these outstanding inter-council indebtedness, as well as together with the cost containment measures, the municipality would experience a cash flow injection, hence, reducing the necessity to utilise the overdraft credit facility.

It must be further noted by Council that this overdraft credit facility is subject to the stringent requirements of MFMA section 45, and is for the provision of short-term debt purposes only. The municipality may only exercise the overdraft credit facility by way of a resolution of the municipal council, signed by the Executive Mayor, has approved the debt agreement; and the accounting officer has signed the agreement which creates or acknowledges the debt.

CHAPTER 6

DEBT

Short-term debt

45. (1) *A municipality may incur short-term debt only in accordance with and subject to the provisions of this Act and only when necessary to bridge—*

(a) shortfalls within a financial year during which the debt is incurred, in expectation of specific and realistic anticipated income to be received within that financial year; or

b) capital needs within a financial year, to be repaid from specific funds to be received from enforceable allocations or long-term debt commitments.

(2) *A municipality may incur short-term debt only if—*

a) a resolution of the municipal council, signed by the mayor, has approved the debt agreement; and

(b) the accounting officer has signed the agreement or other document which creates or acknowledges the debt.

(3) *For the purpose of subsection (2)(a), a municipal council may—*

(a) approve a short-term debt transaction individually; or

(b) approve an agreement with a lender for a short-term credit facility to be accessed as and when required, including a line of credit or bank overdraft facility, provided that—

(i) the credit limit must be specified in the resolution of the council;

(ii) the terms of the agreement, including the credit limit, may be changed only by a resolution of the council; and

(iii) if the council approves a credit facility that is limited to emergency use, the accounting officer must notify the council in writing as soon as practical of the amount, duration and cost of any debt incurred in terms of such a credit facility, as well as options for repaying such debt.

(4) A municipality—

(a) must pay off short-term debt within the financial year; and

(b) may not renew or refinance short-term debt, whether its own debt or that of any other entity, where such renewal or refinancing will have the effect of extending the short-term debt into a new financial year.

(5) (a) No lender may wilfully extend credit to a municipality for the purpose of renewing or refinancing short-term debt that must be paid off in terms of subsection (4)(a).

(b) If a lender wilfully extends credit to a municipality in contravention of paragraph (a), the municipality is not bound to repay the loan or interest on the loan.

(6) Subsection (5)(b) does not apply if the lender—

(a) relied in good faith on written representations of the municipality as to the purpose of the borrowing; and

(b) did not know and had no reason to believe that the borrowing was for the purpose of renewing or refinancing short-term debt.

The municipality furthermore, should continue to openly and actively engage with Provincial and National Treasuries on matters of revenue enhancement so as to avert the actual need for exercising the overdraft credit facility.

4. ALIGNMENT WITH COUNCIL STRATEGIES

This report is aligned to the Reviewed IDP for 2017/2021, the district's GDS-3 (draft), Municipal Budget and Reporting regulations GN 393 of 2009, Municipal Standard Chart of Accounts Regulations, GN 312 of 2014 as well as circulars 48, 51, 54, 55, 58, 66, 67, 70, 74, 78, 79, 85, 86 and 91 of National Treasury.

4.1. Council Budget Related Policies:

The MTREF for 2018/2019 has been drawn up in alignment with the following financial & budget related policies (as reviewed and adopted Council Resolution A1631):-

- Cash Handling Policy
- Management of Foreign Exchange Policy
- Cash Management & Investment Policy

- Revenue Management Policy
- Debt Management Policy
- Sundry Tariff Policy
- Loans Policy
- Fixed Asset Management Policy
- Capital Projects and Infrastructure Development Policy
- Strategic Budget Policy
- Long Term Financial Plan Policy
- Budget Oversight Policy
- Virement Policy
- Unforeseen and Unavoidable Expenses Policy
- Supply Chain Management Policy & Procedures
- Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy
- Accounts Payable Policy
- Payroll Management Policy
- Subsistence & Travel Policy
- Funding & Reserves Policy
- Journal Entry Policy
- Vaal Teknorama Policy
- Acting Allowance Policy
- Donation Policy

During the budget process, these policies were reviewed and although found to still be applicable some requirement for amendments were identified.

The proposed amendments will be workshopped to all councillors and senior management through the Office of the Speaker prior to tabling before Council for approval and adoption to allow for consultative processes.

5. FINANCIAL IMPLICATIONS

The total estimated operating revenue of	R 375,826,310;
The total estimated operating expenditure of	R 386,211,037;
Resulting in an operational deficit of	R 10,284,727 and

The total estimated Capital Budget of R 3,600,000
Resulting in a total deficit of R 13,884,727.

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.”

The Committee must take note that as tabled, the 2018/2019 MTREF is not yet balanced, and the municipality will strive to balance expenditure to revenue during the adjustment budget processes, however, the municipality will seek an overdraft credit facility not exceeding R15million to bridge the cash shortfall in the operational expenditure only when the need arises and subject to Council approval.

The following Annexures are attached:

Annexure “A” A Schedule & Budget Summary

Annexure “B” Tariff of Charges

THE SCALE OF SEDIBENG DISTRICT MUNICIPALITY PERFORMANCE:-

-  ———> Expectation met
-  ———> Expectation partially met
-  ———> Expectation not met

OBSERVATION-COMPLIANCE		
Measure	Findings	Explanations
Increases in line with guidelines		CPIX assumption is correctly based on the guidelines as per MFMA Circulars 89 and 91.
Collection rate assumption		Collection rate assumption is found to be in line with past trends.

Reconciliation of grants to national and provincial gazette		Allocations of R 2, 4 million; R2, 5 million and R2, 7 million for Boipatong Monument cannot be found on the budget. This is due to the municipality receiving the Provincial Gazette late.
Budget Process and Public participation		<ol style="list-style-type: none"> 1. The IDP Process plan adopted within the legislated timeframes. 2. A clear consultative process undertaken in the drafting of the IDP and budget.
Data integrity		- There are junctures between budget figures and IDP figures due to the two documents being finalised at different times.

 **Partially Compliant**

OBSERVATION - CREDIBILITY		
Measure	Findings	Explanations
Increases in line with guidelines		- CPIX assumption is correctly based on the guidelines as per MFMA Circulars 89 and 91.
Collection rate assumption		- Collection rate assumption is found to be in line with past trends.
Reconciliation of grants to national and provincial gazette		- Allocations of R 2, 4 million; R2, 5 million and R2, 7 million for Boipatong Monument cannot be found on the budget. This is due to the municipality receiving the Provincial Gazette late.
Budget Process and Public participation		The IDP Process plan adopted within the legislated timeframes. A clear consultative process undertaken in the drafting of the IDP and budget.
Data integrity		- There are junctures between budget figures and IDP figures due to the two documents being finalised at different times.

 **Partially credible**

OBSERVATION - SUSTAINABILITY		
Measure	Finding	Explanations
Cash coverage versus MFMA Circular 71 norm		- Cash coverage is budgeted at 0.8 months which is significantly below the guideline of 3.0 months.

Operating deficit or surplus		<ul style="list-style-type: none"> – The municipality has budgeted for operating deficits in the medium term. – Budgeted operating deficits are increasing in the medium term.
Cash backing of reserves		<ul style="list-style-type: none"> – The municipality has nil cash-backed reserves.
Debtors book		<ul style="list-style-type: none"> – Increasing debtors book (R10, 5 million increase from June 2016 to June 2017 – debtors over 30 days)p – Further 26, 4 million (July 2017 to end March 2018)
R&M of assets		<ul style="list-style-type: none"> – The budgeted R&M stands at 5.6 percent for the budget year which is below the 8 percent norm

 **Unsustainable**

OBSERVATION - RELEVANCE		
Measure	finding	Explanations
Alignment of budget to IDP and SDBIP		<ul style="list-style-type: none"> - Tables SA4, 5, 6 of budget left incomplete (these tables talk to the alignment of IDP to the budget) - Draft SDBIP not submitted
Alignment of IDP to TMRs		<ul style="list-style-type: none"> – IDP objectives are clearly aligned to provincial priorities.

 **Partially relevant**

6.1 CONCLUSION

- 5.1.1. GPT will forward the draft budget assessment together with an official letter to the municipality to allow submissions and clarity to be made on the findings.
- 5.1.2. Where the municipality has clarified issues and GPT is in agreement, the assessment will be amended accordingly.

The municipality must consider the findings observed by GPT when tabling the 2018/19, final budget before Council for approval

Chapter 07: Performance Management & Mainstreaming

The Sedibeng District Municipality has successfully made it possible for the municipality to monitor measure and report against all set deliverables in its IDP. SDM is fully compliant with Section 38 of the Local Government: Municipal Systems Act, 32 of 2000, which states that:

All municipalities must establish performance management system that;

- Commensurate with its resources;
- Best suited to its circumstances; and
- In line with the priorities, objectives. Indicators and targets contained in our integrated development plan.

The establishment, development, monitoring and general management of performance at a municipal level is governed by stipulations in Chapter 6 of the Local Government: Municipal Systems Act, No. 32 of 2000.

The SDM Performance Management System is developed in total compliance with all legislations related to performance management. The system reflects a clear line of sight in alignment cascading from the National Development Plan Vision 2030 (NDP), National and Provincial Priorities (Gauteng 10 Pillars), the Sedibeng Growth and Development Strategy (GDS), IDP, the Service Delivery and Budget Implementation Plan (SDBIP), and the Performance Agreements of Section 56 employees.

The IDP-SDBIP alignment makes it possible for all Clusters in SDM to progress report and collates evidence against the set Deliverables. These reports are consolidated on monthly, quarterly, mid-year and annual basis, and measured against the set **'SMART'** targets. The system has an inherent monitoring tool in form of dashboards, thus on continuous basis showcase areas of performance and under-performance. This tool gives progress status against the set Deliverables in all Clusters and affords early detection and intervention in areas of need.

Sedibeng District Municipality conducts its planning, as reflected in this chapter, to show a clear alignment between its Strategies and Projects, outlined in Chapter 4 of this document. The set performance areas for the financial year 2018/19, as captured herein below, indicate all measurable projects and programmes planned to be implemented by the municipality.

Mainstreaming in government planning, budgeting & programmes is to seek empowerment and to promote designated groups access to basic services and participation in democratic governance within government & representation at all levels and elimination of discrimination against women, children, youth, and people with disabilities, elderly persons.

Gender Mainstreaming is the public policy concept of assessing the different implications for women and men of any planned policy action, including legislation and programmes, in all areas and levels. It essentially offers a pluralistic approach that values the diversity among both men and women. The SDM is committed, in line with national and provincial policy, to ensure that the following designated groups are protected, promoted and empowered as the case maybe:

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

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

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

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

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:

- Housing and Urban renewal projects;
- Industrial Waste Exchange Programme; and
- Land release;

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.

IDP KEY PERFORMANCE AREA VIBRANT DEMOCRACY through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.

- Good governance and public participation.
- Local economic development;
- Municipal financial viability and management; and
- Basic service delivery;
- Municipal transformation and organizational development;

KPA1. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

A) OFFICE OF THE EXECUTIVE MAYOR

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
Improve stakeholder relations through public participation	To ensure Good Governance and Sound Management practices	A1	Number of State of the District Addresses (SODAs) convened	A1.1	State of the District Address	2017/2018 State of the District Addresses Speech	Convene one (1) State of the District Address	Yes
			Number of Outreach Programmes/ Nthiriso held (including Feedback)	A1.2	Outreach programmes	Six Outreach Programmes in the previous Financial Year	Co-ordinate six Outreach Programmes and report	Yes
			Number of service delivery complaints received for region	A1.3	Nthiriso	1100 Service delivery complaints in	Interact with the public and register service delivery complaints	Yes

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
						the previous financial year		
			Number of service deliver complaints responded to	A1.4		1150 service delivery complaints responded to in the previous financial year	Distribute complaints and monitor the register and report	
			Number of IDP and Budget Stakeholders/Community Participation held.	A1.5	IDP and Budget	Two (2) IDP Budget Stakeholders Engagements in the 2017/18 financial year	Convene two (2) IDP Budget Stakeholders Engagements	Yes
Monitor the process of developing 2018/19 Integrated Development Plan (IDP)	To develop a credible realistic IDP and Budget	A2	Number of IDP and Budget Steering oversight engagements	A2.1	IDP and Budget Steering Committee	2017/2018 IDP	Co-ordinate 2 (Two) IDP and Budget Steering Committee Meetings	Yes
Re-ignite public enthusiasm for the events and historical exploration	To promote the historical significance of the region	A3	Number of commemorative event held in Sedibeng Region	A3.1	Commemorations	Six (6) Commemorative events held in 2017/18 Financial year	Coordinate seven (7) Commemorative events: Vaal Uprising	Yes
(EC) Keep an updated record of the municipality's media records	To monitor media new that may affect the image of the municipality	A4	Number of External stakeholders reached through Media	A4.1	Media monitoring	Four report in the previous financial year	Monitor, archive and analyse media content and report	Yes
				A.4.2	Media Engagements	One media engagement in the previous financial year	Conduct two media engagements and report	No
	A5	External Newsletter		New target	Two(2) external newsletter issued and distributed	No		

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
	about the municipal activities							
Co-ordination of District Aids Council meetings.	To provide support to HIV/Aids infected and affected communities	A6	Number of District Aids Council Meetings convened	A6.1	District Aids Council	Four (4) meetings in the previous financial year	Co-ordinate four District Aids Council Meetings	No

B) OFFICE OF THE SPEAKER

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
Strengthening oversight and Accountability	To ensure Good Governance and Sound Management practices	B1	Number of MPAC meetings Co-ordinated	B1.1	Coordination of MPAC Meetings	Four (4) MPAC Meetings in the previous financial year	Co-ordinate Four (4) Oversight MPAC Meetings	No
Oversee the processes of petition management	To maintain a high level of satisfaction in relation to municipality's service delivery	B2	Number of Petitions resolved	B2.1	Petition management	Seven (7) Petitions resolved in the previous financial year	Co-ordinate committee to resolve 5 petitions	No
Oversee the process of gender equality mainstreaming in the municipality	To promote gender equality and mainstreaming	B3	Number of Quarterly Gender Management Committee meetings convened.	B3.1	Gender management	Three (3) Gender Committee meetings in the previous financial year	Coordinate Committee to oversee municipal compliance with gender equality and mainstreaming	No

Oversee the ethical conduct of councillors	To maintain professional conduct of councillors	B4	Number of Rules and Ethics Management Committee meetings convened.	B4.1	Rules and Ethics management	Four (4) Rules and Ethics Committee meetings in the previous financial year	Coordinate committee to conduct two (2) workshops and convene (2) meetings	No
Strengthening oversight and Accountability	To promote good governance through oversight and accountability	B5	Number of Ordinary Council Meetings convened	B5.1	Council Meetings	Four (4) Sedibeng District Municipal Council Meetings in the previous financial year	Co-ordinate Four (4) Ordinary Council Sitings	No
Oversee the process of policy reviewal	To ensure that municipal policies are updated with current prescripts	B6	Number of policy workshops conducted	B6.1	Policy Reviewed	20 Policies Reviewed in the previous financial year	Conduct Four 4 Quarterly Policy Workshops	No
Monitor implementation councillor's welfare and support programmes	To provide welfare and support to councillors	B7	Number of councillor's welfare and support programmes conducted	B7.1	Councillors Welfare	Three (3) Councillor's welfare programmes in the previous financial year	Conduct Three (3) Welfare and Support Programmes	No
Improve stakeholder relation through Public Participation	To ensure Good Governance and Sound Management practices	B9	Number of stakeholder engagement meetings conducted	B9.1	Stakeholder engagement	Three(3) stakeholder engagements in the previous financial year	Conduct four (4) stakeholder engagement meetings.	Yes
Training and capacitation of councillors	To provide continuous capacity and development programmes to councillors	B10	Number of Training and Development Programmes for Councillors conducted	B10.1	Capacity building and development training	Three (3) Training and development programmes in the previous financial year	Conduct Four (4) Training and development workshops	No

Commemorate women's moth as tribute to women who marched to Union buildings in August 1956 with Women's events	To reflect on the Heritage and meaning of Women's day	B11	Number of Women's Month celebrations conducted	B11.1	Women's month celebrations	Three (3) Women's Month celebrations conducted in the previous financial year	Conduct Four (4) Women's month programmes	Yes
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C) OFFICE OF THE CHIEF WHIP

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
Peruse efficient, accountable and cooperative governance	To stabilize the political environment of the municipality	C1	Number of caucus meetings convened	C1.1	Caucus	Four (4) Caucus Meeting in the previous financial year	Convene Four (4) Caucus meeting	No
			Number of District-wide Caucus Lekgotlas Convened	C1.2	Caucus Lekgotla	One (1) District –wide caucus in the previous financial year	Convene one (1) District -wide Caucus Lekgotla	Yes/
Co-ordinate political study group management	To provide political oversight on matters brought before the study group	CC2	Number of Study Group meetings Convened	C2.1	Political study group	Ten(10) Study group meetings convened in the previous financial year	Convene Twelve (12) Study Group Meetings	No
Strengthening oversight and Accountability	To ensure Good Governance and Sound political practices	CC3	Number of Annual Joint Whippery Lekgotlas held	C3.1	District-wide Whippery Lekgotla	One (1) District Wide Whippery Strategic Session in the previous financial year	Convene one (1) District Wide Whippery Strategic Session	No
Strengthening systems of	To promote political education	C4	Number of Research and Political Outreaches Programmes	C4.1	Research and Political Outreaches	Three research and political	Conduct Three (3) Research and Political	No

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
governance, and the analysis of political activities, political thoughts and political behavior						outreaches in the previous financial year	Outreach Programmes	
Strengthening oversight and Accountability	To ensure effective political management of the institution.	C5	Number of Political Management Team (PMT) Meetings convened	C5.1	PMT Meetings	Four PMT Meeting Convened in the previous financial year	Co-ordinate Four (4) PMT Meetings in the	No

KPA1. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

D) OFFICE OF THE MUNICIPAL MANAGER

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
INTER-GOVERNMENTAL RELATIONS								
To facilitate co-operative government through communication, consultation and joint decision making	To promote co-operative government	D1	Number of IGR Forums coordinated	D1.1	Inter-governmental relations	Seven (7) IGR Forums coordinated in the previous financial year	Co-ordinate seven (7) Regional IGR Forums	No
			Number of IGR forums resolution Registers developed and Monitored.	D1.2		New Target	Develop and monitor Resolution Register for Regional Forums	No
RISK MANAGEMENT								
To Assess, Identify, control and monitor	To ensure that the municipality's risk	D2	Number of Risk Management Plans developed	D2.1	Risk Management	2017/2018 Risk Management	Develop one (1) 2018/19 Risk Management Plan	No

the implementation of mitigation measures	and risk exposures are properly managed in order to minimize uncertainty and maximize business opportunities.					Plan	and submit Risk Management Committee for Approval	
			Number of Risk Assessments Conducted	D2.2		2017/2018 Risk Registers	Conduct Three (3) Annual Risk Assessments and Report to Risk Management Committee	
INTERNAL AUDIT								
Develop, implement and monitor Risk-based Internal Audit Coverage Plan	To provide reasonable assurance and independent opinions to management and council	D3	Number of Internal Audit Coverage Plan Developed	D3.1	Internal Audit Planning	2017/2018 Audit Plan	Develop one (1) Risk-Based Internal Audit Coverage plan and implement	No
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN								
Ensure measurable performance and transparent monitoring of the municipal performance.	To ensure Good Governance; Sound and Accountable Management practices	D4	Number of Service Delivery and Budget Implementation Plans(SDBIP) approved	D4.1	2017/2018 SDBIP approved	Development of SDBIP	Develop 2018/18SDBIP and submit to	No
PERFORMANCE MANAGEMENT								
Co-ordinate Performance Reporting, Monitoring and Evaluation	To promote a culture of accountability	D5	Number of Municipal Performance Information Reviews and Reports coordinated	D5.1	2017/2018 Performance Management Report	Performance monitoring and evaluation	Monitor and evaluate 2018/19 municipal performance Quarterly, Mid-year and annually and produce Six (6) Reports	No
GOOD GOVERNANCE AND QUALITY CONTROL								

Ensure necessary actions are taken against all findings raised by the Auditor General	To promote a culture of accountability	D6	Percentage of Auditor General findings resolved	D6.1	90% Implementation of Auditor General Findings in the Previous financial year	Development and Implementation of Audit Action Plan	Address 90% Auditor General Findings	No
Co-ordinate Municipal Reporting	To ensure clean accountable and transparent governance	D7	Number of Annual Reports submitted to Auditor General and Council	D7.1	2015/16 Annual Report	2017/18 ANNUAL REPORT	Develop and Submit Audited 2016/17 Annual Report and AFS to council for approval	No
LEGAL SERVICES								
To update Council of new and/or amended legislation and legal transcripts relevant to local government for effective management of Council business	To provide vibrant, effective and professional legal services to council, municipal manager and management in the discharge of their responsibilities	D10	Percentage of reduction of Litigations (against the municipality)	D10.1	Council legal advice	10 Litigations against the municipality	Reduce Litigations against the municipality by 15%	No
Oversee the implementation of contract management by clusters	To provide legal advice to management and council	D11	Number of contract management oversight reports produced	D11.1	Contract Management	Four Contract management oversight reports in 2017/18 financial year	Oversee the implementation of contract management and report	No

IDP KEY PERFORMANCE AREA: Reinvent the Economy; *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*

KPA: 3) LOCAL ECONOMIC DEVELOPMENT

E) STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming Yes/No
INTEGRATED DEVELOPMENT PLANNING (IDP)								
Coordinate developmentally-oriented municipal planning	To determine and plan for the developmental needs of the people of Sedibeng District Municipality	E1	Final IDP Documents Developed and Approved	E1.1	Five year Integrated Development plan	2017/2018 IDP	Develop and Approved IDP.	No
Consolidate, Review and monitor Growth and Development Strategy (GDS)	To co-ordinate the implementation of Regional Growth and development strategy	E2	Biannual Reports on Growth and Development Strategy	E2.1	GDS III	2017/2018 Progress report on GDS III	Monitor Progress on Growth and Development Strategy III and report	No
DEVELOPMENT PLANNING AND HUMAN SETTLEMENT								
Assessment of sector development plan and strategies	To ensure coherent strategic planning through Spatial Development Framework (SDF)	E3	Number of sector development plans and strategies aligned to IDP	E3.1	Development of Spatial Development Framework	1 Spatial Development Framework adopted in 2015 2017/18 SDF	1 Review SDF in line with SPLUMA16, 2013 and MSA 32, 2000	No
Promote Urban Renewal and modernize urban Development	To redress the spatial distortions of the Region	E4	housing and urban renewal programmes coordinated and delivered in 2018/19 financial year	E4.1	Housing and Urban Renewal programme	housing and urban renewal programmes coordinated in the previous financial year	Coordinate and monitor the implementation of 17 housing and urban renewal	No

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
							programme s.	
To assist the Region to address past spatial imbalances and land-use management	Promote Regional Economic Development	E5	Number of reports on the implementation plans of Regional Southern Corridor Projects	E5.1	Regional Southern Corridor Projects reporting.	Southern Corridor Regional Implementation Plan.	Co-ordinate the Implementation of the Southern Corridor Regional Implementation Plan	No
To assist the Region to address past spatial imbalances and land-use management	To provide inclusive developmental, equitable and efficient spatial planning of the Region	E6	Number of reports on implementation of SPLUMA in the Region	E6.1	SPLUMA Implementation	SPLUMA	Coordinate the Implementation of SPLUMA in the region	No
Lobby funds for implementation of the Developmental Projects	To improve the quality of the lives of the people of the region	E7	Amount of Funds secured by the district for the SDM developmental projects	E7.1	Fundraising	+R8 million funding secured (milling plant and feasibility study funding)	Source funding for the Developmental Projects of the region	No
LOCAL ECONOMIC DEVELOPMENT								
Creating work opportunities in public social programmes	To create decent work & sustainable livelihoods, education, health; rural development; food security & land reform.	E8	Number of jobs created through Expanded Public Works Program (EPWP)	E8.1	EPWP	Hundred and twenty-two (122) EPWP jobs created in the previous financial year	Create 100 jobs through EPWP	Yes
Ensure that adequate financial and non-financial assistance is provided to SMMEs and Cooperatives	To promote local economic opportunities	E9	Number of SMMEs and Cooperatives trained	E9.1	SMME and Cooperatives Development	50 Cooperatives and SMME's trained in the previous financial	Co-ordinate Capacitation and support 50	Yes

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
						year	SMME's and Cooperatives (including small scale farmers)	
TOURISM								
To promote tourism attraction in the region	To create tourism demand and supply	E10	Number of Tourism Reports	E10.1	Tourism Marketing	Participated in Four Tourism Initiatives in the previous financial year	Market Sedibeng Regional Tourism through participation on provincial marketing initiatives	No
FRESH PRODUCE MARKET								
To provide a central market distribution system for the region and maximize municipal revenue	To provide efficient services to local suppliers and buyers	E11	Number of Fresh Produce Markets reports submitted to council	E11.1	Fresh Produce Market	Four (4) Fresh Produce Market Strategy	Monitor operations of the fresh produce market and issue Four (4) reports to council	No

IDP KEY PERFORMANCE AREA: Good and financially Sustainable Governance; *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*

KPA 2: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

F) FINANCE

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
OFFICE OF THE CHIEF FINANCIAL OFFICER								
Progressive Compliance with MSCOA regulations	To ensure successful implementation of the SCOA regulations	F1	Percentage transacting on MSCOA posting accounts	F1.1	Implementation of MSCOA reforms	New Target	Implement 100% of MSCOA Regulations on account posting of transactions	No
FINANCIAL MANAGEMENT AND BUDGETS								
Compile a realistic and funded budget;	To provide a realistic financial planning of the municipality	F2	Number of municipal budgets approved	F2.2	Municipal budget	One (1) annual municipal budget in the previous financial	Compile one (01) annual budget and submit to council for approval	No
						One midyear budget adjustment	Compile one (01) midyear budget adjustment and submit to council for approval	No
Development of an annual Procurement Plan	To determine procurement requirements and timeframes	F3	Number of Procurement plans submitted to National Treasury	F3.3	Procurement Plan	One (01) annual Capex Procurement plan submitted to National Treasury in the previous financial year	Submit one (01) annual Capex Procurement plan to National Treasury and monitor quarterly.	No
Implement Cost Containment Strategy	To promote sound financial administration practices	F4	Percentage of cost saving realised	F4.1	Cost Containment	5% cost saving realized in the previous financial year	Realise 5% saving on operating budget within general expenses	No
Review tariff structure and income generating tariffs	To review the effectiveness of the existing tariff structures and the need to for restructuring	F5	Number of municipal tariff reviews conducted	F5.1	Municipal Tariff	One (1) Review of tariff structures conducted in the previous financial year	Review tariffs for the 2018/19 financial year and submit to council for approval Council	No
SUPPLY CHAIN MANAGEMENT								
Monitor adherence to GEYODI	To adhere to GEYODI requirements	F6	Percentage of jobs awarded to people with	F6.1	GEYODI Compliance	2% jobs awarded to people with	Increase the number of jobs awarded to people	Yes

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
			disability			disabilities on the previous financial year	with disabilities by 5%	
			Percentage of jobs awarded to local SMMEs and Cooperatives to date	F6.2		% jobs awarded to SMME's and Cooperatives in the previous financial year	Increase the percentage of jobs awarded to SMMEs and Cooperatives by 50%	
			percentage (%) of jobs awarded to Women owned businesses to date	F6.3		25% jobs awarded to women owned businesses in the previous financial year	Increase the percentage of jobs awarded to women owned businesses by 2%	
			Percentage of jobs awarded to Youth owned businesses to date	F6.4		40% jobs awarded to youth owned businesses in the previous financial year	Increase the percentage of jobs awarded to youth owned businesses by 2%	

- IDP KEY PERFORMANCE AREA: 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 PERFORMANCE AREA: Reintegrating the Region:** *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.* A key advantage of Sedibeng is its proximity and linkages into to the Gauteng urban complex as well as strong links with Sasolburg in the Northern Free State. One of its weaknesses is poor intra-Sedibeng links due in part to poor East-West transport routes. Key to reintegration is creating high levels of transport and other forms of connectivity.

KPA 4) BASIS SERVICE DELIVERY AND INFRASTRUCTURE

G) TRANSPORT, INFRASTRUCTURE AND ENVIROMENT

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming
								Yes/No
TRANSPORT								
Plan and develop accessible, safe and affordable public transport systems and facilities.	To promote efficient and effective Integrated Service that addresses the socio-economic and environmental development imperatives of the region	G1	Number of Integrated Transport Plan's (ITP) developed and approves	G1.1	Development of Integrated Transport Plan (ITP)	Outdated Integrated Transport Plan (ITP)	Review and develop the ITP	No
	To facilitate and coordinate of rail operations in the region.	G2	Number of reports on engagements with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	G2.1	Regional Rail Operations	Four reports submitted to council in the previous financial year	Facilitate the promotion of safe regional rail operations and report	No
Implement Airport Turnaround Strategy	To provide self-sustainable airport services	G6	Percentage of improvement on implementation of Airport Turnaround Strategy	G6.1	Implementation of Airport Turnaround Strategy	Four reports on implementation of Airport strategy in the previous financial year	Monitor Implementation of Airport Turnaround strategy and report	No
INFRASTRUCTURE								
Plan for effective, efficient and sustainable infrastructural projects, water and sanitation services, and provision of electricity	To promote efficient and effective Integrated Service that addresses the socio-economic and environmental	G7	Number of Regional Infrastructure Projects monitored	G7.1	Implementation of Regional Infrastructure Projects	Bi-annual reports per projects were tabled to council	Monitor implementation of three (3) regional infrastructure projects and report bi-annually	No

	development imperatives of the region							
LICENSING								
Render effective, efficient and customer oriented licensing services in the region	To promote efficient and effective Integrated Service that addresses the socio-economic and environmental development imperatives of the region	G8	Number of reports on Licensing Services.	G8.1	Increase number of Driver and Learner licenses in four Licensing Services Centres	Four (4) reports in 2017/18 Financial year	Monitor implementation of Licensing services and report	Yes
ENVIRONMENT								
Implementation of effective environment management in the Sedibeng District.	To promote efficient and effective Integrated Service that addresses the socio-economic and environmental development imperatives of the region	G9	Number of reports on Air Quality monitoring station maintained	G9.1	Ambient Air Quality Standards	No Air Quality Management Plan	Maintain fully operational Ambient Air Quality monitoring stations and report	No
			Number of Environmental Awareness Campaigns		Environmental Awareness	Four (4) Campaigns on 2017/18	Conduct Four (4) Environmental Awareness Campaigns	No

Ensure a safe and healthy environment for people to live and work in and reduce environmental health risk	To promote efficient and effective Integrated Service that addresses the socio-economic and environmental development imperatives of the region	G10	Number of Municipal Health Services complied with National Health Norms and Standards	G10.1	Municipal Health Services	90% Compliance Achieved in 2017/2018	Render Municipal Health Services at 90% compliance with National Health Norms and Standards	No
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IDP KEY PERFORMANCE AREA: Renewing our communities from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for all.

The focus on **RELEASING HUMAN POTENTIAL** extends beyond accelerating skills development. It involves increasing the 'social capital' of Sedibeng. This involves building the capacity of individuals and communities to:

- Be effectively involved in their communities through ward committees and related structures;
- Protect women and children from abuse;
- Have effective crime prevention programmes;
- Be involved in volunteerism;
- Have effective campaigns against HIV and AIDS and supporting those who are infected and affected

KPA 4) BASIC SERVICE DELIVERY

H) COMMUNITYSERVICES

IDP Strategy	IDP Objectives	Object ive No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming Yes/No
COMMUNITY SAFFETY								
To implement community safety programmes	To promote and build safer communities	H1	Number of Community Safety Programmes implemented	H1.1	Community Safety Programmes	2017/18 Community safety Reports	Implement twelve (12) Community Safety Programmes and report	No
DISASTER MANAGEMENT								
To conduct community	To promote disaster	H2		H2.1	Disaster	Four (4)	Conduct four (4) Public Disaster	Yes

awareness campaigns	resilient communities		Number of Disaster Management awareness programmes conducted		management awareness	Awareness campaigns in 2017/18	Management awareness programmes and report	
HEALTH AND SOCIAL DEVELOPMENT								
Promote the efficient delivery of Primary Health Care	To ensure effective Service Delivery	H3	Number of Primary Health Care (PHC) Programmes implemented	H3.1	District Health Council Activities	Three (3) District Health Council Meetings On 2017/18 financial year	Coordinate three (3) District Health Council Meetings	No
Encourage women to take charge of their lives	To provide women empowerment platforms	H4	Number of Women and Gender Programmes implemented	H4.1	Women and Gender Programmes	Three (3) Women and Gender Programmes in 2017/18 Financial year	Conduct three (3) Women and Gender Programmes	Yes
Encourage young people to take charge of their lives	To provide youth empowerment platforms	H5	Number of Young people (youth) accessed through Youth Advisory Centre (YAC) Services	H5.1	Youth Programmes	2000 young people accessed in 2017/18 financial year	2000 Young people (youth) to access and participate on YAC Services	Yes
To provide bursaries to regional students	To encourage and capacitate previously disadvantaged students	H6	Number of external students provided Financial Assistance	H6.1	25 students benefited in 2017/18	External Bursaries	Provide Financial Assistance to 25 External students	Yes
HIV & AIDS								
Facilitate, coordinate and monitor internal and external HIV, STI and TB Programmes	To provide support to HIV/Aids infected and affected communities	H7	500 000 people and 100 000 households reached through door-to-door campaign	H7.1	HIV and AIDs Programme	500 000 people reached in the previous financial years	Implement door-to -door programme and reach 500 000 people	Yes
SPORTS, ARTS AND CULTURE								

Provide developmental Sports, Arts and Cultural Programs	To improve their quality of lives for the people of the region	H8	Number of Sports development programmes coordinated	H8.1	Sports, Arts and Culture	Four (4) Programmes in the previous financial year	Coordinate (4) Developmental Sports Programmes and Consolidation of the Approved Regional Recreation Policy with GP SACR	Yes
			Number of Arts and Cultural programmes coordinated	H8.2		Four (4) Programmes in the previous financial year		Coordinate Four (4) Arts and Culture Programmes and 2 Craft Hub Programmes

IDP KEY PERFORMANCE AREA: Releasing human potential; *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.* Sedibeng will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector.

KPA 5) TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

I) CORPORATE SERVICES

IDP Strategy	IDP Objectives	Objective No:	KPI	KPI No:	Project	Baseline	Annual Target	Mainstreaming Yes/No
INFORMATION TECHNOLOGY								
Ensure functionality of the ICT Steering Committee	To provide oversight to ICT operations	I1	Percentage (%) of implementation of resolutions ICT Steering Committee.	I1.1	ICT Steering Committee	Previous reports of ICT Steering Committee meetings are available	Develop a resolution tracking tool for ICT Steering Committee Meetings and monitor implementation	No
To maintain and monitor Optic Fibre functionality	To ensure effective coverage of optic fiber	I2	Number of functional Wi-Fi Hotspots covered by the Optic Fibre.	I2.1	Functionality of Optic Fibre Project	Previous report on the Optic Fibre Usage and Maintenance	Monitor the usage and maintenance of optic fibre in the region and report	No
Share ICT services with Local Municipalities	To manage ICT-related shared Service level agreements	I3	Number of Local Municipalities utilising Sedibeng's ICT services	I3.1	ICT Shared services	Previous Minutes of the ICT Steering Committee	Monitor implementation of ICT Shared Services and report to ICT Steering Committee	Yes
HUMAN RESOURCES								
To review employees' Skills and development Training Plan and	To ensure effective and competent staff	I4	Amount of funds secured for Skills development Plan	I4.1	Skills Development Plan	Previously Approved Skills Development and Training Plan	Secure funds for Skills and Development Trainings	No

submit Annual Training Report to LGSETA			Number of Non-PDP training programmes provided to employees	14.2		2017/2018 Skills Development Training Plan	Provide Non-PDP Programmed to employees	Yes
			Number of Senior and Middle management received CPMD training	14.3	CPMD Course	15 employees attained CPMD qualification	Provide training for four (4) Senior and Middle Management members on CPMD	Yes
To facilitate, consolidate, implement and monitor internal Bursary programmes.			Number of employees given Internal bursaries	14.4	Internal Bursary programme	15 Employees provided bursary in the previous financial year	Provide bursaries to Fifteen (15) employees	Yes
To conduct monthly LLF meetings to deliberate on issues affecting employees and management	To promote good labour relations	1.5	Percentage of implementation of LLF meetings resolutions	15.1	Local Labour Forum	Collective Agreement is available	Monitor Implement 70% LLF Resolution	Yes
COUNCIL SECRETARIAT SERVICES:								
Provide secretariat services to council and its committees	Provide administrative support to council and its committees	16	Number of updated council resolution registers	16.1	Method used to record, minute and file Council sitting activities	A new target	Update 1 council resolution register and monitor implementation	No
FACILITIES								
Develop and maintain high quality municipal facilities	To review and implement General Repairs and Maintenance Plan	17	Number of Municipal Buildings and sites Repaired and Maintained	17.1	General Repairs and Maintenance Plan	2017/18 Repairs and Maintenance Reports	Develop one (1) council approved General Maintenance & Repairs Process Plan Implement one (1) General Repairs and Maintenance Plan and produce 12 reports	No
FLEET MANAGEMENT								
Maintain High Quality Municipal Fleet	To manage and monitor Integrated Fleet Management	18	Number of Municipal vehicles managed, serviced and	18.1	Fleet Management	Fleet Management reports from the previous financial year	Develop one approved Fleet Management Plan Implement Fleet management plan and report	No No

	operations		repaired					
INTERNAL PROTECTION SERVICES								
Provide Protection Services for public, employees and Councillors entering and using the municipality facilities and buildings	To safeguard the council assets, councillors and employees.	1.31	Number of council assets, councillors and employees safeguarded.	1.31.1	Internal Protection Services	2017/18 Internal Protection Reports	Provide ongoing internal Protection services and report	No

Chapter 08: Integrated Plans

8.1 Introduction

This Chapter encompasses the core plans of Integrated Development Plan as determined by Section 26 of the Local Government: Municipal Systems Act and Regulations 32 of 2000.

The Sedibeng District Municipality is aware of the potential impact of disasters and other related risks on its service delivery mandate and how they continue to threaten the day to day lives of its communities. Several extensive disaster risk management and mitigation measures are therefore executed for both strategic and operational risks in order to prevent and minimize the impact of such situations and in compliance with the Disaster Management Act.

The life span of the 5 year Integrated Transport Plan ended in 2013, but was maintained in use as the District is planning to transform it after Local Government Election 2016. An ITP review process has been undertaken and will be concluded and approved by council in December 2018 and attached in the next Review IDP 2019/20.

The following plans are therefore attached as Annexures:

Annexure (A) Annexure Human Resource Management Strategy

Annexure (B) Sedibeng District Municipality Disaster Management Plan

Annexure (C) Sedibeng District Municipality ITP 2008-13

Annexure (D) Community Safety Strategy 2018– 2022

Annexure (E) District Aids Implementation Plan 2018-22

Annexure (E) Budget

Chapter 09: Process Towards Single Authority

9.1 Introduction

The Municipal Demarcation Board announced officially announced on 07 August 2013, that through the demarcation process, that proposal DEM- 4059-3 was endorsed and that the formation of a Metro that comprised of an amalgamation of the Sedibeng District, the Emfuleni Local and the Midvaal Local Municipalities would be undertaken. In respect of the above, processes began to unfold towards the establishment of a Vaal Metro in 2016. Following the announcement of the MDB, the MEC for GoGTA in Gauteng issued a 14(5) Notice on 31 March 2014.

The affected Municipalities convened a Joint Sitting on 16 April 2014 to nominate representatives to serve on the Political and Technical Steering Committees.

The Sedibeng District Municipality, with several other respondents, were served with court papers indicating that Midvaal Local Municipality had filed an application in the High Court to oppose the move to a Metro. An extract of the Settlement Agreement was made an Order of the Court which read as follows:

The decisions of the First Respondent in respect of proposal DEM4059--3 made on 30 July 2013 (published under Notice 2109 of 2013 on 8 August 2013 in Provincial Gazette No.229) and 25 September 2013 (published under Notice 2914 of 2013 in Provincial Gazette Extraordinary No.303 on 17 October 2013) ("the decisions") are set aside;

Any notices published in pursuance of the decisions after 30 July 2013 are set aside;

Proposal DEM4059-3 is remitted to the First Respondent for reconsideration on the following basis:

Any final decision in the reconsideration of such proposal will not be published prior to the 2016 local government elections; in taking any decisions in the reconsideration of such proposal, the First Respondent may rely on all steps lawfully taken by the First Respondent in relation to the decision or proposal DEM4059-3;

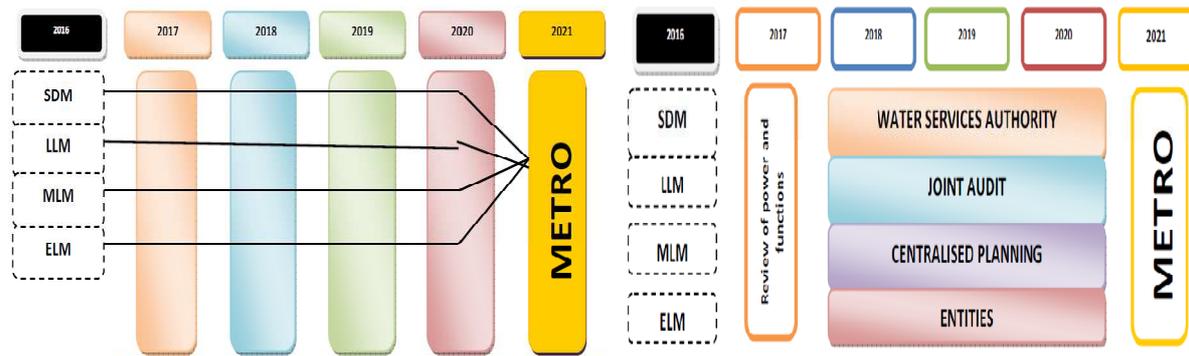
The move to a Metro therefore remains on track for implementation in 2021 provided that the MDB reactivates the process.

Sedibeng District and Local Municipalities 2016 – 2021

For the period 2016-2021, the Sedibeng District Municipality will consider measures and processes that lead us to becoming a Metro during the next local government elections.

These processes include but not limited to:

- Setting up of transitional processes towards the metro.
- Compliance with Section 14 of the Municipal Structures Act 117 of 1998 in relation to assets and liabilities as well as staffing matters.
- Engagements with Municipal Demarcation Board
- Interaction with the Local Municipalities and the Independent Electoral Commission towards the realization of the single authority.



Review of Powers and Functions:

One of the key engagements that will need to be continuously undertaken even during the 2018/19 financial year would be the review of Powers and Functions. A comprehensive discussion document on a review of Powers and Functions must be developed by the Sedibeng District Municipality, for engagements by the current Councils and for the newly elected Councils. The Office of the Executive Mayor and the Municipal Manager will continue to interact with other spheres of government with an objective of ensuring that the Section 84(1) powers and functions of the Municipal Structures Act revert to the District Municipality.

HUMAN RESOURCES DIRECTORATE

HR MANAGEMENT STRATEGY

PURPOSE

To formulate, develop, elucidate, implement and monitor the Human Resources Management Strategy in order to achieve the SDM objectives in providing service delivery.

BACKGROUND

The Sedibeng District Municipality, in compliance, following and applying the national Human Resources Management Standards and elements, in pursuant of attaining its objectives both internally and externally to its stakeholders, intends aligning its plans through to professionalise Human Resources.

The Municipality has adopted the Integrated Development Plan (IDP) for the period 2017- 2022 as a long term plan to achieve its objectives. The Service Delivery Budget Implemented Plan (SDBIP) as a short term plan ensures achievement of projects within a brief period of time and provides means for effectiveness and efficiency.

The Human Resources derived Integrated Development Plan (IDP) deliverables for the long term period are:

- **To ensure effective, competent and motivated staff**

To attain the objective, the Human Resources Directorate is divided into the following executive pillars:

DIRECTORATE FUNCTIONS



Human Capital Development (HCD)

Human Capital Development (HCD)

Human Capital Management (HCM)

Labour Relations (LR)

Through the pillars above, the Directorate is expected to provide, amongst others, the following on an annual basis: (Service Delivery and Budget Implementation Plan: SDBIP)

- Promote equal opportunity and fair recruitment in the workplace. (HCM)
- Empower employees for efficient and effective execution of their duties.(HCD)
- Promote Employees' Wellness (HCD)
- Improve, maintain and manage good and sound Labour Relations (LR)
- Ensure application of best Human Capital Management Practices
- Ensure application of best Human Capital Development Practices

Audit of Human Resources by CoGTA and SALGA

The South African Board for People Practices (SABPP) conducted the Human Resources (HR) Audit and introduced the National Human Resources Management Standards to Sedibeng District Municipality in 2017.

These Standards units are meant to guide and facilitate the processes for achieving a standardized form of attaining the objectives (IDP and SDBIP) for the SDM in a professional manner.

The thirteen (13) Standard Units recommended for application on order to achieve Human Resource's objectives, are:

1. STRATEGIC HUMAN RESOURCES MANAGEMENT

This is a systematic approach used in developing and implementing Human Resources Management Strategies, policies and plans within the organisation for attaining objectives.

The objectives of this Standards Element include:

- To ensure the Strategy is derived from and aligned to the organizational objectives in consultation with Stakeholders.
- To analyse the internal and external socio-economic, political and technological environment and provide pro-active people/ community related business solutions.
- To provide strategic direction and measurements for innovation and sustainable people practices.
- To provide a foundation for employment value proposition of the organisation.
- To establish a framework for HR element of organisational governance, risk and compliance policies, practices and procedures which meet the client or stakeholders needs.

- To determine an appropriate HR structure, allocate tasks and monitor development of HR competence to deliver strategic objectives.

2. TALENT MANAGEMENT

Talent Management is the pro-active design and implementation of an integrated talent-driven strategy meant to attract, deploy, develop, retain and optimise the appropriate talent requirements identified in the workplace plan to ensure sustainable organisation.

The objectives of this Standards element are:

- To build a talent culture which defines philosophy, principles and integrated approach, which leverages diversity and is communicated in a clear employment value proposition.
- To identify critical positions and leadership roles and capabilities within the organisation into the future based on workforce plan determining the sustainability and growth of the organisation.
- To set processes and system that will:
 - Attract a sustainable pool of talent for current objectives and future organisation needs.
 - Achieve employment equity progress in the spirit of the legislation to achieve transformation.
 - Manage the retention and reward of talent.
 - Develop the required leadership skills.
 - Plan for succession to key position.
 - Identify high potential employees and link them with key future roles through monitored development plans.
 - Identify under-performance in key role or in a person identified as high potential and raise the level of performance through Performance Improvement Plan .
 - Through assessment, identify the optimal development opportunities for talent.
 - To agree to appropriate roles for relevant stake- holders in the development of talent.
 - To monitor and report on talent management key results and indicators.

3. HR RISK MANAGEMENT

It is a systematic approach of identifying and addressing people factors (uncertainties and opportunities) that can either have a positive or negative effect on the attainment of the institutional objectives.

The objectives of HR Risk Management are:

- To increase the probability and impact of positive events and decrease the probability and impact of negative caused by people factors on achieving institutional objectives.

- To align HR and people management practices within governance, risk and compliance framework and integrated reporting model of the organisation.
- To ensure appropriate risk assessment practices and procedures relating to people factors are embedded within the organization.
- To ensure appropriate risk controls are designed and applied to HR activities and that interventions are based on evidence to ensure best use of time and resources (efficient and cost effective).
- To contribute in creating and sustaining a risk management culture and this also encourages innovation, creativity, management- by- fact and continues learning.

4. WORKFORCE PLANNING

It is the systematic identification and analysis of organisational workforce needs culminating (resulting) in a workforce plan to ensure sustainable organisational capability in pursuit of the achievement of its strategy and operational objectives. (It sets out the actions necessary to have the right people in the right place at the right time).

The objectives of a workplace planning are:

- To design a strategic workforce plan which meets the needs of the institution in consultation with line management, and adjust strategy accordingly, taking into account workforce and labour market trends within the employment equity legislation.
- To align the workforce planning cycle of the organisation as well as talent management where relevant.
- To ensure appropriate budgeting or cost modelling to prepare the budget for the workforce plan.
- To ensure an adequate supply and pipeline of appropriately qualified staff through sourcing staff and building the future supply of the right skills to meet the organisational needs.

5. LEARNING AND DEVELOPMENT

It is the practice of providing occupationally directed and other learning activities that enable and enhance the knowledge ,practical, skills and workplace experience and behaviour of individuals and teams based on current and future occupational requirements for optimal organisational performance and sustainability.

The objectives of Learning and Development

- To create an occupationally competent and engaged workforce which builds organisational capability, providing employees with opportunities to develop new knowledge and skills.
- To focus learning and development plans on improving people's ability to perform in order to achieve organisational objectives and provide the means for measuring the impact of learning and development interventions.
- To support and accelerate skills development and achievement of employment equity and institutional transformation and limit skills shortages.

- To create a learning culture and environment that enables optimal individual, team and organisation learning and growth in competencies and behaviour.
- To capture and replicate and enhance critical knowledge with the organisation.
- To ensure learning and development, change and innovation.

6. PERFORMANCE MANAGEMENT

It is a planned process of directing, supporting, aligning and improving individual and team performance in enabling the sustained achievement of organisational objectives.

The objectives of Performance Management are:

- To translate and cascade broad organisational performance drives into team and individual performance targets.
- To establish an appropriate performance management system, process, and methodology relevant to the needs, size, scope and complexity of the organisation which will support the development of a performance culture
- To link performance management to other HR processes to align appropriate performance consequence (reward, recognition, and development opportunities) that attracts, retain and motivate employees and to address poor performance.
- To ensure fair, ethical and organisational culture practice focusing on the achievement of performance targets in a sustainable way.
- To measure progress against agreed individual and team objectives that enable achievement of objectives.

The SDM has an electronic PMS and configured already on the system are employees from level 0 to 4 (Directors, Managers and Assistant Managers).

7. REWARD

Reward is a strategy and system that enables organisations to offers fair and appropriate levels of pay and benefits in recognition for their contribution towards the achievements of agreed deliverable in line with organisation values and objectives.

Recognition is a related strategy and system that seeks to reward employees for other achievements through mechanisms outside the pay and benefits structure.

Rewards objectives are:

- To design and implement an appropriate reward strategy, aligned with business strategy, operating conditions, culture, objectives and employment value proposition which drives the achievement of organisation objectives, and achieves a fair balance between the needs of all the shareholders.
- To deliver a fair and equitable reward system and process that is ethical, cost effective and suitable.

- To ensure the strategy is in line with current national and international industry and sector norms.
- To ensure compliance with organisational governance principles and practices aligned to national and relevant international governance codes of practice and legislation.
- To design and implement an appropriate recognition strategy which meets employee's need for recognition of particular efforts or achievements which are valuable to the institution.

8. WELLNESS

- Employee Wellness is a strategy to ensure that a safe and healthy work and social environment is created and maintained, together with individual wellness commitment that enables employees to perform optimally while meeting all health and safety legislative requirement and other relevant wellness good practices in support of the achievement of the objective.

The Employee Wellness objectives are:

- To promote opportunities and guidance that enable employees to engage in effective management of their own physical, mental, spiritual, financial and social well-being.
- To enable the employer to manage all aspects of employee wellness that can have a negative impact on employee's ability to deliver on objectives and to demonstrate the impact of wellness on achieving set goals.
- To promote a safe and health working environment in pursuit of optimum productivity and preservation of human life and health.
- To reduce employee risk emanating from health and wellness issues.
- To contain health and wellness costs.
- To enhance the employment value proposing by means of promoting a culture of individual health and overall institutional wellness.

9. EMPLOYMENT RELATIONS

Employment Relations is the management of individual and collective relationships within an institution through the implementation of good practices that enable the achievement of organisational objectives complaint with statutory requirements or framework and appropriate to socio-economic conditions.

The Employment Relations Management objectives are:

- To create a climate of trust, co-operation and stability within the organisation and a harmonious and productive working environment which enables the institution to compete effectively in its market place and contributes to a respected reputation
- To provide a framework for conflict resolution.
- To provide a framework for collective bargaining where relevant.
- To ensure capacity building and compliance to relevant labour legislation, codes of good practice (International Labour Organization and Department of Labour) and international standards.

10. ORGANISATIONAL DEVELOPMENT

Organisational Development (OD) is a planned systemic change process to continually improve an organization 's effective and efficiency by utilising diagnostic data, and designing and implementing appropriate solution and interventions to measurably enable the institution to optimise its purpose and strategy.

The Organisational Development objectives are:

- To establish links with organisational purpose across all levels and functions of an organisation.
- To ensure organisation design facilitates the purpose of the institution.
- To improve the ability of individuals, departments and functions to work co-operatively to meet organisation objectives and optimise engagement at work.
- To facilitate stakeholders involvement in Organisational Development process to ensure optimum engagement.
- To build the relevant Organisational Development capability to meet institutional needs.
- To ensure compliance with relevant continuous improvement principles and good practices.

11. HR SERVICE DELIVERY

HR Service Delivery is an influencing and partnering approach in the provision of HR service meeting the needs of the organisation, its managers and employees which enables delivery of institutional goals and targets.

The HR Service Delivery objectives include:

- To ensure timorousness, consistency, credibility and quality in the delivery of HR services, using resources productively and measuring and improving on delivery.
- To ensure sustainability of HR practices within the organisation.
- To support the effective management of the human element in an organisation by means of an effective HR service delivery model and system.
- To provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws and other statutory requirements, HR Policies, practices and procedures.
- To establish functional standards for accurate HR record-keeping and administration, developing and implementing an end-user friendly administrative process and system enabling proper data management.
- To measure employee engagement on the one hand, and satisfaction with the delivery of HR services on the hand.

12. HR TECHNOLOGY

HR Technology is the effective utilization of technological applications and platforms that makes information real-time, accessible and accurate, providing HR and line management with the knowledge and intelligence required for more effective decision-making, and that supports efficiency and effectiveness in other HR services.

HR Technology objectives are:

- To leverage technology to allow easy access to relevant data (real-time, self-service) in compliance with relevant data security and other information technology compliance requirements, laws, codes and standards (privacy), to support efficiency and effectiveness in HR functions (for example, learner management systems and e-learning in Learning and Development), and to create more capacity within existing HR structure to deliver value-adding services and interventions.
- To consolidate and rapidly extract HR information in real time to deliver effective presentation of HR information to the Council of Governing body, line management and executive committee meetings to support planning, decision-making and management of the workforce with full knowledge of potential people risks.
- To streamline the HR Management System and its associated process for effective and efficient use.
- To enable the effective implementation of change and improvement to the technology solutions to ensure they remain continually aligned with the institution's objectives.

13. HR MEASUREMENT

HR Measurement refers to a continuous process of gathering, analysing, interpreting, evaluating and presenting quantitative and qualitative data to measure, align and benchmark the impact of HR practices on institutional objectives, including facilitating internal and external auditing of HR Policies, processes, practices and outcomes.

The HR Measurements objectives are:

- To determine measurement approaches methodologies and metrics to assess the effectiveness and efficiency of HR practices.
- Identify relevant measurement areas for the purpose of integrated reporting.
- Implement appropriate tools and methods to measure timely the efficiency, effectiveness and consistency of HR practices, across the organisation.
- Provide a clean framework for measuring HR impact on the bottom-line of the institution.
- Develop performance indicators for HR service delivery and business impact and present to the institution in an appropriate HR scorecard.

WAYFORWARD

The Human Resources Directorate is still at an infancy stage and still utilising manual processes on a number of aspects for administrative objectives. However, it is fast keeping pace with the technical

developments as proven by HR Audit carried out by the South African Board for People Practices (SABPP) and based on the recommendations made by the Audit.

The National Human Resources Management Standards will serve to guide the Directorate to pit itself against the identified Standard Units to ensure professionalism and smooth attainment of objectives compatible with other institutions and within the same sector.

It will therefore, be imperative to equip the staff within the Human Resources Directorate to enable the staff to master their own fields of operation and be able to implement, monitor, evaluate and improve on their acquired expertise.



Sedibeng District Municipality

Disaster Plan

2017/18

Level 3 Plan

Reviewed 31 March 2018



EXECUTIVE SUMMARY: SDM DISASTER PLAN

SEDIBENG DISASTER MANAGEMENT PLAN: EXECUTIVE SUMMARY

The Sedibeng Disaster Management Plan (SDMP) provides a framework and direction to municipality for all phases of disaster management cycle. The SDMP is a “dynamic document” in the sense that it is periodically improved keeping up with the emerging global best practices, emerging risks and knowledge base in disaster management. It is in accordance with the provisions of the Disaster Management Act, (Act 57 of 2002), the guidance given in the National Policy Framework, the Provincial Framework, the Sedibeng Disaster Management Policy Framework and the established national practices. The SDMP recognizes the need to minimize, if not eliminate, any ambiguity in the responsibility framework. It, therefore, specifies who is responsible for what at different stages of managing disasters. The SDMP is envisaged as ready for activation at all times in response to an emergency in any part of the country. It is designed in such a way that it can be implemented as needed on a flexible and scalable manner in all phases of disaster management:

- a) mitigation (prevention and risk reduction),
- b) preparedness,
- c) response and
- d) recovery (immediate restoration to build-back better).

The SDMP is consistent with the approaches promoted globally by the United Nations, in particular the Sendai Framework for Disaster Risk Reduction 2015-2030. The four priorities for action under the Sendai Framework are:

1. Understanding disaster risk
2. Strengthening disaster risk governance to manage disaster risk
3. Investing in disaster risk reduction for resilience

4. Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction

STRUCTURE OF THE PLAN/SCOPE

The SDMP has eleven sections:

1. the introduction to the plan.
2. the aim of the plan, planning assumptions and the description of the area.
3. Capacity: capacity the District has in responding to prevailing disasters.
4. Risk Assessments: identifying all disaster risks within the District
5. Catastrophic Disasters; what types of catastrophic incidents can occur within the District.
6. Disease Outbreak Disasters: possible disease outbreaks that can occur.
7. Hazardous Material Disasters: hazardous material incidents on our roads, transit and rail.
8. Chain of Command for Disaster Management: command management during disasters.
9. Declaration of a Disaster: processes towards a declaration of disasters be it Local, District, Provincial and National.
10. Funding of Post-Disaster recovery: possible funding mechanisms of post disasters
11. Command and control: commanding and control measures during disasters (coordinating measures)
12. Functional phases towards effective management of Disasters

Legal Mandate

Section 53 (1) of the Disaster Management Act (Act 57 of 2002), mandates that each municipality must, within the applicable Municipal Disaster Management Framework:

“prepare a disaster management plan for its area according to the circumstances prevailing in the area”.



SEDIBENG DISTRICT MUNICIPALITY



INTEGRATED TRANSPORT PLAN

FOR 2008 TO 2013 FOR THE

31 Aug 2010

**DISTRICT INTEGRATED TRANSPORT PLAN FOR 2008 TO 2013 FOR
THE SEDIBENG DISTRICT MUNICIPALITY**

EXECUTIVE SUMMARY

Transport Vision

“The Sedibeng District Municipality enhances social upliftment, economic growth and the quality of life of people through the provision of peaceful, integrated, safe, reliable, frequent, affordable, accessible and convenient public transport services, facilities and roads infrastructure required for human, economic and social interaction and transporting goods in Sedibeng.”

Transport Objectives

Focus Areas	Objectives
Public Transport	<ul style="list-style-type: none"> • To provide safe, affordable and accessible public transport to employment, education, recreation and markets • To drive transport user and provider behaviour towards public transport
Transport Infrastructure	<ul style="list-style-type: none"> • To provide road and infrastructure linkages to residential nodes and between key nodes which are currently lacking • To rehabilitate key roads currently in a poor condition
Land Use and Transport Integration	<ul style="list-style-type: none"> • To develop transport infrastructure and services to support Sedibeng's Spatial Development Framework
Environmental Protection	<ul style="list-style-type: none"> • To support sustainable transport solutions with ongoing reductions in environmental externalities
Congestion Management	<ul style="list-style-type: none"> • To implement targeted travel demand management measures
Road Safety Management	<ul style="list-style-type: none"> • To provide or upgrade storm water drainage, signals and other road furniture to improve traffic safety • To develop specific pedestrian safety promotion and infrastructure investment programmes
Regulation and Control	<ul style="list-style-type: none"> • To minimise unroadworthy public transport vehicles • To educate public transport operators about relevant legislation and by-laws
Information Systems	<ul style="list-style-type: none"> • To invest in improved transport information services
Stakeholder Participation	<ul style="list-style-type: none"> • To actively involve interested and affected parties in shaping the transport industry and services
Non-motorised Transport	<ul style="list-style-type: none"> • To promote non-motorised transport solutions
Funding	<ul style="list-style-type: none"> • To secure appropriate funding for transport

Proposed Interventions / Programmes

Transport Element		Proposed Interventions/Programmes	
1	Spatial Planning	1.1	Support residential densification / infilling east of N1 at Evaton-Sebokeng up to CBDs of Vanderbijlpark and Vereeniging.
		1.2	Support economic and residential development along R59.
		1.3	Support infilling between Ratanda and Heidelberg Town, and formalisation of informal settlements around Vischkuil and Devon.
		1.4	Support Sedibeng Precinct developments, i.e.: regeneration of historic area of Sharpeville; creation of Government and Cultural Precincts in old Vereeniging CBD; and Waterfront Development along Vaal River.
		1.5	Support establishing the Vaal Logistics Hub west of Arcelor Mittal Works in Vanderbijlpark.
		1.6	Support implementing Planning Framework for Southern Areas of City of Johannesburg and surrounds (i.e. Sedibeng and WestRand Districts), including future housing developments.
2	Development Corridors	2.1	Implement Development Framework for R59 corridor.
		2.2	Implement Development Framework for R82 corridor.
		2.3	Implement Lesedi Nodal and Corridor Study.
3	Public Transport Plan	3.1	Modal Integration
		3.1.1	Develop a strategy that integrates mini-bus taxis, buses and trains into the public transport system operating as a single seamless system.
		3.1.2	Implement initiatives or awareness programmes to instil in the minds of operators the need for integration of different modes of transport.
		3.1.3	Set-up an institutional body or structure where representatives of different travel modes can voice their needs and concerns.
		3.1.4	Ensure that new or future upgrades of public transport facilities actively and practically promote modal integration, i.e. facilities should be designed to cater for more than one travel mode.
		3.2	Metered Taxis
		3.2.1	Undertake an assessment of the metered taxi industry to establish the future role or market niche of metered taxis in Sedibeng. Specific aspects to be considered include establishing a client profile and travel patterns of metered taxis (pick-up and drop-off points).
		3.2.2	Set-up an institutional body or structure (also referred to under Modal Integration) where representatives of different travel modes (including metered taxis) can voice their needs and concerns in an integrated manner.
		3.2.3	Investigate how metered taxis should be accommodated in terms of taking up space / holding bays, i.e. where to provide holding bays.
		3.3	Learner Transport
		3.3.1	Develop and implement strategy for learner transport
		3.3.2	Set-up an institutional body or structure (also referred to under Modal Integration) where representatives of different travel modes (including learner transport) can voice their needs and concerns in an integrated manner.
		3.4	Transport for People with Special Needs
		3.4.1	Ensure user-friendly new and existing public transport facilities in terms of providing for people with special needs.
		3.4.2	Use various forums and institutional structures to encourage public transport operators to be sensitive and considerate to people with special needs.

Transport Element		Proposed Interventions/Programmes	
		3.4.3	Invite representatives of people with special needs to participate in relevant forums by voicing their transport needs and concerns.
		3.5	Management of Public Transport Facilities
		3.5.1	Develop a policy on the management and maintenance of mini-bus taxi facilities. Draft a by-law to enforce such a policy.
4	Transport Infrastructure Plan	4.1	Road Networks and Corridors
		4.1.1	Support Gauteng Province with finalising main public transport corridors for Gauteng (including Sedibeng) – i.e. Integrated Public Transport Network Design project
		4.2	Road Safety
		4.2.1	Assist Local Municipalities to meet their responsibility towards the general public in terms of traffic safety through the phased implementation of a Road Traffic Safety Management Plan.
		4.2.2	Assist Local Municipalities to carry out independent Road Safety Audits.
		4.2.3	Assist Local Municipalities to identify hazardous road locations, prioritise these locations for remedial treatments, and systematically budget for and implement improvement programmes.
		4.2.4	Assist Local Municipalities to identify locations where there is a concentration of schools or high learner pedestrian activities to implement road safety measures.
		4.2.5	Fund safety campaigns and road safety programmes for Local Municipalities to educate and train road users regarding road safety matters.
		4.3	Traffic Signals
		4.3.1	Encourage and assist Local Municipalities to systematically implement the Traffic Signal Management Process as stipulated in the South African Road Signs Manual, Volume 3: Traffic Signal Design.
		4.3.2	Assist Local Municipalities with regular maintenance of traffic signals in their respective jurisdictional areas.
		4.3.3	Assist Local Municipalities with assessing the need for signalised intersections (i.e. Traffic Impact Assessments) in highly developed areas.
		4.4	Traffic Signage and Road Markings
		4.4.1	Assist Local Municipalities to systematically formulate and implement a Road Signs Management System as defined in the South African Road Signs Manual, Volume 2, Chapter 16.
		4.4.2	Assist Local Municipalities with improving signage and information services to tourist attractions.
		4.4.3	Assist Local Municipalities with the ongoing maintenance or replacement of outdated or damaged signs in Sedibeng.
		4.4.4	Assist Local Municipalities to identify specific locations where road markings have a higher than normal impact on the safety of road users, such as at stop signs, traffic signals or pedestrian crossings (especially where learners cross a road section). These locations will be prioritised based on among other considerations the condition of the road markings, where after high quality, durable paint will be used for road markings at such locations.

Transport Element		Proposed Interventions/Programmes	
		4.5	Upgrading and Maintenance of Roads in Strategic Roads Network
		4.5.1	Ensure that the Pavement Management System (PMS) for Sedibeng is up to date to assist with prioritising road network improvements.
		4.5.2	Encourage Local Municipalities to ensure that the upgrading/maintenance of roads is bias towards roads having a high volume of public transport vehides.
5	Airports	5.1	Support and cooperate with studies to investigate commercial and/or private development of AerovalAirport in Heidelberg and other local airports, including new airports.
		5.2	Ensure adequate road access to exiting airports/ airfields.
		5.3	Investigate opportunities to enter into a public-private-partnership for the development and operation of airfields in Sedibeng.
6	Freight Transport	6.1	Develop Freight Transport Management Plan considering overload control, abnormal loads and transporting hazardous materials
		6.2	Further explore the establishment of a centralised truck stop facility/hub in the Meyerton industrial area next to the R59 freeway to accommodate freight movements to among other places Ekurhuleni and City Deep, based on the initial investigation done by GPTRW.
7	Non-motorised Transport	7.1	Develop a course Area-wide Master Plan to provide for proper network planning for NMT purposes.
		7.2	Promote the use of bicycles and especially among learners through the project called Shova Kalula.
		7.3	Promote the piinciple that new roads being designed for high density areas should make provision for pedestrian sidewalks.
		7.4	Explore and use funding opportunities for the implementation of NMT projects.
8	Waterways	8.1	Investigate feasibility of using VaalRiver to transport public transport users
		8.2	Undertake a course assessment of access across the VaalRiver for NMT.
9	Monitoring and KPIs	9.1	Collect data and measure identified KPIs as required by GautengProvince.
10	Funding	10.1	Explore additional and alternative sources of funding.
11	TTP Implementation: Human Resources	11.1	Confirm resources required for public transport and infrastructure planning and appoint staff.

SEDIBENG DISTRICT MUNICIPALITY

ABRIDGED COMMUNITY SAFETY STRATEGY

2018 - 2022

“Promoting and building safer communities”



EXECUTIVE SUMMARY

This is a safety strategic framework that is aimed at building networks and partnerships seeking to create an enabling environment within the region towards reducing and preventing crime, creating awareness amongst community members on the scope of community safety, and encouraging communities to take ownership of their neighbourhoods through active participation in community safety initiatives.

It is common knowledge that crime in South Africa has occupied centre stage on the public agenda. Unacceptably high levels of crime, especially serious and violent crime, result in the people, especially vulnerable groups such as women, children, older persons and people with disabilities, living in fear and feeling unsafe. This escalated crime levels have resulted in public confidence towards the Justice, Crime Prevention and Security Cluster being eroded. This has further impacted negatively on the country's economic development, and undermines the wellbeing of people in the country and thus; hinders their ability to achieve their potential.

This safety strategy is further aimed at supporting and ensuring that national and provincial strategic objectives are successfully achieved through a responsive, accountable, effective, efficient and integrated implementation process of crime prevention initiatives. This safety strategy therefore; envisage the following:

Vision

To be a region of choice through valued partnerships in pursuit of building safer communities

Mission

Ensure coordinated and uniformed systems that will provide quality safety and security services in an efficient and financially sound manner.

Goals

- Promote ***institutional arrangements*** that will produce effective and “***SMART***” community safety programmes.
- Encourage active ***community participation*** and guardianship to challenge unacceptable behavior and increase reporting of incidents within our society.
- ***Improve crime prevention*** through increased levels of social responsibility and tolerance through education, intervention and information.
- Promote ***road safety awareness and education*** to reduce road crashes and fatalities in the region.
- ***Monitor and evaluate*** the impact of adopted interventions towards elimination and reduction of crime within our communities.

CRIME ANALYSIS REPORT 2013 – 2017

Decrease (-) in crime	Increase (+) in crime
SELECTED CRIMES	COMPARATIVE STATISTICS
Contact Crimes (Crimes against persons)	
Murder	22.3%
Attempted Murder	25.4%
Assault GBH	-0.1%
Common Assault	-19.6%
Total robbery aggravating & robbery with weapon	42.2%
Total common robbery (Attempted included)	-14.8%
Total sexual offence	-27.5%
Total contact crime	0.2%
Contact related crimes	
Arson	-42.2%
Malicious damage to property	-7.4%
Total contact related crimes	-9.5%
Property related crimes	
Burglary at residential areas (Attempted included)	-0.1%
Burglary at business premises (Attempted included)	7.3%
Theft of motor vehicles (Attempted included)	1.5%
Theft out of motor vehicles (Attempted included)	14.8%
Stock theft	-13.2%
Total property related crimes	3.1%
Other Serious Crimes	
Total of other crimes (Attempted included)	-7.2%
Commercial crimes	-27.0%
Shoplifting	-11.7%
Total other serious crimes	-11.4%
Crimes heavily dependent on police action for detection	
Illegal possession of firearm and ammunition	12.3%
Drug related crimes	322.2%
Driving under the influence of alcohol or drugs	28.8%
Total crimes heavily dependent on police action for detection	172.0%
Subcategories of robbery aggravated (Excluding attempts)	
Carjacking	+54.1%
Truck highjacking	-19.0%
Robbery of cash in-transit	-29.4%
Bank robbery	300.0%
House robbery	32.5%
Business robbery	73.6%
Total crimes accounted for under robbery aggravating	47.7%
Breakdown of total sexual offences (Already accounted for under total sexual offences)	
Rape (Attempted included)	-29.5%
Sexual assault	-3.4%
Contact sexual offence	-20.5%
Total other serious sexual crimes	-27.5%

Source: Crime Research and Statistics of the South African Police Service

KEY PRIORITY AREAS

Pillar 01: Institutional Arrangements

Local governments are expected to create safe and healthy environment for its residents. However; it is common knowledge that this cannot be successfully achieved without the support and close working relationship with other state departments and non-governmental organizations. In essence, this safety strategy represents an attempt to apply the theory and practice of an integrated governance aimed at eliminating silo operations within Justice, Crime Prevention and Security Cluster.

This strategy thus; seeks to create a wider spectrum by aligning planning processes, capacity and activities amongst various relevant actors whereby resources can be maximized and consolidated through formalized partnerships in the fight against crime. These partners include representatives from provincial government, local municipalities, community based organizations, media, businesses, including all individuals and organizations who can contribute their expertise and resources to resolving crime related problems.

All the partners should form part of a formalized structure and agree to become involve in a concerted way aimed at tackling problems of crime and insecurity of the communities. It is thus; required of elected public bearers to mobilize these partners within various wards across the region. These partnerships need to be supported both internally within municipalities and externally within communities, and should therefore; be sustained over long term periods. This will ensure the ability of the collective to identify relevant initiatives, develop concrete plans of action, and an effective implementation process. Partnerships are important in crime prevention because they are able to create lasting mechanisms for dealing collectively with all issues concerned with community safety.

Desired Outcome

Improved service delivery through efficient multi-faceted crime prevention approaches

Delivery Agenda

- Promote multi-agency approach to crime prevention
- Formalize IGR partnerships
- Maximize resources through joint planning
- Encourage business participation in crime prevention initiatives

Pillar 02: Community Participation

One of the challenges often confronted by Justice, Crime Prevention and Security Cluster is the involvement of community members in criminal activities either directly or indirectly. Many people are prepared to buy stolen goods and not report criminal elements living in their neighbourhoods to the police as long as they don't directly affect them.

Community participation in government programmes such as community police relations, helps as it gives them a sense of entitlement towards influencing decisions within the space they are occupying. A community-oriented approach is in effect a different way of tackling crime-related issues and ensuring safety of the residents. It is therefore; important to ensure that communities form an integral part during the development of safety plans as they are better positioned and more familiar with the environments they live in.

This approach will enable the police to respond more effectively to public concerns about safety related issues, most notably in areas which experience high levels of crime. This will further strengthen relationships between the police and community members, thereby creating a space for building trust and openly discussing social issues affecting the community, and being able to respond to community needs and develop tangible solutions to the existing problems.

People's sense of insecurity is often based in their perceptions about crime. These perceptions whether or not, reflect actual crime levels they are influenced by many factors. They depend among others; the type and quality of sources of information about crime, or their own personal experiences of being victims of crime, their sense of personal insecurity and social vulnerability. This is often caused by common risk factors such as lack of social cohesion within our communities. This risk factors are often associated with the presence of drugs and prostitution, illegal liquor outlets, non-compliance to liquor ordinances by registered liquor outlets, condition of buildings and local environment, location of residential areas (isolated or industrial sectors), incivilities (graffiti, poor street maintenance, poor lighting, etc), media (sensational reporting) and violence against women and children.

Crime prevention as an information driven tool, therefore; requires effective and efficient holistic approach as a response process in addressing criminality within our communities. It should therefore; be conceded that crime does not take place in a vacuum space, but within the society. Involvement of community members in the fight against crime is imperative towards the elimination of this scourge. Feeling safe is an important quality-of-life indicator. If people do not feel safe in both private and public spaces it will impact on their freedom of movement and their ability to interact with society generally.

Desired Outcome

Improved community involvement in crime prevention activities

Delivery Agenda

- Promote social cohesion and neighbourly within our communities
- Support and strengthen community police relations structures
- Intensify social movement against crime

Pillar 03: Social Crime Prevention

Strategic crime prevention brings benefits well beyond increased community safety. It contributes to the social and economic development of the society, and works to improve the quality of life of the residents. Fear of crime and a sense of insecurity have negative repercussions on social life in general and on the quality of life within the society. High levels of crime have a significant impact on normal everyday activities such as going to and from work, spending time in public places, or going out to recreational activities at night. Overall, feelings of insecurity are increased among those who are or feel physically or socially more vulnerable, such as elderly, women and children, including people within their own residences. It is therefore; important to undertake a careful analysis of crime problems and risk factors affecting people's insecurities, and to develop an action plan which is customized to the local communities' needs.

Implementation of this safety strategy should be able to consider various causal factors associated with criminal behavior and identify interventions that will have the greatest impact in improving community safety. This safety strategy is therefore intended to create enabling environment whereby a responsive support would be provided to address related causal factors such as unemployment, poverty, inequality, including others that might be tempt and motivate involvement in criminal activities. Coordinated approach is vital towards eradication of risk factors related to substance abuse, gender based violence, schools' violence, recidivism, liquor related incidents, ineffective or inconsistent parental supervision, social and economic exclusion, family conflicts and domestic violence, etc. These risk factors often forced those living in impoverished and disadvantaged communities to feel isolated and left with little option but to become involved in crime or organized crime often prey upon them. This includes youth being forced or recruited into organized drug trafficking and prostitution, including child trafficking for sexual exploitation or forced labour.

Practical involvement of all relevant and interested parties is sought to ensure that socio-economic factors deemed to be causal factors towards crime are reduced and eliminated. This parties include Schools, NGOs, FBOs, CBOs, Businesses, SAPS, Social Development, Correctional Services, etc. within the communities they serve. Children

are often the most vulnerable groups in being abducted or kidnapped, and easily influenced often by peer-pressure towards criminal acts.

It is therefore; encouraged that relationship be developed between schools and community members in order to mobilize social networks that comprises both community members, parents, SGBs, local municipalities, SAPS and other relevant stakeholders in the identification of criminal elements, especially within which the schools are located. This will ensure that all participants become more vigilant, committed and co-operative in seeking solutions to existing challenges.

Desired Outcome

Reduction of social related crimes within our communities

Delivery Agenda

- Intensify preventative initiatives to reduce schools based crimes
- Support intervention measures aimed at recidivism (re-offending)
- Strengthen community awareness initiatives to curb gender based violence
- Intensify the mainstreaming of crime prevention through environmental design principle

Pillar 04: Road Safety Promotion

Road safety promotion requires multi-disciplinary approach to address related issues affecting all road users. This competency cannot only be left to its custodians, namely; national and provincial government, including local municipalities. It therefore; needs integrated approach comprising of various actors which include most importantly, the communities. Their participation therein is critical to influence and support strategic objectives of government on road safety promotion. There is a general ignorance of road rules by road users, vandalism of road signs, including creation of unauthorized taxi ranks within the society, thus road safety education is vital in this regard. Scholar transport, public and private transport also needs regular monitoring and law enforcement for road ordinances compliance. Enforcement of by-laws should be encouraged to deal more specifically with the influx of hawkers especially alongside pavements and walking spaces. This impact negatively to traffic management services, policing of the affected areas and their role towards pedestrians' fatalities.

Local municipalities must be encouraged to effectively plan, implement and deliver customized road safety programmes relevant to their communities. Through local municipalities' wards, regular interaction with the residents, schools, government agencies, businesses and other stakeholders should be strengthened to address issues of road safety. This multi-faceted approach is vital as road safety like any other community

safety initiatives requires a holistic view of risk factors affecting road users, roads, vehicles, cyclists, pedestrians, motor cyclists, etc., as all have a role to play in helping to keep our roads safe. It is therefore; essential for stakeholders' cooperation, including formalization of partnerships for accountability purposes and assurance that road safety is dealt with in a cohesive and integrated manner.

Road safety campaigns and community outreach programmes are vital in influencing the attitudes and behaviours of all road users. Schools based road safety education can also impact and instill positive attitudes on young people, especially when this occurs an early stage of life. To ensure that all road safety campaigns are of the highest standard and can exert maximum positive impact on road users, it is needed that a customized road safety action plan be developed with achievable targets, set at short, medium and long term. This action plan should provide a clear and succinct overview of both provincial and national road safety strategies and activities over a predetermined period.

Desired Outcome

Reduction of road crashes and fatalities in the region

Delivery Agenda

- Support Programme of Action seeking to improve road safety in the region
- Encourage and facilitate the involvement of local businesses and other key stakeholders in road safety initiatives
- Improve coordination of local government road safety initiatives with provincial and national road safety initiatives
- Encourage high level of integrity among law enforcement officials

Pillar 05: Monitoring and Evaluation

The success of an integrated approach to community safety depends on the process used to implement it and determine the impact thereof. This involves making strategic choices, setting objectives and developing appropriate plans of actions and timelines. To meet these objectives, individuals and groups must be willing to work through a number of stages of the crime prevention process and be measured accordingly in terms of the impact made, thereof. Review process of the safety strategy will be conducted on annual basis through both internal Council protocols and external stakeholders' engagements.

The entire process of monitoring, evaluation and review should take into account linkages between prevalent crime problems and socio-economic factors regarded as key drivers of crime, as there is often interdependency between these key areas. This safety strategy should be able to identify the linkages and the relevancy of an action to be

undertaken and the critical hot-spot where problematic crimes are taking place. There should be consistent tracking of events and determine the impact made in response to the identified crimes and related drivers. This will further improve financial accountability, and ensure that programmes meet the objectives set, and effectively assess the impact of those programmes.

Monitoring in the context of this safety strategy should be an on-going process of keeping track of trends in crime, victimization and preventive measures outputs. Crime prevention should therefore; be “*SMART*” in its approach to ensure positive outputs with ultimate outcomes as envisioned. The implementation of the plan of action must be tracked, and progress be monitored to ensure successful achievement of the targets within the planned timeframes. The implementation components should be captured in annual Service Delivery and Budget Implementation Plans of the municipalities and other participating agencies.

Evaluation is generally concerned with measuring the process, outputs and outcomes of adopted strategies and plans of actions. This process is necessary for improving accountability, informing relevant policies and practices, developing sound evidence base, and understanding what works best and can be considered a good practice model in responding to crime problems. This also allows for problems encountered during the implementation process, or new concerns to be addressed in subsequent phases. Evaluation process is therefore; dependent on meeting the set milestones and completion and submission of reports for review and comment. Programmes that have been implemented should be assessed for value for money, sustainability, achievement of objectives and successful implementation of strategies.

Annual reports on the progress of the strategy need to be published in order for public to also observe the progress thereof, and input accordingly as and when needed. There should be an interval whereby required adjustments or revisions to the safety strategy are considered and effected.

Desired Outcome

“*SMART*” Programme of Action for implementation of community safety initiatives.

Delivery Agenda

- Develop a programme of action with targets and timelines
- Provide oversight on the implementation of the adopted action plans
- Conduct safety audits within communities
- Utilize local media for information sharing on crime prevention initiatives

COMMUNICATION STRATEGY

Successful implementation of the safety strategy depends on its ability to mobilize and meet its intended targets. Communication and public relations services are regarded as crucial components of a successful crime prevention strategy. They are key in transmitting messages and information to the public on behalf of Council, hence; active participation of elected public bearers, especially Ward Councilors is key in the implementation of this safety strategy. These can be achieved by canvassing the views, needs and expectations of the communities, communicating information about all stages of the adopted process, and ultimate results achieved. Implementation of the safety strategy should be executed as follows:

- Adopted communication strategy should be linked to all stages of the crime prevention strategies.
- Release regular media publications on the successes achieved for public consumption.
- Conduct public safety surveys as sources of information gathering in relation to communities' perceptions on crime.
- Circulate related articles on crime prevention themes internally for staff members and externally at public events for information purpose.
- Share information on available approved resources and services that support crime prevention initiatives for convenient accessibility by community members.

Another way that can be used as a communication tool, is through the creation of a dedicated toll-free telephone line, and/or a website as a platform to encourage community members to communicate their concerns and participate creatively in suggesting solutions to local community safety problems.

Media relations is also forms an integral part of communication strategy. Media usually gives the greatest coverage to sensational, and very atypical crimes within communities. Sensationalist crime stories can have a direct impact on the levels of public insecurity within the society. It is therefore; important to educate local media about the importance of focusing on factors underlying community safety issues, encourage them to provide balanced information to the public about the actual levels of crime in the community, and also for them to provide possible solutions thereto.

It is thus; critical to invest in communication with local residents in as many ways as possible through meetings, newsletters, door-to-door, official municipality websites, radio, focus groups, leaflets, etc.

EVENTS SAFETY PLANNING

Events Safety Planning is a very important component which is often neglected during plenary proceedings for various events that are held within communities. To mitigate for possible incidents that may be detrimental to the lives and safety of people including assets at planned mass events, Ministry of Sports and Recreation developed a legislative framework in the form of Safety at Sports and Recreational Events Act No. 02 of 2010. This Act provides provisions and stipulations which need to be complied with for every scheduled mass event. The Act requires that measures to safeguard the physical well-being and safety of persons and property at sports, recreational, religious, cultural, exhibitions, organizational or similar events held at stadiums, venues or along a route be considered and put in place at all times.

Events safety planning aims to prevent and mitigate major incidents or disaster at events but also to ensure rapid and effective response in case of incidents. Events safety should be emphasised and adhered to ensure that relevant processes are followed and implemented accordingly during plenary, staging and post phases of events taking place under the umbrella of Sedibeng District Municipality, including any other external institutions and organisations.

The Act requires that the SAPS must be involved during events plenary proceedings so they can conduct risk assessment and advise accordingly. It should further be recognized that the SAPS has the power stop all proceedings relating to the scheduled event if not satisfied with certain aspects affecting the event. Events Safety Committee shall be chaired by the Commissioner of Police or a delegated senior police official as per the prerequisite of the Act. It is on this basis that SAPS can disapprove any application related to the hosting of event and/or stop any event in progress if compliance issues were not satisfactorily addressed.

Events planning must be an integrated and coordinated process. Therefore; all identified actual and potential role-players should play an active role in compiling plans and instituting measures that will help to ensure community safety and well organized events. This process should therefore; be executed through a multi-disciplinary *Events Safety Planning Committee* which will be responsible for safety and security at the planned event. This is very important because it will ensure that compliance to the Act is not compromised. It should be noted that non-compliance to the provisions of the Act can constitute a criminal offence which, on conviction can carry significant penalties.

BENEFITS OF AN INTEGRATED SAFETY STRATEGY

Various successes can be achieved through an effective and efficient implementation of community safety strategies. An integrated approach is therefore; crucial in this regard where all relevant parties are actively involved and committed towards the common course, namely; promoting and building safer communities of Sedibeng region. The under-mentioned benefits can be persuaded and derived from this process:

For the municipality

- Creation of safer environments may lead to improved quality of life of communities and the municipality can be a more attractive place for investors.
- Better control of expenditure and costs reduction associated with renovating or replacing public buildings contaminated by graffiti and other associated defects.
- Property value of residential, businesses and industrial sites can significantly increase as a result of crime reduction and improved insecurities among community members.
- Increased participation by residents in social, cultural and organized sports activities at different times of the day and night, especially at municipal facilities, thereby generating revenue for the municipality.

For residents

- Reduction of personal assets losses from residential burglaries and vandalism.
- Reduction of insurance costs on house-holds assets and motor vehicles, as a result of safer environments.
- Increase in value of residential properties.
- Increased sense of security in the neighbourhood, especially for women, children and elderly.
- Increased sense of security at recreational places and on public transport.
- Increased participation of the residents in general community programmes and recreational activities.
- Reduction of school drop-out rate and children's participation gangsters.
- Development of skills and capacity building to resolve conflicts in a non-violent manner, especially in schools, on streets and within families.
- Safer recreational and leisure areas for children and young people to play and socialize.
- Reduction of the sense of isolation of people living alone.
- Improved quality of life and safety in public housing areas.
- Reduction of social exclusion and homelessness.
- Improved support to victims of crime.

For business and commerce

- Reduction in costs associated with theft, break-ins and vandalism.
- Reduction in costs of commercial insurance.
- Reduction in the need for private security.
- Provision of a safer working environment for staff and better quality residential environment.

SEDIBENG MUNICIPAL DISTRICT IMPLEMENTATION PLAN (MDIP) ON HIV&AIDS, TB AND STIs)

2017-2022 STRATEGIC PLANS



“...Towards HIV-free Community”



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1. INTRODUCTION

The District Strategic Plan for HIV, TB and STIs (i.e. for 2017-2022) currently referred to as MDIP (Municipality District Implementation Plan) emanate from goals set in both Gauteng Implementation and South African AIDS Council (SANAC) Strategic Plans for 2017-2022. The plan is also aligned to the goal 90-90-90 of UNAIDS(United Nations AIDS) , seeking that by 2020 ,90% of all people living with HIV will know their HIV status, by 2020 ,90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy ,and by 2020 ,90% of all people receiving antiretroviral therapy will have viral suppression. Among vulnerable groups targeted for prevention programmes, as per NSP goal are young women aged15-24 years and as well as young men. The document is multi-sectoral in approach, drawn and made through consultation with relevant HIV programs implementing structures (stakeholders), to be applied instrumentally in partnership addressing the challenges posed by the above mentioned diseases. To minimise the impact of the scourge, available resources should be mobilised, utilised and monitoring supported through regular reporting systems availed to the AIDS Secretariat.

Major Service delivery government departments such as Health, Social Development, Education and SASSA (South Africa Social Security Agency), using multi-sectoral approach, have to allocate and redirect some of the available resources to address the impact caused by the diseases. With support from other sectors, local governments and civil society structures, are encouraged to strengthen

partnership to face the prevailing challenges. This multi-sectoral approach is made to contain the advancement of the diseases in all vulnerable communities.

2. BACKGROUND

HIV as a pandemic is one of the world's most serious public health and social problems. Initially referred to as GRID (Gay related Immunodeficiency disease) in 1981, the condition was later termed AIDS (Acquired Immunodeficiency Syndrome) with discovery of HIV (Human Immunodeficiency Virus) in 1982. The conditions that were earlier noticed, identified and reported by San Francisco and New York physicians as affecting the homosexual(gay) men, later redirected attention also to the general population after it was discovered that the pandemic cut across all racial groups, gender, continents and age groups. Heterosexual contact is currently identified as the leading mode of HIV transmission. The impact of the HIV&AIDS particularly on South Sahara African countries' population, amounted to millions of deaths among infected individuals. Coupled with co-infections of opportunistic diseases such as TB and pneumonia, the HIV&AIDS epidemic resulted in nightmares among the medical fraternity.

The mode of transmission for the HIV is multiple and various, with unprotected penetrative sexual contact contributing to most cases. In some cases intravenous drug use and mother to child transmission had been affecting some exposed individuals. The discovery and development of ARV (antiretroviral), contributed immensely to prevention of mother to child transmission (PMTCT) and prolonged lives amongst infected individual on most individuals given antiretroviral therapy (ART). In the absence of cure, it has however been discovered that prevention of new infection still remains the best mechanism of HIV containment through safer sexual practices hence consistent regular educational programs being promoted. Behavioural changes programmes became also a tool of prevention among the sexually active populations.

Safer sexual practices among high risk groups such as multiple sexual partners, commercial sex workers and their prospective clients have also been promoted. Condom usage has been promoted in most countries and in South Africa freely availed with support government.

2.1. Sedibeng HIV&AIDS, TB and STIs profile

HIV&AIDS pandemic has over more than three decades posed on of the biggest challenges faced by South Africa. Based on the Department of Health antenatal survey from October 2002- 2015, Sedibeng District was reported to feature among the second highest in new HIV incidence rate. The region is neighbouring two other district who also are reflected in the survey as the highest incidence. Its proximity to neighbouring Gold mines region, the same with high level of HIV prevalence and high rate of commercial sex work practice, also compounded high mobility of trucking industry, increased the risk of HIV transmission between the two district municipalities.

The region is also affected by high unemployment rate, particularly affecting economically active populace. There are also institutions of higher learning in the region (two universities and three FETs) with increased number of external to internal movement of students into this region. The continuous movements of persons in and out of the district pose a challenge that requires effective HIV and TB educational programmes on behavioural changes. The programme on "She Conquers Campaign also

need to give focus on this young generation to contain any transmittable diseases that may affect their future

In the past decade, local municipalities' policy makers have shown the will to mitigate the spread of HIV and manage the socio-economic impacts of AIDS. The impacts of HIV&AIDS at municipality level are illustrated from two perspectives viz. a) how do HIV&AIDS impact on a municipalities as organisation i.e. currently and in the future, where staff and politicians may be infected or affected; with the resultant absenteeism, low staff morale, staff turnover, job hopping,

poor quality of service, increasing costs of recruitment, retraining of new staff and loss of human capital; b) how do HIV&AIDS impact on the residents who may be infected and/or affected and the resultant burden for demand and supply of goods and services that municipalities provide, amongst others, services for health (more demand for palliative care); poverty alleviation (more grants budget); indigent assistance (more budget) and land use (graves/cemeteries).

Higher rates of unemployment and poverty may increase the chances of less revenue collection by municipalities for services provided. There is also a likelihood of low economic growth due to businesses losing expertise and valuable skills. Hence there is a critical need for municipalities to know the status of this pandemic within and outside the workplace so that they can respond appropriately and effectively.

If not for legislative obligation; municipalities have very good reasons to participate in the fight against this pandemic; first as human beings, there is a moral duty to help fellow men and women and productive to the developmental agenda of the society.

This document therefore seeks to reflect and advance Sedibeng Regional HIV&AIDS, STIs & TB 2012-2016 Strategy, which is hoped that will form part of ongoing regional dialogue for the current political term of office. This strategy is aligned to the National Strategic Plan 2017-2022 and focuses on how local government plays a critical role in mobilising all stakeholders towards tangible output-oriented programmes. The strategy also calls for a shift in paradigm regarding HIV&AIDS, STIs & TB and local government.

3. SEDIBENG BACKGROUND

3.1. *Geographical location ,historical and economic*

Description: The Sedibeng District Municipality is a category C municipality situated in the Southern tip of Gauteng Province. The region is strategically located and shares borders with three provinces namely Free State (South), North West (West) and Mpumalanga (East). The district forms part of a corridor between Gauteng and other neighbouring provinces. It consists of three local municipalities of Emfuleni, Midvaal and Lesedi. Its Southern border is formed partly by the banks of Vaal River, constructed in 1931 constructed and completed 1938). Historically the Southern region formed part of what was referred to as the Vaal Triangle. The region has rich South African history in places like Vereeniging (The peace treaty signed by the Boer Republics and Great Britain, on 31 May 1902 and the signing of the current RSA Constitution by the first democratically nonracially elected President Nelson Mandela also in Sharpeville).The Sharpeville area is also marked with the 21 March 1960 that led to the current Human Rights Day Public Holiday. Also internationally historically acclaimed township included is Boipatong and other important historic events that changed the cause of South African political landscape involving

Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville, and Ratanda, which are all rich in political history and heritage.

Sedibeng is the fourth largest contributor to Gauteng economy. The predominant economic sector in the region is the manufacturing of fabricated metal and chemicals. It also has large agricultural land and The total geographical area of the municipality is 4172.76 km². The SDM comprises of three Households: 279768 (67.05 per km²).

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

(Source: Global Insight, 2009)

Neighbouring Municipalities

- City of Johannesburg to the North(Gauteng Province)
- Ekurhuleni to the North-East(Gauteng Province)
- West Rand District: Western (Gauteng Province)
- Gert Sibande District to the North-East;(Mpumalanga Province)
- Tlokwe City Council which is part of Dr Kaunda District Municipality(North West Province): Western side of SDM
- Gert-Sibande (both Dipaleseng and to the East;
- Fezile Dabi District(Both Ngwathe and Metsimaholo Locals)Northern Free State (Free State Province)

3.2. Demographics

The total population of the District

The total population of the District on Stats SA, 2011 source is **916 484**. Lesedi has a population of **99 520**, Midvaal **95 301** and Emfuleni **721 663**. The population density of the District as a whole is 198 people per km². From information accumulated, many people especially in townships, live in informal structures as housing around Sebokeng, Evaton, Bophelong and Sharpeville area. . About 8 out of every people in the region reside in Emfuleni area.

Distribution of population

Emfuleni Local Municipality: 721 663 people (965.86km²)

Lesedi Local Municipality: 99520 km²)

Midvaal Local Municipality: 95301 (km²)

4. POLICY AND LEGISLATION AND HIV&AIDS, STIs & TB IN LOCAL GOVERNMENT

4.1. The Constitution

The Constitution of the Republic of South Africa, Act 108 of 1996 provides, in its various clauses human rights that also protect people against any form of discrimination that can include even HIV.A number of

legislations pertaining to HIV&AIDS emanated from the current constitution's application to develop legislative frameworks and policies pertaining to employment, HIV testing, education etc.

4.2. Integrated Development Plan

Integrated development planning (IDP) is a super plan for an area that is been made and is able to give an overall framework for development. The IDP aims to coordinate local government and other spheres of government in a coherent way to improve the quality of lives in that particular local area. It helps the local municipalities to identify the needs

The inclusion of HIV&AIDS plans in IDP help the local municipality focus the most important needs of communities taking into account available resources. The plans are developed in consultation through relevant departments, with communities, needs identified according to priorities

5. EPIDEMIOLOGY OF HIV/STIS & TUBERCULOSIS IN SEDIBENG

As at March 2015, Progress Key indicators for Sedibeng district had the TB highest defaulter rate in Gauteng at 6.8% and death rate at 7.35. Across the entire province, 67% of patients who had TB, also had HIV in 2013, a reduction from 71% in 2012. ART coverage in TB and HIV co-infection patients increased from 58% in 2012, to 72% in 2013. The report indicates a marked reduction in multidrug resistance (MDR) TB cases from 749 in 2012 to 459 in 2013. As the provincial MDR increases, there is also likelihood that the Sedibeng increment in TB defaulter rates may further compound on the condition. MDR likely increases amongst TB defaulters, and may be aggravated in HIV infected individuals.

Addressing social and structural drivers of HIV, STI and TB prevention, care and impact, the AIDS Secretariat through support from other sectors, has developed a five year strategic plan aligned to the provincial plans. Government and civil society play a crucial role in implementation of plans. The current strategy will take in cognisance the 90-90-90 UNAIDS goals into consideration whilst implementing the 2017-2022 plans.

6 SEDIBENG MDIP: HIV&AIDS/STIs & TB: - 2017-2022 STRATEGY

The Goals

The goals are aligned to Gauteng Strategic Implementation Plans as:

Gauteng Pillar 1: Prevention

Gauteng Pillar 2: Treatment

Gauteng Pillar 3: Joint action

6.1. Strategic objective 1.1: NSP 1

Accelerate prevention through health services to reduce new HIV and TB infection

6.2. Strategic objective 1.2: NSP 4

Reduce the social, behavioural and structural drivers of HIV, TB and STIs, prioritising youth and high risk groups

6.3. Strategic objective 1.3: NSP 3

No one left behind: include high-risk groups and key populations

6.4. Strategic objective 2:1 NSP 2

Reduce illness (morbidity) and deaths (mortality) by providing treatment, care and adherence support for all

6.5. Strategic objective 2.2: NSP 5

Reduce stigma and discrimination against people living with HIV and TB and groups with high HIV infections, including sex workers and LGBTI individuals

6.6. Strategic objective 3.1: NSP Goals 6 and 7

Stronger AIDS Councils lead to effective implementation of multi sector MDIP, with resources, coordination and accountability

6.7. Strategic objective 3.2: NSP Goal8

Strategic information plans, reviews and revised policies of AIDS Councils

6.8. Strategic objective 3.3: NSP Critical Enabler

Effective implementation of the combined multi sector effort in high-risk wards

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

DEPARTMENT OF INFRASTRUCTURE DEVELOPMENT

Project Name	Project Description	Project Status	Municipality	Corridor Name	Economic Classification (Buildings and other fixed structures, goods and services, plant, machinery and equipments, COE)	Type of Infrastructure
Sedibeng Regional Office	General maintenance	Construction	Sedibeng	Southern	Other fixed structures	Office Building
Mullerstuine Community Library	Construction of a new community library	Feasibility	Emfuleni	Southern	Non-residential buildings	Library & Archives Centres
Evaton North Community Library	Construction of a new community library	Design	Emfuleni	Southern	Non-residential buildings	Library & Archives Centres
Boipatong Community Library	Construction of a new community library	Design	Emfuleni	Southern	Non-residential buildings	Library & Archives Centres
Rust Ter Vaal Library	upgrade);	Upgrading of the current Infrastructure	Southern	Southern buildings	Library & Archives Centres	Library & Archives Centres

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

Project Name	Project Description	Project Status	Municipality	Corridor Name	Economic Classification(Buildings and other fixed structures, goods and services, plant, machinery and equipments, COE)	Type of Infrastructure
Suikerbosrand Nature Reserve	Southern Water Line	Construction	Midvaal Municipality	Southern	Non Residential	Water
Suikerbosrand Nature Reserve	Upgrade of Bulk Infrastructure at the Suikerbosrand Nature Reserve	Initiation	Midvaal Municipality	Southern	Non Residential	Building/ Structures
Alice Glockner Nature Reserve	Maintenance and Repairs at the Alice Glockner Nature Reserve	Initiation	Sedibeng District	Southern Corridor	Non Residential	Building/ Structures
Suikerbosrand Nature Reserve	Critical Maintenance at the Suikerbosrand Nature Reserve	Initiation	Midvaal Municipality	Southern Corridor	Non Residential	Building/ Structures

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

DEPARTMENT OF ROADS AND TRANSPORT

Project Name	Project Description	Project Status	Municipality	Corridor Name	Economic Classification(Buildings and other fixed structures, goods and services, plant, machinery and equipments, COE)	Type of Infrastructure
K11: New road from P73-1 (K45) (Golden Highway) to K57 (P1-1) (R82) EIA, detail design, tend doc & Land Proclamation	K11: New road from P73-1 (K45) (Golden Highway) to K57 (P1-1) (R82) EIA, detail design, tend doc & Land Proclamation	Design	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Detail Design and Road reserve proclamation
Construction of a new DLTC Sebokeng	Establishment of Sebokeng DLTC	Construction	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures
K170 (D1017): Design of construction of interchange on N1/19 and link road D1017 to R553 Golden Highway(P73-1) to provide access to Evaton	K170 (D1017): Design of construction of interchange on N1/19 and link road D1017 to R553 Golden Highway(P73-1) to provide access to Evaton	Design	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

P1-1 (K57) Phase 3 K57 (P1-1) (R82) Old Vereeniging road: Upgrading and doubling of road P1-1 to K rout K57 from K164 (De Deur) (D905) to Vereeniging	P1-1 (K57) Phase 3 K57 (P1-1) (R82) Old Vereeniging road: Upgrading and doubling of road P1-1 to K rout K57 from K164 (De Deur) (D905) to Vereeniging	Design	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures
R59 Pedestrian Bridge (Ntirhisano Project)	R59 Pedestrian Bridge (Ntirhisano Project)	Design	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures
R82 phase 3 between Road D1073 (Walkerville) and K164 (De Deur)	Upgrading of road R82 phase 3 between Road D1073 (Walkerville) and K164 (De Deur)	Design	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures
P156/3: Rehabilitation of Road P156/3 from P155/1 to D2568	P156/3: Rehabilitation of Road P156/3 from P155/1 to D2568	Tender Stage	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

P243/1: Rehabilitation of Road P243/1 from Vereeniging to Bulfour Phase 3	Rehabilitation of Road P243/1 from Vereeniging to Bulfour Phase 3	Construction	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures
Rehabilitation of D1884 between road D478 and P243/1 (6.68km) Heidelberg West approx 6.68km	Rehabilitation of D1884 between road D478 and P243/1 (6.68km) Heidelberg West approx 6.68km	Construction	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures
D904: Light Rehabilitation of road D904 between Road R82 in Evaton and Road	Rehabilitation of road D904 between Road R82 in Evaton and Roa	Retention	Sedibeng District Municipality	Southern	Buildings and Other fixed Structures	Buildings and Other fixed Structures

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

HUMAN SETTLEMENTS

Project Name	Project Description	Project Status	Municipality	Corridor Name	Economic Classification(Buildings and other fixed structures, goods and services, plant, machinery and equipments, COE)	Type of Infrastructure
Boipatong Hostel	Re-development	Feasibility	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sharpeville Hostel (Not part of the Mega)	Re-development	Feasibility	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Renewal of Sebokeng Hostel phase 1-5	Re-development	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Kwama-Siza Hostel (672) (Golden Highway Mega)	Re-development	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
3 D Lakeside Proper	Planning and Installation of Services	Planning	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Skansdam	Planning and Installation of Services	Planning	Midvaal	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sicelo Shiceka	Planning and	Planning	Midvaal	Southern	Buildings and Other fixed Structures	Planning and

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

Ext. 5 (Erf 56) (R59 Corridor Mega)	Installation of Services					Services/Top Structures
Sicelo Shiceka Ext. 5 (Erf 72) (R59 Corridor Mega)	Planning and Installation of Services	Planning	Midvaal	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Savannah City (Vaal Triange Mega) - FLISP	installation of Services	Construction	Midvaal	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Golden Gardens Phase 2(Rietkuil) (5000)(Golden Highway Mega)	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sebokeng Ext. 28 (Boiketlong Mega)	installation of Services	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Quaggasfontei- Houtkop/Sebokeng Ext. 30 (16000)(Boiketlong Mega)	Installation of services and construction of Top Structure .	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Unitas Park	Planning and installation of Services	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Vereeniging Old Hospital	Planning and installation of Services	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Kwazenzele BNG Mega	Mega project in partnership with Private Developer	Construction	Lesedi	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Westside Park	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

(Sebokeng Ext.21)						Structures
Houtkop (1800) (Boiketlong Mega)	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Bophelong Chris Hani(LA) (Not part of the Mega)	Installation of Services	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sicelo Shiceka Ext. 5	Construction of Top Structures	Design		Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
New Village (Project 56) (Not part of the Mega)	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Evaton Housing Upgrade	Installation of Services	Project Initiation	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Obed Mthombeni Nkosi Phase I (Mose) (Ratanda Precit Mega) MV	Construction of Top Structures	Construction	Lesedi	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Obed Mthombeni Nkosi Phase I (Mose) (Ratanda Precit Mega) MV	Construction of Top Structures	Construction	Lesedi	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Savannah City (Vaal Triangle Mega)MV	Construction of Top Structures	Construction	Midvaal	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Tshepiso North Ext3	Roads and Storm water Construction	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sonderwater	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

Phase 1 (935) (Golden Highway Mega) MV						Structures
Sebokeng Ext. 24 (354) (Not part of the Mega)MV	Roads and Storm water Construction	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Ratanda Ext. 1,3,5,6,7&8 (Ratanda Precint Mega)	Construction of Top Structures	Construction	Lesedi	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Impumelelo Ext. 3 (2000)(Rural Corridor Mega)	Construction of Top Structures	Feasibility	Lesedi	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sebokeng Ext. 20 (1138) (Not part of the Mega)	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sebokeng Ext 28 (Boiketlong Mega) MV	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sebokeng Ext 28 (Boiketlong Mega) MV	Construction of Top Structures	Project Initiation	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Sicelo Shiceka Ext. 5 (660) (Erf 78) (R59 Corridor Mega)	Construction of Top Structures	Design	Midvaal	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Mamello (1000) (Rural) (Not part of the Mega) - MV	Construction of Top Structures	Construction	Midvaal	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

Individual Non Credit Linked Sedibeng 2017/2018	Planning and Installation of Services	Planning and Installation of Services	Sedibeng	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Vereeniging Inner City Renewal	Planning and Installation of Services	Feasibility	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
Evaton URP	Construction of Top Structures	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
3 D Lethabong	Installation of Services	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures
3 D Kwa-Zenzele Ext 1- BNG Mega Project	Installation of Services and Construction of Top structure	Construction	Lesedi	Southern	Buildings and Other fixed Structures	Planning and Services/Top Structures

DEPARTMENT OF SOCIAL DEVELOPMENT

Project Name	Project Description	Project Status	Municipality	Corridor Name	Economic Classification(Buildings and other fixed structures, goods and services, plant, machinery and equipments, COE)	Type of Infrastructure
Boipatong Social Integrated facility	Construction of Early Childhood, Community Facility for Older Persons, and	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Multi Purpose Centre

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

	Regional Offices					
Devon Early Childhood Centre	Construction of Early Childhood Centre	Tender	Lesedi	Southern	Buildings and Other fixed Structures	Day Care Centre
Evaton ECD and Office Accommodation	Construction of Early Childhood Development Centre and Office Accommodation	Construction	Emfuleni	Southern	Buildings and Other fixed Structures	Multi Purpose Centre
Sebokeng Rehab Centre	Construction of Inpatient Rehabilitation Centre	Design	Sedibeng	Southern	Buildings and Other fixed Structures	Drug Rehabilitation Centre
Ratanda Shelter	Construction of Shelter of Vulnerable	Design	Lesedi	Southern	Buildings and Other fixed Structures	Shelters For the Vulnerables
Sedibeng Region OHS	Upgrading of Office accommodation	Completed	Sedibeng	Southern	Buildings and Other fixed Structures	Office Accommodation
J.W. Luckhoff	Institution to a safe environment (Sewer leaking to the nearest dam)	Project Initiation	Sedibeng	Southern	Buildings and Other fixed Structures	Child Justice Centre
Emmasdal	Institution to a safe	Completed	Sedibeng	Southern	Buildings and Other fixed Structures	Child Justice Centre

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

	environment					
Sedibeng Region	Rehabilitation of Office accommodation	Project Initiation	Sedibeng	Southern	Buildings and Other fixed Structures	Office Accommodation
Sedibeng Region	Maintenance of Office accommodation	Project Initiation	Sedibeng	Southern	Buildings and Other fixed Structures	Office Accommodation
Emmasdal CYCC	Maintenance of Institution to a safe environment	Project Initiation	Sedibeng	Southern	Buildings and Other fixed Structures	Child Justice Centre
Sharpeville ECD and Aged Day Care	Maintenance of Institution to a safe environment	Project Initiation	Sedibeng	Southern	Buildings and Other fixed Structures	Multi Purpose Centre
Ratanda Tswelopele Intergrated Facility	Maintenance of Institution to a safe environment	Project Initiation	Lesedi	Southern	Buildings and Other fixed Structures	Multi Purpose Centre
Luckhoff CYCC	Maintenance of Institution to a safe environment	Project Initiation	Lesedi	Southern	Buildings and Other fixed Structures	Child Justice Centre
Bophelong Social Integrated facility	Maintenance of Institution to a safe environment	Project Initiation	Sedibeng	Southern	Buildings and Other fixed Structures	Multi Purpose Centre

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

DEPARTMENT OF EDUCATION

Project Name	Project Description	Project Status	Municipality	Corridor Name	Economic Classification(Buildings and other fixed structures, goods and services, plant, machinery and equipments, COE)	Type of Infrastructure
Evaton West Secondary School	Construction of a new Brick and Mortar Secondary School	Feasibility	Sedibeng	Southern	Non-Residential buildings	Mega Secondary Schools
Rust -Ter- Vaal Secondary	Construction of a Brick and Mortar Replacement Secondary School	Procurement	Sedibeng	Southern	Non-Residential buildings	Mega Secondary Schools
Savanna City Prim No. 1	Construction of a new Brick and Mortar Primary School	Feasibility	Sedibeng	Southern	Non-Residential buildings	Mega Primary Schools
Tshepiso - Primary School - ACT	Construction of a new Primary	Works	Sedibeng	Southern	Non-Residential buildings	Mega Primary Schools

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

	School through ACT					
Tshepong Primary School - ACT	Construction of a new Primary School through ACT	Works	Sedibeng	Southern	Non-Residential buildings	Mega Primary Schools
Jordan Secodary School	Conversion of an ordinary Secondary School into a Full ICT School	Feasibility	Emfuleni Local Municipality	South	Non-Residential buildings	Additions
Magasela Primary School	Fencing of a Primary School	Procurement	Emfuleni Local Municipality	South	Non-Residential buildings	Fencing
Nonediba Primary School	Replacement of dilapidated classrooms with ACT (remove ACT)	Feasibility	Emfuleni Local Municipality	South	Non-Residential buildings	Additions
Ramosukula Primary School	Conversion of an ordinary Primary School into a Full ICT School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Grade R
Rust-Ter-Vaal Primary School	Major additions to an existing Primary School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Grade R
Setlabotjha Primary School	Major additions to an existing Primary School	Procurement	Emfuleni Local Municipality	South	Non-Residential buildings	Additions

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

The Vaal High School	Fencing of a Secondary School	Procurement	Emfuleni Local Municipality	South	Non-Residential buildings	Fencing
Bafokeng Primary School	Rehabilitation of a Primary School	Works	Emfuleni Local Municipality	South	Non-Residential buildings	Building Maintenance
Endicott Primary School	Rehabilitation of a Primary School	Closeout	Lesedi Local Municipality	South	Non-Residential buildings	Building Maintenance
Kgokare Secondary School	Rehabilitation of a Secondary School	Feasibility	Emfuleni Local Municipality	South	Non-Residential buildings	Building Rehabilitation
Krugerlaan LSEN School	Rehabilitation of a Special School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Building Maintenance
Laerskool Noordhoek	Rehabilitation of a Primary School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Building Maintenance
Laerskool Vaalrivier	Rehabilitation of a Primary School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Building Maintenance
Laerskools Drie Riviere	Rehabilitation of a Primary School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Building Maintenance
Lakeside Estate Primary School	Rehabilitation of a Primary School	Procurement	Midvaal Local Municipality	South	Non-Residential buildings	Building Rehabilitation
Mojala-Thuto Primary School	Rehabilitation of a Primary School	Feasibility	Sedibeng	South	Non-Residential buildings	Building Maintenance

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

Mosioa Primary School	Rehabilitation of a Primary School	Feasibility	Sedibeng	South	Non-Residential buildings	Building Maintenance
Panfontein Intermediate	Rehabilitation of a Primary School	Feasibility	Sedibeng	South	Non-Residential buildings	Building Maintenance
Pitseng Primary School	Rehabilitation of a Primary School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Building Maintenance
Sapphire Secondary School	Conversion of an ordinary Secondary School into a School of Specialisation	Feasibility	Sedibeng	South	Non-Residential buildings	Building Maintenance
Vereeniging Gymnasium	Rehabilitation of a Secondary School	Design	Emfuleni Local Municipality	South	Non-Residential buildings	Building Maintenance

DEPARTMENT OF HEALTH

Project Name	Project Description	Project Status	Municipality	Corridor Name	Economic Classification(Buildings and other fixed structures, goods and services, plant, machinery and equipments, COE)	Type of Infrastructure
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PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

Heidelberg Hospital - Electro	Electro-Mechanical	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Sebokeng Hospital - Electro	Electro-Mechanical	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Johan Heyns - Compressed natural gas infrastructure - - Electro	Construction 76% - 99%	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	PHC - Community Health Centre
Heidelberg - Compressed natural gas infrastructure - Electro	Construction 76% - 99%	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Heidelberg Hospital - Electro	Construction 76% - 99%	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Boitumelo Clinic- Construction of new Clinic-ID	Construction of New Clinic	Construction	Sedibeng	Southern	Building & Other Fixed Structures	PHC - Clinic
Evaton West Clinic - Construction of new clinic	Construction of New Clinic	Tender Evaluation	Sedibeng	Southern	Building & Other Fixed Structures	Tender Evaluation
Sebokeng Hospital - Revitalization	Construction of New Hospital	Identified	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - Regional
Sebokeng Zone	PHC - Clinic	Construction	Sedibeng	Southern	Building & Other Fixed	PHC - Clinic

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

17 Clinic		1% - 25%			Structures	
Orange Farm Clinic- new clinic	Design and construction clinic	Tender	Sedibeng	Southern	Building & Other Fixed Structures	PHC - Clinic
Kopanong Hospital - Psychiatric ward 1 & 2	Refurbishment of psych	Identified	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Kopanong Hospital - Renovations to accommodate TB beds	Renovations to TB ward	Final Completion	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Heidelberg Forensic Mortuary	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	FPS
Heidelberg Hospital	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Kopanong Hospital	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Sebokeng EMS	Planned, statutory and preventative maintenance	Building & Other Fixed Structures	Sedibeng	Southern	Building & Other Fixed Structures	Ambulance/ EMS Station
Sebokeng Forensic Mortuary	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	FPS
Sebokeng	Planned, statutory and	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed	

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

Hospital	preventative maintenance				Structures	Hospital - Regional
Sedibeng District CHCs	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	PHC - Community Health Centre
Sedibeng District Clinics	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	PHC - Clinic
Sedibeng District Office	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Office Accommodation
Heidelberg Hospital	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Building & Other Fixed Structures	Hospital - District
Heidelberg Forensic Mortuary	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Sedibeng	FPS
Sebokeng EMS	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Sedibeng	Ambulance/ EMS Station
Sebokeng Forensic Mortuary	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Sedibeng	FPS
Sebokeng Forensic Mortuary	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Sedibeng	Hospital - Regional
Sedibeng District	Planned, statutory and	Construction 1% - 25%				PHC -

PROVINCIAL PROJECTS 2018/19 EARMARKED FOR SEDIBENG DISTRICT MUNICIPALITY

CHCs	preventative maintenance		Sedibeng	Southern	Sedibeng	Community Health Centre
Sedibeng District Clinics	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Sedibeng	PHC - Clinic
Sedibeng District Office	Planned, statutory and preventative maintenance	Construction 1% - 25%	Sedibeng	Southern	Sedibeng	Office Accommodation

ADMINISTRATION TEAM



S. Khanyile
Municipal Manager



K. Wiese
Chief Financial Officer



M. Makhutle
Executive Director
Corporate Services



Z. Majola
Executive Director
Strategic Planning &
Economic Development



J Nxumalo
Executive Director
Community Services



N. Baleni
Executive Director
Transport, Infrastructure
& Environment



A. Mokonane
Director
Office of the Executive Mayor



M. Mpontshane
Director
Office of the Speaker



J. Tsoho
Director
Office of the Chief Whip



S. Mpeta
Director
Office of the Municipal Manager

