

# **Sedibeng District Municipality Annual Report 2005-2006**

## **Chapter 1**

### **1.1 Foreword - Executive Mayor**

### **1.2 Foreword - Municipal Manager**

Municipal elections were held in March 2006 during the year under review. Mayor Hlongwane was re-elected and there were certain changes in the political leadership.

The elections led thereto that the mandate for the new term of office had to be attended to and included in the Integrated Development Plan to deliver on the mandate of the ruling party until 2014.

The year under review was also characterized by significant institutional challenges, as the Municipal Manager and Chief Financial Officer were suspended in September 2005 and a significant number of senior managers were acting.

Notwithstanding the abovementioned problems, the people acting as Executive Managers did everything within their powers to render an effective and efficient service to Sedibeng District Municipality's stakeholders as can be seen from the reports that follow.

The 2004/5 Annual Report, IDP and budgets were considered and approved timeously. Service delivery continued in respect of health care, emergency medical services, vehicle registration and licensing, disaster management, tourism promotion, local economic development, management of fresh produce market, management of heritage facilities

Some of the highlights of the year included:

- Installation of CCTV cameras in Vereeniging CBD and Sebokeng;
- Hosting of agricultural summit in December 2005;
- Development of permanent Sharpeville Exhibition;
- Rollout of Novell software to improve Information Technology Services; and.
- Actions to resolve critical problems of air and water pollution through an intergovernmental action committee.

We were privileged on 16<sup>th</sup> October 2005 to host the President at a Presidential Imbizo. This event served to galvanize officials to improve service delivery and address our economic development and governance challenges.

I wish to thank the political leadership and all staff for their individual and collective contributions during the year under review. Without the leadership of the Executive Mayor and the Management team, the tasks would not have been dealt with successfully.

## **CHAPTER 1:**

### **Overview of Sedibeng District Municipality**

Sedibeng District Municipality (SDM) is located in the southern part of Gauteng and extends for 120km from east to west.

SDM has a population of 794605 (Stats SA: 2001) covering an estimated total area of 4630 square kilometers.

There are three local municipalities located within its boundaries, namely Emfuleni Local Municipality, Lesedi Local Municipality and Midvaal Local Municipality.

The total population is distributed amongst the three local municipalities as follows: Emfuleni (83%); Lesedi (9%) and Midvaal (8%).

#### *Socio-economic characteristics.*

The largest sector of the population is the 0-14 year old age group followed by the 15-24 year olds (Stats SA 2001).

21% of the economically active population are employed in the manufacturing sector, with Social services (16%), Services (including Tourism) (15%) and Trades (11%) being the other significant employment sectors.

Unemployment is of serious concern with 44% of economically active population being unemployed (Stats SA 2001). The unemployment rate is most serious in the Emfuleni area (38%), followed by Lesedi (27%) and Midvaal (9%). Population growth (2%) is outstripping the average annual economic growth rate (0.5%).

The informal sector has grown as formal employment opportunities declined. However the informal sector represented only 13% of total employment in 2003 (IDP 2006/7).

Non-attendance at educational institutions in Sedibeng District is 29% which is a serious cause for concern both now and in the future. 50% of school buildings are in a poor condition while 23% of schools have poor road access (IDP 2006/7).

#### *Housing*

Housing Backlog statistics vary between 52 300 units (SDM Status Report) and 71 442 units (Gauteng Provincial Government Report).

82% of the Sedibeng population has access through formal housing and 18% through informal housing (DBSA 2001).

#### *Water*

98% of households have access to piped water of which 10% must use a communal tap. All households receive 6 kilolitres of FBW while 41% receive FBW in Lesedi and 87% in Midvaal (GPG 2005).

### *Sanitation*

5% of all households in the Sedibeng District have access either to the most rudimentary form of bucket toilets (2%) or no access to toilets at all (3%) while 95% have access to toilet facilities ranging from basic to flush toilets (DBSA 2001 from Census Statistics).

### *Electricity*

14% of households in Sedibeng are not electrified. Despite electrification 16% of households continue to use coal with the largest number of households in Emfuleni still burning coal.

Lesedi has extended the 50 kW of free electricity to all electrified households while the policy only applies to indigent households (income less than R500 per month) in Emfuleni and Midvaal.

### *Spatial and Land Use*

The main urban areas are found in the Vereeniging, Vanderbijlpark and Evaton/Sebokeng areas. There are smaller urban areas in Meyerton (Midvaal) and Heidelberg/Ratanda (Lesedi).

### *Environment*

The Sedibeng District has a high level of air and water pollution emanating from gases and particulates emitted by several local industries as well as from mining operations in Johannesburg and the East Rand. The burning of coal by township residents contributes significantly to the air pollution.

## *Vision*

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

## Values

- Service orientation
- Discipline
- Professionalism
- Equity
- Commitment
- Consistency
- Anti-corruption
- Transparency

## **Key Performance Areas**

Through a process of stakeholder and internal workshops, the Sedibeng District Municipality developed, with the intention to realize its broad developmental vision, the following Key Performance Areas (KPA's) to ensure that the vision would be realized:

1. Alleviate of poverty in pursuit of a better life for all
2. Contribute to economic growth and development
3. Deliver cost-effective and sustainable service delivery
4. Effective and efficient communication with stakeholders
5. Establishment of financially viable local government
- 6A Implement good corporate governance
- 6B Implementation of co-operative governance
7. Integrate environment, social and economic development into spatial plan
8. Compliance with Municipal Finance Management Act, 2003 (MFMA)

## **CHAPTER 2: HUMAN RESOURCES AND MANAGEMENT**

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

### **2.1 Breakdown of structures within Clusters**

<b>Cluster</b>	<b>Structures</b>
Office of the Speaker	Speaker Support Staff
Office of the Executive Mayor	Mayoral Support Staff
Municipal Manager's Office	Municipal Manager Administrative Assistant Municipal Support Services (MSU) Manager Administrative Assistants PIMMS Manager Administrative Assistant Performance Management (PMS) Manager Integrated Development Planning (IDP) Manager Administrative Assistant Coordinator Public Participation & Community Liaison
Management Support Services (MSS)	Executive Manager Administrative Assistant Department: Corporate and Legal Manager Assistant Manager (Corporate) Administrative Assistant Division: Corporate Division: Legal Department : Human Resources Manager Administrative Assistant Division: Personnel Administration Division: Training and Development Division: Labour Relations and Occupational Safety Department: Information Management Manager Operations Manager: Emfuleni Operations Manager: Sedibeng Municipality Operations Manager: Midvaal Division: Emfuleni Division: Sedibeng Division: Midvaal
Public Safety and Licencing (PSL)	Executive Manager Administrative Assistant Manager: Disaster Management Assistant Manager: Fire and Rescue Services Assistant Manager: Safety & Liaison Department: Disaster Management Department: Fire and Rescue Department: Safety & Liaison
Social Services (SS)	Executive Manager Administrative Assistant Assistant Manager: Primary Health Care Assistant Manager: Municipal Health Services

Cluster	Structures
	Assistant Manager: Emergency Medical Services Assistant Manager: Infectious Diseases: HIV & AIDS Assistant Manager: Culture; Heritage; Arts; Recreation; Sports Department: Primary Health Care Department: Municipal Health Services Department: Emergency Medical Services Department: Culture; Heritage; Arts; Recreation; Sports
Planning; Economic Development; Tourism Housing. (PEDTH)	Executive Manager Administrative Assistant Assistant Manager: Development Planning Assistant Manager: Economic Development & Tourism Assistant Manager: Housing Department: Development Planning Department: Economic Development & Tourism Department: Housing
Infrastructure Development (InSDEV)	Executive Manager Administrative Assistant Manager: Environmental Management Assistant Manager: Environmental Awareness Assistant Manager: Environmental Management Assistant Manager: Waste Management Manager: Fresh Produce Market Manager: Technical Services Assistant Manager: Projects and Facilities Assistant Manager: Transport Department: Environmental Management Department: Fresh Produce Market Department: Technical Services

## 2.2 Vacancy rate

During the 2005/2006 financial year, five of the six Executive Managers either resigned or were suspended. In addition to this the Municipal Manager resigned and the remaining appointed Executive Manager was appointed as the acting Municipal Manager.

The Table below reflects the staffing position by June 2006 showing the % of approved posts in each functional area.

### **Staffing positions in each functional area**

<b>Functional Area</b>	<b>Filled</b>	<b>Vacant</b>	<b>Total</b>	<b>% of positions filled</b>
Office of the Speaker	3	2	5	60.00
Office of the Mayor	4	3	7	57.14
Office of the Municipal Manager (OMM)	7	4	11	63.14
Management Support Services (MSS)	69	3	72	95.84
Public Safety and Licencing (PSL)	151	66	217	69.59
Financial Services (FD)	19	8	27	70.37
Infrastructure Development (InSDEV)	47	6	53	88.68
Social Services (SS)	196	28	224	87.50
Planning Economic Development Tourism Housing (PEDTH)	20	6	26	76.93

### **2.3 Organizational Capacity Building**

A Workplace Skills Plan (WSP) was approved in September 2005.

Arising out of the 2005-06 WSP the following training interventions were identified by the Executive Managers in consultation with their staff. In arranging the relevant courses a balance between the needs of the various staff levels and the needs of the Clusters were maintained.

## **Work Skills Plan Training Interventions 2005-06**

<b>Training Course</b>	<b>No of Employees</b>	<b>Staff Levels</b>
Performance Appraisal	74	1 to 4
Leadership Development	40	1 to 4
Record management	5	7 to 9
Project management	32	1 to 6
Empowering the Office Professional	32	6 to 9
Writing for Business Results	32	6 to 9
Excel training (Intermediate)	8	5 to 10
PowerPoint (Intermediate)	8	5 to 10
Word (Advanced)	8	5 to 10
Excel (advanced)	8	5 to 10
Customer Care	32	4 to 8
Finance for Non-financial managers	16	1 to 4
Occupational Health & Safety Act	66	All levels
Batho Pele	120	All levels
Disaster Management: (i) Officials	43	1 to 9
(ii) Fire & Rescue	40	8 to 14
<b>Total</b>	<b>621</b>	

The amount of R622 000.00 allocated for training interventions was spent.

### **2.4 Occupational Health and Safety**

In line with the requirements of the Occupational Health and Safety Act No. 85 of 1993 the Occupational and Safety unit has the responsibility of ensuring that all employees and Councillors of the municipality are working in a safe and healthy environment

In the year under review, 66 management staff attended a workshop on health and safety legislation.

### **2.5 Performance Management**

The 2005-06 Financial Year was the third year of the implementation of a performance management system which monitors performance at an individual and organizational level.

It involves two components to the process, both of which are covered by the legislation:

- A monitoring system which at its simplest provides feedback on current performance and targets improvement in future performance. In the system in use in SDM the strategic objectives are broken down to measurable Outcomes.
- A system of Performance Appraisal or review which utilizes the performance measurements to deal with both underachievement and above-average performance.

Performance results were captured on a monthly or quarterly basis which allows an employee to see his/her results. These results are aggregated upwards to reflect the organization's performance at a strategic level.



The computerized system provides the necessary Performance indicators and measurement results that are needed in both the Performance Appraisal (PA) process and the Performance Feedback process. The Performance Feedback (PF) process lets employees know how well they are performing against the standards of the organization.

Seventy-four management and supervisory staff were trained in the implementation of the Performance Appraisal process.

For in-house training needs and effective succession planning it is essential to keep accurate records of each individual employee's qualifications.

## **2.6 Financial information on Pension and Medical Aid fund contributions**

### **MEDICAL SCHEMES**

NAME	EMPLOYEES	EMPLOYEE CONTRIBUTION	SDM CONTRIBUTION	ANNUAL COST
MUNIMED	99	1279859.09	1659227.05	2939086.14
HOSMED	70	509428.00	740439.00	1249867.00
BONITAS	188	1,350,925.33	1,993,355.00	3,344,280.33
SAMWU	4	26,209.41	39,314.05	65,523.46
LA HEALTH	14	159,401.60	196,469.40	355,871.00
<b>TOTAL</b>	<b>375</b>	<b>3325823.43</b>	<b>4628804.5</b>	<b>7954627.93</b>

### **PENSION FUNDS**

NAME	EMPLOYEES	EMPLOYEE CONTRIBUTION	SDM CONTRIBUTION	ANNUAL COST
GRATUITY FUND	393	3090179.78	8129634.78	11219814.56
JOINT MUN.PENSIONFUND	6	63735.66	155798.28	219533.94
MUN.EMPLOYEES PENS.FUND	63	324870.68	952951.34	1277822.02
SALA PENS.FUND	29	327250.33	687607.22	1014857.55
NFMW	43	251285.35	705886.72	957172.07
COUNCILLORS PENS.FUND	21	452933.62	489886.12	942819.74
SAMWU	38	209994.61	532232.13	742226.74
<b>TOTAL</b>	<b>593</b>	<b>4720250.03</b>	<b>11653996.59</b>	<b>16374246.62</b>

## **2.7 EMPLOYMENT EQUITY**

The employment equity status of Council is set out in the following table:-

## SEDIBENG CURRENT WORKFORCE PROFILE

OCCUPATIONAL CATEGORY	Job Category	MALE					FEMALE					TOTAL DESIGNATED	TOTAL EMPLOYEES
		African	Indian	Coloured	Total D/Male	Total W/Male	African	Indian	Coloured	White	Total Female		
1: Permanent													
Legislators, Senior Officials and Managers	1	12	0	2	14	6	1	1	0	2	4	18	24
Professionals	2	6	0	0	6	6	5	1	0	3	9	15	21
Technicians and associated professionals	3	33	4	0	37	12	15	0	0	9	24	61	73
Clerks	4	83	3		86	14	130	5	2	32	169	255	269
Service and sales workers	5	114	1	4	119	29	58	0	3	9	70	189	218
Skilled agricultural and fishery workers	6	0	0	0	0	0	0	0	0	0	0	0	0
Craft and related trade workers	7	0	0	0	0	0	0	0	0	0	0	0	0
Plant and related machine operators and assemblers	8	19	0	0	19	0	0	0	0	0	0	19	19
Elementary occupations	9	62	0	0	62	0	54	0	0	0	54	116	116
<b>TOTAL PERMANENT</b>		<b>329</b>	<b>8</b>	<b>6</b>	<b>343</b>	<b>67</b>	<b>263</b>	<b>7</b>	<b>5</b>	<b>55</b>	<b>330</b>	<b>673</b>	<b>740</b>
2: Non-Permanent		11	0	0	11	3	8	0	0	3	11	22	25
<b>GRAND TOTAL</b>		<b>340</b>	<b>8</b>	<b>6</b>	<b>354</b>	<b>70</b>	<b>271</b>	<b>7</b>	<b>5</b>	<b>58</b>	<b>341</b>	<b>695</b>	<b>765</b>
3: Disabilities (incl above)		0	0	0	0	0	0	0	0	0	0	0	0

The above table shows that Sedibeng District Municipality is not complying with Legislation in that there are fewer women in managerial positions than men, as well as virtually there being no disabled people employed.

## **Chapter 3: Financial Services Cluster**

The Financial Services Cluster role is to ensure sound financial management and financial sustainability of the District Municipality. It seeks to achieve good corporate governance through increased accountability and sound management of revenue, expenditure control, liabilities and assets and to ensure economic efficiency and cost effectiveness of available resources

### **3.1 Structure**

The cluster consists of three departments namely:

- Management accounts
- Income and Expenditure
- Supply Chain management

### **3.2 Vision**

The Finance Department utilizes state of the art financial management principles and procedures to consistently meet the expectations of the communities and stakeholders it serves.

### **3.3 Strategic Objectives**

- To create a financially viable district municipality;
- To assist the municipality to maximize the use of their internal and external resources (particularly financial resources);
- To match the international benchmarks in the field of financial and customer service
- To ensure compliance with Local Government legislation

### **3.4 Achievements**

- Movable assets transferred to local municipalities.
- Achieved a 5,53% improvement in RSC levies collections over 2004/2005 financial year
- Rated as one of the municipalities which is financially viable within the Province
- Sufficient cash was made available for Operations/ Capex (Invested)
- Managed to meet the loan commitments and obligations
- Exceeded revenue budget
- Increased number of levy payers
- Reduced debtors balance by 31%
- Reduced unallocated deposits by 35%
- Implemented EFT Payments (Electronic payments)

- Better management of budgets
- Debt coverage was 95.6%

### **3.5 Challenges**

- Improve Supply Chain Management
- Well functioning internal audit
- Remuneration policy for Municipal Manager, Section 57 employees and contract workers to be implemented
- Future revenue sources for Council as RSC levies were replaced by a grant at the end of June 2006
- Due to the lack of support from the Department of Justice, the credit control policy could not be implemented effectively and the matter needs to be resolved in the new financial year.

## **Chapter 4: Social Services**

### **4.1 Structure**

The Social Services Cluster consists of the following departments:

#### *HEALTH AND SOCIAL DEVELOPMENT*

- Municipal Health Services (MHS)
- Primary Health Care (PHC)
- Emergency Medical Services (EMS)
- HIV & AIDS
- Social Development

#### *SPORT, RECREATION, ARTS, CULTURE & HERITAGE*

- Arts & Film
- Heritage & culture
- Sports & Recreation

### **4.2. Vision**

To secure a vibrant healthy environment for the people of Sedibeng, to live, develop and nature their culture and heritage.

### **4.3 Strategic objectives**

- Render cost effective, quality services
- Promote good co-operative governance
- Promote and maintain the health of the communities.
- Continuously develop the skills and knowledge of the workers and the communities
- Promote community participation
- Develop, maintain, preserve and market all heritage in Sedibeng District
- Contribute towards the growth and development of the district economy
- Promote and ensure the maintenance of a safe and healthy environment.
- Provide rapid, effective and efficient Emergency Medical Service to the communities.

## **4.4 Achievements**

### **4.4.1 Municipal Health Services**

- Municipal Health Services has been listed now for the first time as a “Basic Service” in the Division of Revenue Act. An amount of R12 per household in the District will be allocated to District municipalities as part of equitable share from 1 July 2006.
- Sedibeng, as the only District Municipality was selected to participate in the Urban Environmental Programme within Gauteng. Total allocation for projects can be as high as R12 million over 5 years.
- Intergovernmental Forum to address the Air and Environmental Pollution in the area was formed. Joint visits to some industries were undertaken.
- Two air monitoring stations have been installed and functioning to monitor pollution in the area of Emfuleni and Midvaal local municipalities.
- Training of Air Quality Officers of Midvaal and Emfuleni on maintenance and use of software for the air quality monitoring programme.
- Joint Inspection with the Gauteng Directorate: Veterinary Services at all butcheries in the Sedibeng area about the poor hygienic conditions. Databases were updated at the same time.
- Interaction and cooperation with DEAT in the establishment of the Vaal Air Shed Priority Area as well as the establishment of the Governmental Air Quality Forum to manage the priority area.

### **4.4.2 Primary Health Care**

- Expansion of the PHC package of services within clinic facilities
- Upgrading and extension of Market Avenue Clinic completed.
- Service Level Agreement for the rendering of PHC has been finalized.
- All clinic facilities have been assessed to determine status, gaps and backlog in meeting the requirements to enable the implementation of the Pharmacy Dispensing Act.
- A phases approach has been taken by Province to close the funding gap for the rendering of PHC.

### **4.4.3 HIV & AIDS**

- The District Aids Unit, in an effort to implement ward-based HIV&AIDS programmes, trained 90% of ward councillors in comprehensive HIV&AIDS, including the Gauteng and the District HIV&AIDS strategies.

- There was an encouraging increase in stakeholders participation, which includes big businesses such as Mittal Steel, Rand Water, ESKOM, Pick n' Pay, ABI, Lafarge roofing and Vereeniging Refectories, Metalloys. All these have workplace policies and programmes in place and enjoy a relative good rapport and support from their employees and their representatives.
- The three local municipalities, through assistance from the District Aids Unit, have established HIV&AIDS Workplace Task teams and have trained them in HIV&AIDS.
- Through poverty alleviation programme, the District through Local municipalities, financially assisted indigent families with the burial of their loved ones.
- There is increased participation and conceptual understanding of the HIV&AIDS Multisectoral approach by Government Departments, which makes interdepartmental coordination effective as projects and programmes are jointly implemented. The collaboration between Department of Education and ESKOM saw the latter adopting two secondary schools for HIV&AIDS empowerment purposes. Department of Social Development distributed 6000 school uniforms to orphans and vulnerable children, including quintile 1 learners. Other Government Departments such as Correctional Services, SAPS, Home Affairs, SARS, and Labour have internal programmes that are geared towards the mitigation of HIV&AIDS.
- The district, through Health Department, has increased VCT medical and non-medical sites, which resulted in 19 237 people being tested for HIV. Twelve thousand three hundred and forty two and 3578 throughout the District are on ARV and nutritional support respectively.
- Although the District Aids Council has not been functional for sometime, the District has made progress towards stakeholders' participation through the Local Municipality Intersectoral Forums. The forums bring traditional health practitioners, SANCO, Faith Based organisations, youth, women and children service providers, NGOs/CBOs, Institutions of higher learning, hospitality sectors, the elderly, people with disabilities etc together for common approach to the mitigation of the epidemic.
- The District empowered the community members through campaigns which included candle light and the world aids day.

#### **4.4.4 Sport, Recreation, Arts & Culture, Heritage, & Tourism**

- The first phase project to upgrade Mphatlalatsane and Vereeniging Theatres continued and it is envisaged to be completed in the first quarter of the financial year 2006/07.
- Efforts were made to partner with institutions of higher learning and experts in the field of the arts in order to develop Arts talents.
- The Sedibeng Sports Council was established.

- The Metropolitan under-19 National playoffs were held in April at Boipatong and Bophelong Stadium.
- A program for the Youth on sports and HIV & AIDS was undertaken during the month of June jointly with Metropolitan and the HIV & AIDS UNIT. The program was spearheaded by established soccer players, musicians and actors with the aim of motivating the youth and campaigning against drug abuse, HIV & AIDS and crime.
- The FIFA Soccer World Cup held in Germany was screened in 6 venues across the district.
- A District Steering Committee was established jointly with EMBA Consultants to work towards the establishment of the Apartheid Legacy Heritage sites. The launch and sod turning of the Boipatong Heritage site took place in June 2006.
- A Heritage Survey in partnership with SAHRA and the local municipalities have been completed.
- Partnership with SAFA Vaal has been established.
- A Task Team to work towards planning for 2010 Soccer World Cup was established.
- A Strategic Plan for the 2010 World Cup was developed.

#### **4.4.5 Emergency Services**

- Appointed additional personnel where needs were identified during previous financial year
- G.P.G. replaced the Ambulance fleet as a whole
- Acquired a logistical support vehicle
- Response times were improved by employing new mechanisms
- Developed and successfully implemented new billing system
- Capacitated Local Municipalities by giving medical rescue vehicles to them
- Reached more than 18 000 members of public through various education and information sessions
- Schools visited on a weekly basis informing them of the services rendered
- Implemented various training initiatives for staff members

### **4.5 Challenges**

#### **4.5.1 Health**

- Future funding of MHS and PHC remains a challenge although an allocation of R12.00 per household has been provided through the equitable share for the first time commencing in the 2006/07 financial year, this constitutes only 30% of the budget for MHS.
- Due to lack of resources, the provision of health services in rural areas is not adequately covered.



- The promulgation of the Air Quality Act has ushered new responsibilities and challenges in respect of managing and controlling air pollution in the area. This will necessitate restructuring and establishment of special unit and capacitate staff in order to manage this function.
- Training and capacitation of air quality officers.
- Maintenance of an ageing ambulance fleet.
- Lack of suitable facilities to cater for EMS Service delivery stations, especially in Lesedi and Evaton area.
- Serving a large geographic area lengthens the response time.
- HIV& AIDS and T.B remains threatening diseases posing as a challenge to prevent and mitigate.
- Upgrading of clinic health facilities to enable the rendering of a comprehensive health service as well as meeting the requirements of the Pharmacy Dispensing Act.
- Rendering of an integrated PHC service under a single authority

#### **4.5.2 HIV & AIDS**

- The major challenge facing the district and the three local municipalities is to conceptualise and understand bio-medical issues, which are mostly health related; and governance and developmental issues which mostly affect municipalities.
- The re-engineering of the District Aids council which will ensure political and high level strategic decision making and monitoring of the District Aids strategy and the jointly implemented programme of action.
- The take-off of the District Workplace Programme which will bring light to the burden of the epidemic to District Municipality and local municipalities.
- Mainstreaming of HIV&AIDS within the municipalities' business plans. This will ensure that they have plans for anticipated HIV&AIDS impact.
- Effective coordination is hampered by the fact that Local Municipalities HIV&AIDS coordinators are health oriented, which compromise intersectoral and governance collaboration.
- Provincial Department of Local Government transfer funds late to municipalities, which hamper spending patterns

#### **4.5.3 Sport, Recreation, Arts, Culture & Heritage (SRAC&H)**

- Co-ordination of the service throughout the district, and promotion of intergovernmental relations.

- The theatres have been operating as receiving facilities over the years, with lack of technical skilled personnel on performing Arts. The challenge is to transform these facilities in order for them to develop a platform for the development of the arts.
- Establishing an entity that can assist in motivating and facilitating the development of Arts and theatre productions.
- Upgrading and maintenance of the theatres. There is a backlog in the maintenance of the theatres.
- Shortage of personnel.

#### **4.5.4 Emergency Services**

- An estimated shortfall of R2,4m due to the expansion of service and personnel cost
- Down time on emergency vehicles for maintenance is a huge burden
- Not adequate EMS facilities
- High accident rate within department
- Public abuse of service.

## **Chapter 5: Infrastructure Development**

### **5.1 Structure**

The Cluster consists of the following Departments:

- Technical Services
  - Roads,
  - Water,
  - Electricity,
  - Sanitation
  - Public Works
- Transport
- Environmental Management
- Fresh Produce Market

### **5.2. Vision**

To achieve socio-economic growth, development and an enhanced quality of life for all people in Sedibeng District Municipality.

### **5.3. Strategic Objectives**

- Efficient and effective management of the Department
- Provision of accessible, affordable, reliable, safe and environmentally sustainable public transport system
- Support economic growth and investment through provision of socio-economic infrastructure
- Implement the Extended Public Works Programme in a manner that optimizes employment and addresses the economic and social needs of the poor (quality of life).

### **5.4 Achievements**

#### **5.4.1 Roads and Stormwater**

The following table represents a summary of the capital projects managed during 2005/2006 financial year.

<b>PROJECT</b>	<b>BUDGET</b>	<b>COMMENTS</b>
Wessel Mota	R5,2m	Complete
Tshepiso Link Road	R2,7m	Complete
Fresh Produce Market Fence	R 324 017.00	Complete
Fresh Produce Market – Cold storage and ammonia gas plant etc.	R2m	Complete
Sebokeng Taxi City Lighting	R 383 474.00	Complete
Zone 3 Clinic	R 475 273.00	Complete
Zone 13 Clinic	R 615 228.00	Complete
Rehabilitation of primary roads in Vereeniging	R7 838 017.00	Complete
Vereeniging CBD Roads	R1 031 427.00	Complete
Vereeniging Airport	R 965 923.00	Complete
Mmampoi	R3m	Complete

Sebokeng Paving	R2,7m	Continuing
Sebokeng Paving	R5,5m (2006/7)	Continuing
Upgrading and Maintenance of Council Buildings	R2m	Ongoing

#### 5.4.2 Maintenance of Roads

The Council distributed R5 000 000.00 to three Councils as follows:

- \* R1 500 000.00 - Lesedi Local Municipality
- \* R1 000 000.00 - Midvaal Local Municipality
- \* R 500 000.00 - Emfuleni Local Municipality

#### 5.4.3 Maintenance of Council Property

Numerous maintenance, upgrading and renovations on Council buildings have been done at

- \* Mayors Parlour
- \* Technorama
- \* Fresh Produce Market
- \* Main Building
- \* Mphatlalatsane Theatre
- \* Vereeniging Civic Theatre
- \* Vereeniging Halls
- \* Fire Station

#### 5.4.4 Water and Sanitation Projects

The following Water and Sanitation Projects have been undertaken during the 2005/2006 financial year.

PROJECTS	BUDGET	COMMENTS
Sebokeng Water-care Works	R5,2m	Complete

#### 5.5 Challenges

The Infrastructure Development Cluster focuses on the development of a variety of infrastructure, stretching from roads construction to installation of bulk services. The work relating to these services require huge amounts of money. For purposes of appropriate planning, funding should be known upfront long before a financial year starts. Any delays in the procurement of funds have adverse effect on any projects to be undertaken.

## **Chapter 6: Public Safety and Licensing**

### **6.1 Structure**

The Public Safety and Licencing Cluster consist of the following Departments:

- Fire and Rescue
- Safety and Liaison
- Disaster Management
- Licensing

### **6.2. Vision**

Secure and sustain a safe and crime free environment for the community of Sedibeng.

### **6.3. Strategic Objectives**

- Integrated institutional capacity for disaster risk management.
- Disaster Risk Assessment.
- Disaster Risk Reduction.
- Response and recovery.
- Information management and communication.
- Education, Training, public awareness and research.
- Funding arrangements for disaster risk management

### **6.4 Achievements**

#### **6.4.1 Fire and Rescue**

- Training of Fire fighting personnel – 34 members trained.
- Capacity building resources – fire hoses, fire fighting foam, acid suits provided.
- Public Education and Information – 500 PIER booklets, 200 T-shirts, education at the old Vereeniging Hospital, 728 communities trained in basic fire safety and First-aid.
- Specialized fire fighting services – Claims from local Fire Services received. Payments to Municipalities were R58 886.00.
- Fire Safety By-laws and draft by-laws document has been completed and forwarded to Local Fire Services for scrutiny and adoption by their relevant Councils.
- FPA's – five FPA applications have been forwarded to the Dept. of DWAF of which three were approved.

#### **6.4.2 Safety & Liaison**

- Projects that were planned have been successfully completed, such as:

- Attended a number of Community Safety Forum meeting where programs and projects were planned
- 19 CCTV cameras were installed in (16) CBD Vereeniging, (1) Sharpville and (2) Sebokeng.
- Events attended to with the SAPS, Community and Local Municipality i.e., Community Volunteer day, 16 Day of Activism, Drug abuse/domestic violence seminars.
- The department has assisted in ensuring that joint operations take place. Operations were focused on “Arrive Alive” and Crime Prevention of priority crimes. The Crime Stats reflects a decrease in the reported priority crimes.
- CCTV Cameras are “live” in the Vereeniging CBD and Sebokeng. The network to Evaton has been installed.

#### **6.4.3 Disaster Management**

- Participated in 30 plenary meetings for special events planning and checklist for special events formulated.
- Over 500 blankets were given to destitute families, due to flash floods and fires.
- Seven tents were given to victims of floods, fires and evictees.
- Took part in the Pier launch for awareness.
- Tenders went through for procuring ten fire fighting trailers and 5 portable water trailers.
- Lesedi disaster plan has been revised for perusal.
- Informal information sessions with employees from B Municipalities to indicate the District’s roles and responsibilities were held.
- Assisted with the flood control of the Vaal Dam system.
- Disaster Management was included in the Joint operating committee for Avian flu.
- Disaster Management Committee for Rand Water National key point was established.
- Database for hospitals and clinics in Sedibeng, Midvaal, Lesedi and Emfuleni updated.
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#### **6.4.4 Licensing**

- Dedication of personnel making it possible to sustain service delivery during difficult circumstances at times. Their efforts resulted in the department generating sufficient revenue to record an income of R0,5 million above expected target for this period.

### **6.5 Challenges**

#### **6.5.1 Fire and Rescue**

- Severe personnel constraints in Local Municipalities Fire Services hampering speedy progress in availing personnel to be trained.

- Large volumes of communities and the high level of risks in the Informal Settlements necessitate vigorous Public Education programs so as to alleviate the dangers faced by communities and once again the need for full force and full time Fire Services training workforce. Large amounts of funds are needed to address this.
- Threatening veld fires and bush fires necessitate the establishment of organised farmers and or Associations so as to curb and control damages sometimes associated with these types of fires.
- Fire Safety By-laws are a need in order to control and manage communities towards principles associated with fire safety. Much training and education can be provided but enforcement on behaviour is also needed.
- Sedibeng area is one the high risk areas in the country. It is surrounded by companies operating with dangerous substances; our roads are full of heavy duty vehicles transporting dangerous goods that can be involved in incidents threatening our community's lives, property damages and even our environment.

### **6.5.2 Safety and Liaison**

- To ensure that our local municipalities play a more meaningful role within the community and identified structures
- The CCTV control room is experiencing staffing problems in respect of SAPS staff. There are insufficient personnel and this can have a serious impact on the service delivery. The SAPS is also busy restructuring itself and could impact on staff that are currently been utilized in the centre.
- The Evaton Regeneration Project (ERP) has also become involved in the project. The Gauteng Housing Department had set aside an amount to invest in CCTV systems for Evaton. The department then informed us that they will no longer be providing funds for Evaton. This resulted in certain time frames not been met. Problems are also been experienced with ESKOM regarding the provision of electricity.
- Councils will also need to react to suggestion made by the SAPS to deal with certain environmental factors that contribute to crime and to also ensure that the safety of our communities is taken into account.
- The Community Safety Forum will ensure that all crime prevention projects held by the different departments are properly coordinated so as to prevent duplication. There are still certain gaps that will need to be addressed so as to ensure that integration and co-ordination takes place.

### **6.5.3 Disaster Management**

- Unstructured channels of communication amongst external stakeholders, B municipalities and the province.
- Lack of Human Resource Capacity and lack of resources for the day to day running of the office.

- Lack of templates from the national and provincial Disaster Management Centre for uniformity during the implementation of the Act.
- Lack of a Disaster Management Centre, as per the act, with all necessary resources.

#### **6.5.4 Licensing**

- It is an ongoing challenge to be efficient and effective while forced to wait for the alterations and other improvements to the LSC's take place.
- To effectively comply with the BPM
- e-NaTIS training must be given to all operators of the system prior to its commissioning in November of this year.



## **Chapter 7: Management Support Services (MSS)**

### **7.1 Cluster Structure**

The Cluster consists of the following Departments:

- Corporate and Legal
- Human Resources (Dealt with in chapter 2)
- Information Management

### **7.2 Vision**

Management Support Services is an innovative, dynamic and developmental cluster that efficiently and consistently meets and exceeds the expectations of the Council and the other clusters.

### **7.3 Strategic Objectives**

#### **Corporate & Legal**

- Ensuring Legislative Compliance
- Drawing, vetting and review of contracts
- Management of contracts
- Review of policies
- Transfer of land
- Management of Council Agendas

### **7.4 Achievements**

#### **7.4.1 Corporate and Legal**

- The function of ensuring compliance with legislation is an ongoing function where it is ensured that Council comply with Legislation. The services of a service provider (Lee Compliance) have been obtained to assist Council with keeping legislation up to date.
- During the financial year a number of contracts were attended to and amendments made where necessary.
- The electronic component of the electronic records system is still new and is not functioning properly. Training has been undertaken but more training is to take place.
- A number of contracts were reviewed and commented on. A Records Management Policy was adopted and forwarded to National Archiving who also approved it.

- The process of transferring of land is a long process and therefore this is an ongoing matter. Outstanding transfers are the Technorama and Fresh Produce Market where certain legal processes are delaying the finalization of the transfers.
- The number of Council meetings as well as Mayoral Committee meetings that took place is as follows:-

Council	:	4
Special Council	:	1
Mayoral Committee	:	15
Special Mayoral Committee	:	7

- Secretariat services were also rendered to Bid Adjudication Committee and Audit Committee.

#### **7.4.2 Information Management**

- The Sedibeng District Municipality took a council resolution on 30 November 2005 to embark on a proposed network Migration Path for the Novell Network Infrastructure that will impact on the Sedibeng District Municipality (SDM), Emfuleni LM and Midvaal LM.
- In line with the upgrade of the Novell network infrastructure it was necessary to upgrade legacy equipment in the ELM. Failure to align hardware with the proposed infrastructure upgrade would have led to certain failure as numerous incompatibility issues would come into play. The upgrading of the legacy equipment in the ELM started on 17 May 2006 with the delivery of 315 new personal computers.
- The Computer centre situated at the Meyerton Offices was completely revamped during this period. Twenty four (24) new network points, 22 new ups power points were installed in the centre.
- Various enhancements and upgrades were done to the infrastructure in this period.
- Items include:
  - Radio Link upgrade Electricity Vdbp – Fire Vereeniging
  - Local Area Network installation – Evaton Library (pints, wall cabinet, switch)
  - Local Area Network installation – Health Sebokeng (76 points, wall cabinet, switch)
  - Radio link – Sebokeng Health – Langerand Main Tower
  - Local Area Network installation – Metsi-a-Lekoa (9 points)
  - Electricity Department – upgrade of switches
- The SDM acquired the Quidity System for tracking and archiving of council documents in accordance with the specific Acts governing the Archiving of official documents. The system was successfully installed within the records section in the Management Support Cluster in October 2005.
- On 24 September 2005 a new Sun Solaris file server was commissioned for the Emfuleni Local Municipality. This was necessitated by the growth in disc space requirements and the need for greater processing power to facilitate processes running on the server.
- The database running on the Unix File Server hosting the Venus system for the Emfuleni Local Municipality was segmented in this period. This segmentation had a substantial impact on the debit raising and month end cycles by reducing the processing time to a few hours. The back-up time-frame was also reduced.

- Payday is the software used for the Salary administration and HR functions within Sedibeng District Municipality. This upgrade was successfully installed on July 2005 on all desktops in the Salaries section of the Finance Department and on the computers of the Human Resources department.

## **7.5 CHALLENGES**

### **7.5.1 Corporate & Legal**

- Not all original contracts, or copies in some instances, are brought to the Directorate for safe-keeping. This presents a problem when the contracts are needed.
- Use of the contract management component of the electronic records system. The service provider has undertaken to adjust it to be more user friendly, and to be more accommodative of our needs.
- The Directorate is not given adequate instructions in relation to the drawing of contracts. This causes unnecessary delays in the finalization of the contract. An information session was held, which included the expectations and roles of everyone involved with contracts, from instructions to finalization.

### **7.5.2 Information Management**

- Due to the increased workload on staff in the Emfuleni and Midvaal Local Municipalities, serious consideration must be given to the enlargement of the support team rendering the IM service to these local Municipalities
- Immense pressure is placed on the SDM IM staff resources, juggling the installation and simultaneously supporting the current structure. Staff will be required to learn new technical and software engineering skills at an immense pace and a full commitment will be required from staff to ensure successful implementation and migration of the system.
- This department is in the process of aligning all policies and procedures with the specifications set by the Auditor General. These procedures should govern all actions and tasks undertaken by all staff when utilizing technology tools
- Over twenty one specialized systems exists outside of the Finance systems and departments utilizing specialized systems intend to buy another twenty two additional software packages/systems to assist them in daily tasks. It is essential to align these systems with a proposed Technology Path Charter and to consolidate these systems into our existing platform and infrastructure frame work to ensure seamless integration of these systems.

## **CHAPTER 8: PEDTH (PLANNING, ECONOMIC DEVELOPMENT, TOURISM AND HOUSING)**

### **8.1 CLUSTER STRUCTURE**

The cluster consists of the following departments:

- Local Economic Development and Tourism
- Development Planning
- Housing

### **8.2 VISION**

To create growth and integrated sustainable development based on quality planning and delivery processes that enhance spatial integration, living environments, investment, tourism and economic viability.

### **8.3 STRATEGIC OBJECTIVES**

#### **The Objectives for the Department: LED and Tourism:**

- Creation of economic enabling environment through good governance
- Enhance human resource development in the District
- Promote SMME Development
- Facilitate Industrial and Big Business Development
- Promote Agricultural Development
- Implement a Tourism Strategy
- Implement a Tourism Marketing Strategy
- Implement a Tourism Capacity and Skills Development Plan

#### **The Objectives for the Department: Development Planning:**

- Co-ordination and implementation of the Evaton Regeneration Project
- Review of the Sedibeng Spatial Development Framework
- Co-ordination and development of Urban and Rural Development Strategies
- Establishment of a Planning Information Management System
- Establishment of a Planning Information Resource Centre
- Co-ordinate development of a Sedibeng Access Restriction Policy
- Co-ordinate development of Uniform Land Use Management System

#### **The Objectives for the Department of Housing**

- Formulation of District Land Use Management and Planning Guidelines
- Establishment of a Planning Information Management System
- Implementation of the Sedibeng Integrated Economic Development Plan
- Implementation of the Sedibeng Tourism and Marketing Strategy and Plan
- Formulation of the Sedibeng Housing Policy and Housing Delivery Plan
- Guiding and facilitating the implementation of Housing Delivery Programmes

## **8.4 ACHIEVEMENTS**

### **8.4.1 Department Local Economic Development and Tourism**

- Updated the Sedibeng Economic Development Plan
- Implemented SMME Capacity Building Programme by establishing a SMME service providers' catalogue and data base. A SMME Support Forum was established
- Supported the establishment of Co-operatives
- Undertake joint programme with DPLG to implement Sedichem
- Development of Informal Economy Sector Strategy
- Formulated marketing plan to attract potential industrial investors – first phase
- Supported establishing of single Industrial Chamber
- Compiled a database of all business chambers/ associations in the district
- Assistance rendered to emerging farmers by establishing of commercial farmers and household farmers
- Established a Farmers' Forum to monitor spending and co-ordinate the solicitation of funds
  
- Investigated the establish Institutional Framework to drive Tourism
  - Tourism Strategy Implementation
  - Maintain databases
  - Formulate Tourism Product Development Plan
  - Develop a tourism marketing plan
  - Facilitate development of new Tourism products
  - Develop new Tourism Routes
  - Formulate co-ordination plan for LM's tourism offices:
  - Establish a Tourist information centre
  - Publish brochures
  - Update websites
  - Signage Strategy
  - Branding
  - Investigate establishment of Sedibeng Tourism Agency and link to Economic Development Agency
  
- Conducted tourism skills development workshops
  - Implement training for tour guides
  - Identify service providers
  - Plan & implement training programme

### **8.4.2 Department Development Planning**

Reviewed the Spatial Development Framework successfully

- SDF information linked to Planning Information Resource Center (PIRC).
- Preparation of Urban & Non-Urban development strategy started and done in house (project plan completed)
- Audited of local municipality information done in house
- Research in search for a best practice model for urban and rural development in Sedibeng done in house and completed as well as presented
- Research questionnaires for stakeholder involvement completed
- Stakeholder identification completed.

- Planet GIS established and completed through SDV process
- GIS project plan completed and being updated for effective implantation
- Established a Planning Information Resource Centre (PIRC)
- Sedibeng Access Restriction policy was attended to.
- Land management and administration function created.

### 8.4.3 Department: Housing

The Sedibeng District Municipality inherited a number of incremental projects from the disestablished Lekoa/Vaal Metropolitan Council in November 2000 including Kanana, Eatonside, Evaton Estates, Lakeside (Angola), Johandeo, Tshepiso and Sicelo. Eatonside and Evaton Estates are collectively referred to as Eatonside due to the intricate nature of the areas. The projects were to deliver a total of over 9 134 units. These projects had as their primary objective the delivery of serviced sites to beneficiaries on freehold basis.

The projects were variably started between 1996 and 1998. To-date, all the sites have been serviced.

The financial summary on the project is as indicated below:

<b>Name of Project</b>	<b>No of Units</b>	<b>Budget Balance</b>	<b>Start Date</b>	<b>End Date</b>
Kanana	2553	R1 578 524,00	1995	2006
Eatonside	1611	R952, 047,00	1997	2005
Lakeside	380	R80, 720,00	1995	2005
Johandeo	2009	R376,106,00	1997	2005
Tshepiso North X3	1500	R345,000,00	1998	2005
Sicelo	1089	R350,000,00	1998	2005

The situation in terms of subsidy approvals and transfers are as follows:

<b>Project</b>	<b>Units</b>	<b>Approvals</b>	<b>Transfers</b>
Kanana	2553	2013	0
Eatonside	1611	954	245
Lakeside	380	364	343
Johandeo	2009	1870	1263
Tshepiso	1500	0	0
Sicelo	1089	860	750
<b>Totals</b>	<b>9142</b>	<b>6061</b>	<b>2601</b>

The following projects areas are singled out due to the following unique problems:

Kanana

The development has been stalled by some cadastral requirements related to the provincial government and the registration of a servitude by Eskom.

These challenges have recently been resolved and both the land transfer, to the developer, and the opening of the township register have been lodged simultaneously by the conveyancer. Extension 3 of the development is the most advanced and the township register should have opened by end August 2005.

## Evaton Estates

As in the case of Kanana, this development area also suffered the frustrations of the awaiting documents from Gauteng Province including:

- A Deed of Sale in respect of one of the Erfs in the area needs to be signed. This matter has been outstanding for several years. The DLGP have indicated that they are looking for the Erf's file.
- A transfer duty declaration by seller is being sought.

The development is fortunately in a proclaimed township where only subdivisions are to be registered.

Problems on these projects relate to the delays in the eventual transfers on the projects due to:

- Initial beneficiary having either passed away or moved off the site and new claimants have coming forward.
- Initial partners to the subsidy application have now separated leading to a dispute as to the legal owner.
- Cases of corruption where an illegible person is approved on a site while the actual beneficiary is on site and did not fill in the subsidy form.
- People on the project being rejected on the basis of prior government assistance.
- The provincial housing department's subsidy section having approved the wrong people, from outside the Sedibeng District Municipality area.

Based on experiences in the Johandeo MEC Priority project, strategies have been developed to deal with similar problems. Task teams have been set up per project area comprising of the Ward Councillor, the Ward Committee representatives, Emendo who are doing subsidy administration on the projects and officials from the provincial and local housing departments to resolve on the problems.

## 8.5 **CHALLENGES**

### 8.5.1. **Department Local Economic Development and Tourism**

- To develop an inclusive regional economy in Sedibeng, that exploit local opportunities, address local needs and contribute to National and Provincial objectives, in order to:
  - Eradicate poverty
  - Facilitate the development and integration of the Second Economy into the First
  - Exploiting the real potential and competitive advantages of the Region
- To develop a Sedibeng Growth and Development Strategy
- Develop a Marketing Strategy for Sedibeng
- Develop an Incentive Policy for Sedibeng to attract investments in all sectors.

- Implementation of the Sedibeng Agricultural Development Strategy – resulting from the Agriculture Summit
- Establishment of Networks or “Forums” with local groups and businesses with regards to issues such as:
  - Tourism (Sports, Recreation, Heritage)
  - Liquor Outlets and Taverns
  - Informal Sector
  - BIG Business

### 8.5.2 **Department Development Planning**

- Linking of an Integrated Spatial Development Plan with a management tool in order to implement what was planned for.
  - Geo-modeling to form part of land use and transportation management to monitor and evaluate cost-benefit development impact, real integration and service delivery
  - Co-ordination of National, Provincial and Regional “Spatial Development Perspectives” to inform decision making and help shape the urban fabric for sustainable living in Sedibeng;
  - Land resources should be effectively used through appropriate land use typologies and densities.
  - Creation of a compact urban form close to social and economic opportunities;
  - Promote Urban Regeneration by utilizing existing infrastructure in a manner that promotes sustainability;
  - Incentives to be created for mixed income and mixed land use developments;
  - Inform stakeholders of the UDZ’s to influence allocation and budget resources;
  - PLANNING must precede IMPLEMENTATION in order to achieve developmental governance
- Review of the Spatial Development Framework for Sedibeng
  - Development of Uniform Integrated Land Use Management System for Sedibeng.
  - Development of an Institutional Framework and Structure that will give effect to fully operational GIS and “information delivery”

### 8.5.3 **Department of Housing**

- Create a compact urban form close to social and economic opportunities;
- Promote Urban Regeneration by utilizing existing infrastructure in a manner that promotes sustainability;
- Support delivery of subsidized housing on “well located” land;
- Accelerate housing delivery
- Development of Municipal Housing Plans to be included into the IDP as a Sector Plan



- Development of Planning Frameworks to identify and plan for housing Programmes
- Housing Plan to include Project Budgets
- Prioritization of projects to be implemented
  
- Development of a Strategic Housing Development Plan for Sedibeng
- Development of an Operational Housing Development Plan for Sedibeng
- Development of Integration Mechanisms in order to achieve the following:
  - Overall Housing Plan to be overlaid on the Precinct Plans and intervention projects identified
  - Identification of priority nodes and corridors for residential development in terms of an Urban Renewal approach structured around interventions such as:
  
- Development of an Institutional Framework and Structure that will give effect to policy targets to be achieved through delivery
- Establishment of Housing Project Information Management Facility (eKhaya)
- Project to be facilitated by Province
- Information flow to and from Local Municipalities
- Evaluation of the establishment of an accredited housing unit as the Sedibeng Housing Subsidy Authority
- Finalization of District managed Housing Projects, Kanana, Lakeside, Eatonside, Johandeo and Sicelo
- Development of a GIS based Data Base for Housing, in terms of capturing, analyzing and distribution of any information related to socio-economic statistics and project statistics e.g. job creation and skills profiles.

## **ATTACHMENTS**

The financial statements for the 2005/2006 financial years are attached hereto as an Annexure.