



Sedibeng District Municipality
Corner Leslie and Beaconsfield Avenue, Vereeniging
PO Box 471, Vereeniging, 1930
Gauteng, Republic of South Africa
Tel: +27 016 450 3165
E-mail: maisakam@sedibeng.gov.za
Website: www.sedibeng.gov.za

Office of the Municipal Manager

Sedibeng District Municipality

Enquiries: Ms Betty Pieterse
Cell: 066 3000 818
Ref No:5/1/8/1/1
Friday, 19 October 2023

To: Honorable MPL Mzi Khumalo
MEC: CoGTA, e- Government, Research and Development
37 Sauer Street, Bank of Lisbon
9th Floor
Johannesburg
2001

Dear Honorable MEC,

Sedibeng District IDP, DDM, and Budget 2024/25 Process Plan

The purpose of this letter is to notify the office of the MEC about formal submission of the recently adopted and amended DDM, IDP and Budget 2024 - 25 Process Plan of the Sedibeng District Municipality. This document was developed in line with Section 47 of the Intergovernmental Relations (IGR) Framework Act (Act No 13 of 2005)

And

In terms of Chapter 05 of Municipal Systems Act of (2000) stipulating that:

A municipality must undertake developmentally oriented planning so as to ensure it:

- (a) *strives 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.*
- (c) *must ensure that National & Provincial government support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions as required by section 154 of the Constitution*

This is also in compliance with Local Government Municipal Financial Management Act of 2003, and Regulations, Municipal Structures Act and Regulations 117 of 1998 and Municipal Systems Act and Regulations 32(1(a) of 2000 and read as follows: -

“The Municipal Manager of a municipality must submit a copy of Integrated Development Plan as adopted by the council of the municipality, and any subsequent amendment to the plan, to the MEC for Local Government in the Province within 10 days of adoption of amendment of the plan “.

The attached IDP, DDM & Budget 2024/25 Process Plan of the Sedibeng District Municipality served before Municipal Council on Wednesday 30th August 2023 and was subsequently approved and adopted by council.

- Sedibeng District IDP, DDM & Budget 2024/25 Process Plan Document.
- Council Resolutions.

We hope that this letter and the supporting documents reach your favorable consideration

Yours faithfully,



Mr. Greg Makhubu
MUNICIPAL MANAGER (Acting)

19/10/2023

EXTRACT OF THE MINUTES OF THE 63RD SPECIAL COUNCIL MEETING HELD ON 18 OCTOBER 2023.

"1. SEDIBENG DISTRICT MUNICIPALITY IDP/DDM REVIEW AND BUDGET PROCESS PLAN 2024 – 2025

(15/1/8/1/1)

Office of the Municipal Manager

RESOLVED

1. THAT the Review Integrated Development Plan and Budget Process Plan and District Development Model 2024-25 as well as 25 years long-term plan to constitute Sedibeng Growth and Development Strategy 2023 – 2048, be hereby considered by Mayoral Committee and Council for approval.
2. THAT this process be co-driven and report from Municipal Manager Office and the Strategic Planning and Economic Development delineated between normal legislative IDP and Budget process Plan and the review, development, and adoption of its new 25 years long-term economic plan."

It is hereby certified that this is a true extract from the minutes of a meeting of the Sedibeng District Municipality.

Council held on: 18/10/2023
Signed by: G. MATHIBY
Designation: Acting MM
Legal And Support Services



Draft Sedibeng IDP / DDM /GDS Review and Budget Process Plan 2024/25

Our Vision:

“Sedibeng is a leading and developmental Metropolitan River City in 2030 with a strong, diverse economy and high-quality standard of living”

BACKGROUND

Before IDP Process Plan can be developed, Section 27 of the Municipal Systems Act requires that each district municipality, after following a consultative process with the local municipalities within its area, adopt a framework for integrated development planning that binds both the district municipality and the local municipalities. The IDP Framework guides both the district and local municipalities in developing their respective process plans and IDP development.

The district IDP development framework is critical to both district and its local municipalities as it gives the direction that the municipalities' IDPs should follow and drives integrated development planning within the district area of jurisdiction.

1. PREPARATION

Drafting an IDP and long-term economic plan requires a comprehensive planning process and the involvement of a wide range of internal and external role players as well as consultation. Such a process has to be properly organised and prepared.

This preparation is the duty of the municipal manager and senior management. The preparation process is referred to as the “**Process Plan**” and should contribute to the institutional preparedness of the municipality for the IDP, Budget and Long-term planning processes.

2. SEDIBENG IDP PROCESS PLAN 2024 - 25

There is some preparatory work that needs to be done by the district and local municipalities prior to the commencement of the planning process. Preparation involves the production of an “IDP Process Plan”.

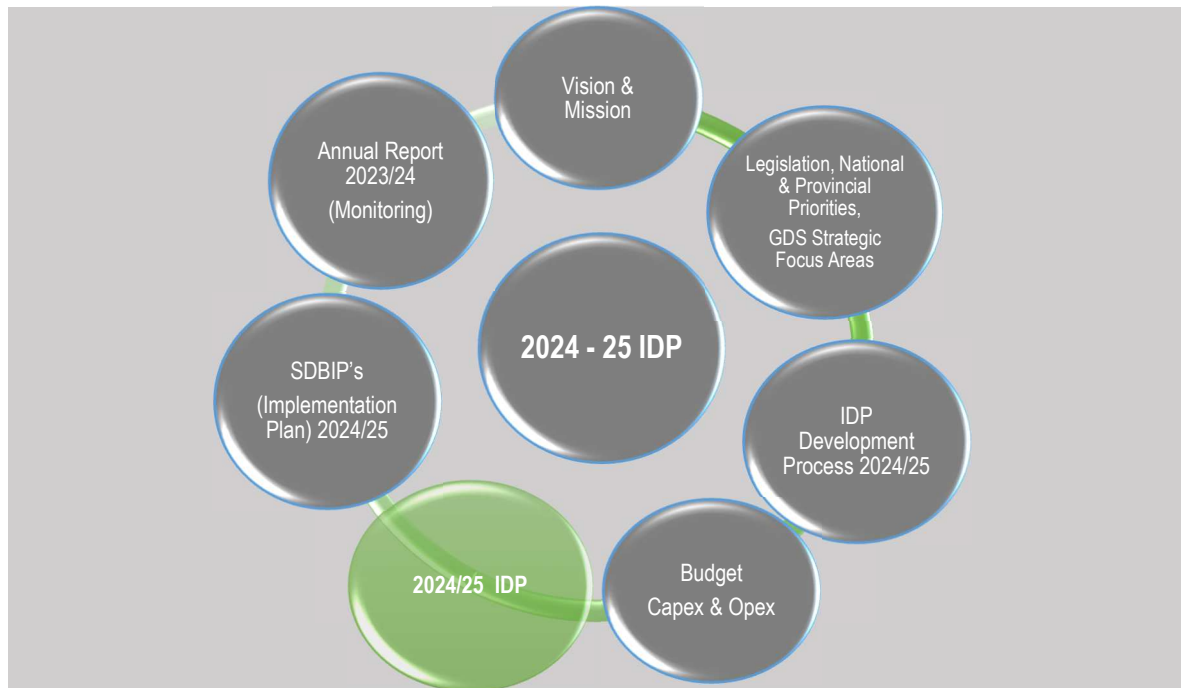
The programme is necessary to ensure proper management of the planning process. It must contain the following:

- Introduction
- Outline of the Roles and Responsibilities
- Established structures to manage the implementation of IDP process plan.
- Stakeholders and community participation process.
- Time schedule for the planning process

On the other hand, the process and management of planning process for long-term economic development plan vision 2049 for Sedibeng region. It must contain the following

- GDS Implementation report
- Establishment of Work streams to maximize participation of internal and external stakeholders in the development of new long-term plan
- Research work and content development
- Stakeholder and Community participation process
- Launch and adoption of Sedibeng GDS Vision 2049

It is envisaged that a new Sedibeng Growth and Development Strategy should be finalized and submitted by



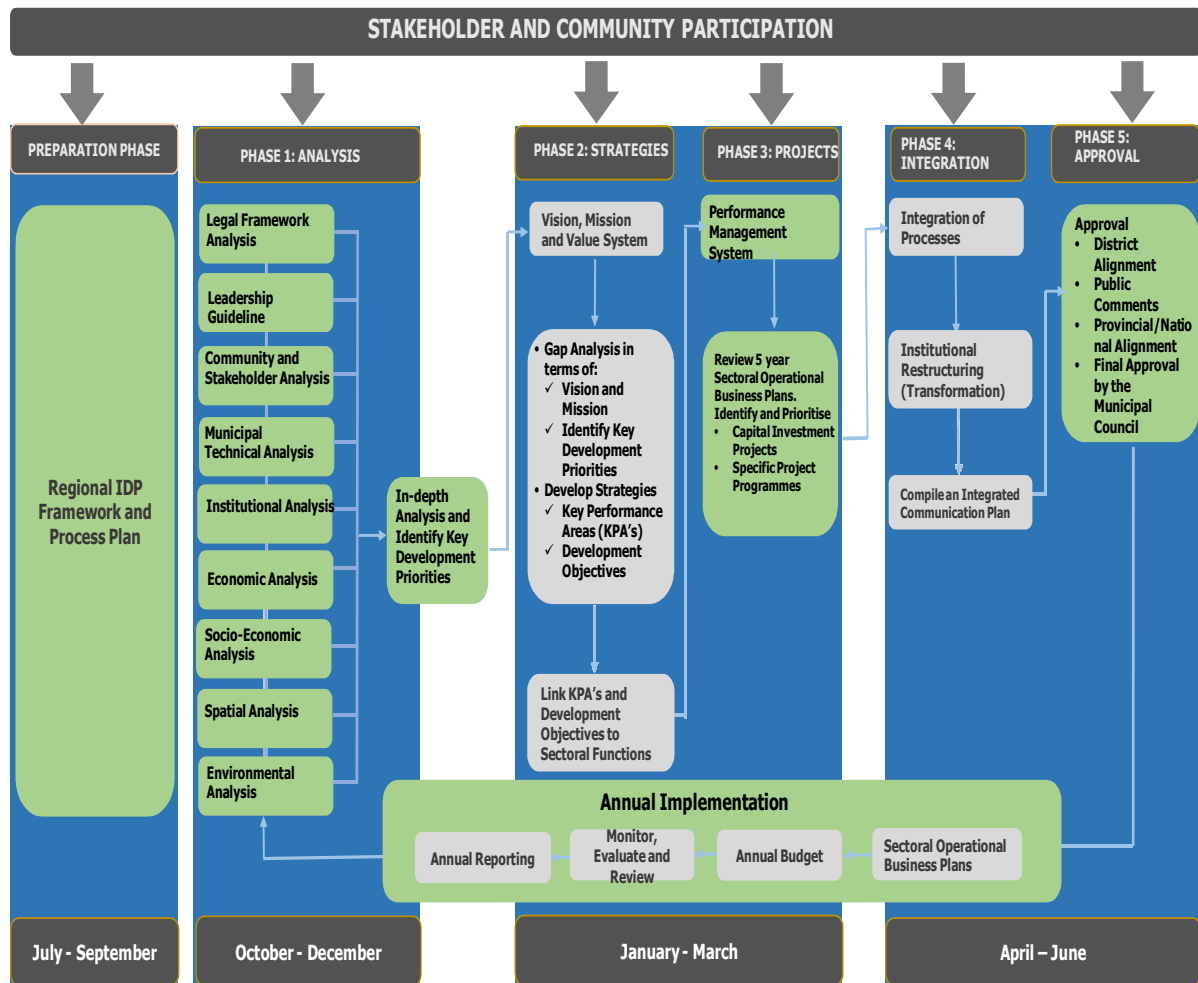
Detailed Sedibeng Process Plan Contents:

The following is the proposed table of contents, with due consideration to the prescriptions contained in legislation:

- Introduction;
- Institutional arrangements;
- Establishment process;
- Binding national and provincial plans, planning requirements and legislation
- Distribution of Roles and responsibilities;
- Stakeholders/ Public participation process;
- IDP table of contents; and
- Action Programme with timeframes and resource plan.

The IDP Process Outline:

Though municipalities are involved in the IDP process since the legislation came into play as of the year 2000, Councillors and Officials come and go and so does the dynamics in society change from timeously, which then place an obligation on all parties to get back to the basics in have a basic understanding of what the IDP process is all about. For some the process is familiar but to others, below is a synopsis of the IDP process: The diagram illustrating brief summation of the IDP process core-components:



3. DISTRIBUTION OF ROLES AND RESPONSIBILITIES

The synchronization of the planning activities between the district and local municipalities is essential to ensure that the planning activities occur and outputs are available more or less simultaneously so that the joint and complimentary responsibilities of the municipalities can be undertaken for all and by all responsible at the same time.

This approach will avoid duplication of the required processes and maximize the use of limited human resource capacities. It will also ensure consultation between the local and district municipalities for the district and over decision that effect and binding on both.

a) Roles and Responsibilities of different spheres of government:

The responsibilities to prepare and adopt IDP's lies with municipalities. However, Integrated Development Planning is an intergovernmental system of planning which requires involvement of all three spheres of government. Some contributions have to be made by Provincial and National government to assist municipal planning. The different roles and responsibilities between the three spheres include:

Sphere of Government		Roles and responsibilities
LOCAL GOVERNMENT	a) Local municipality	<ul style="list-style-type: none"> • Prepare an IDP • Adopt an IDP
	b) District municipality	<ul style="list-style-type: none"> • Prepare an IDP • Adopt an IDP • Provide support to poorly capacitated local municipalities • Facilitate the completion of a framework which will ensure coordination and alignment between local municipalities and the district.
PROVINCIAL GOVERNMENT	(b) Department of Local Government	<ul style="list-style-type: none"> • Coordinate training • Provide financial support • Provide general IDP guidance • Monitor the process in the province • Facilitate coordination and alignment between district municipalities • Facilitate alignment of IDP's with sector department policies and programmes • Assess IDP's • Provide relevant information on sector departments policies programmes and budgets • Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies.
	(b) Sector Departments	<ul style="list-style-type: none"> • Be guided by municipal IDP's in the allocation of resources at the local level
NATIONAL GOVERNMENT	(a) Department of Provincial and Local government	<ul style="list-style-type: none"> • Issue legislation and policy in support of IDP's • Provide financial assistance • Provide a national training framework • Establish a Planning and Implementation Management Support System • Provide relevant information on sector departments policies, programmes and budgets • Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies
	(b) Sector Departments	<ul style="list-style-type: none"> • Be guided by municipal IDP's in the allocation of resources at the local level

Arrangements:

The new democracy in South Africa represents a synthesis between the systems of representative democracy, where elected body like Council is the ultimate decision-making forum on municipal IDP's, where the decisions are arrived at through public consultation and processes of negotiation. For the Integrated Development Planning process, the understanding of this democracy means that;

- The process is not just a planning process within municipal government, but a forum for discussions and negotiations of various municipal stakeholders, community, and
- The final decision and accountability is with the municipal Council as the elected body answerable to the public on the utilization of the public resources.

Management of the IDP Process:

Integrated Development Planning is a mechanism to manage the affairs of the municipality and its municipal area, and hence it holds a very high status within a municipality. In terms of the Municipal Systems Act, 2000, the Executive Mayor of the Municipality and Mayoral Committee has the responsibility to manage the preparation of the IDP and assign this responsibility to the Municipal Manager.

- In most instances the process has to be managed by somebody within the municipal government, acting on behalf of the Municipal Manager, who has been assigned powers and functions to get all relevant sectors within the municipal government on board; and

- There has to be a special multi-sectoral IDP Committee or IDP Task Team which has to include all municipal heads of department and at least those councilors sitting in the mayoral committee as a basis for institutional transformation within the municipal administration.

Mechanisms and Procedures for Alignment:

Alignment is the instrument to synthesise and integrate the top-down and bottom-up planning process between different spheres of Government.

A key challenge among the role players in the IDP process is how to achieve alignment between the district, local municipalities and different development sectors to support municipal planning and development. The IDP is supposed to reflect vertical and horizontal alignment.

The following two types are critically required to ensure horizontal and vertical running of the planning process.

- Between Municipalities and the District to ensure that planning processes and issues are co-ordinated and addressed jointly.
- Between Local Government (Municipalities/Districts) and other spheres especially National / Provincial sector Departments, particularly in terms of budget alignment.

The District Municipality has the responsibility to ensure that alignment between the Local Municipalities takes place. The **Alignment Committee (Both Political and Administrative)** will be used for this purpose. This Committee will consist of Chairpersons and Members of IDP Steering Committees, all Municipal Managers (Both District and Local Municipalities), HOD's of various Clusters IDP Managers and various key government sector departments. The Department of Traditional and Local Government Affairs (COGTA) in the province will play a co-ordination role in ensuring that all other spheres, especially sector Departments understand the need for alignment and their role within the local IDP process.

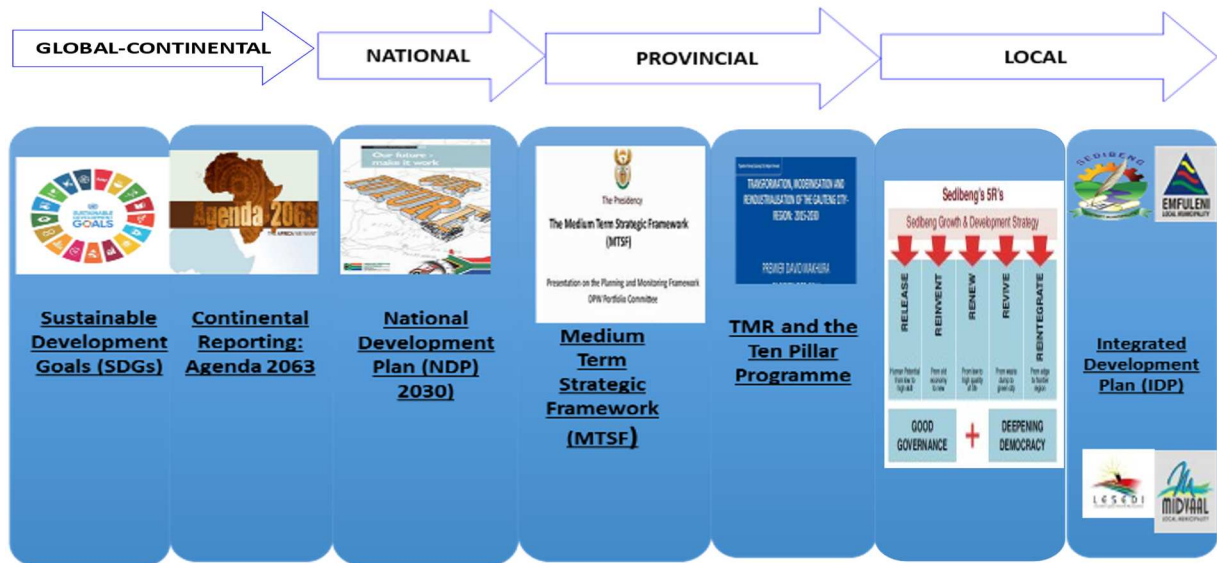
Alignment and Binding National, Provincial Policies and Strategies and District Plans:

The IDP development process 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 process, municipalities should be aware of all the relevant information. In order to use synergies and minimize costs, it is therefore the responsibility of Sedibeng district municipality to provide local municipalities with the required information. To ensure that the IDP is in line with sector requirements and can attract sector budgets, opportunities to engage with national and provincial sector departments should be utilized to establish contacts for alignment and to outline the need for information on policies, programmes and funds. The Sedibeng District Municipality and three local municipalities, with the support of the Provincial MIDP unit, will prepare a list of national and provincial legislation, plans, programmes and other important national and provincial information for the district framework workshop.

The development of the IDP 2024 – 25 will be informed and aligned with the following National and Provincial Priorities:

- National Development Plan Vision 2030
- Growing Gauteng Together (GGT 2030)
- 3rd Generation SGDS
- District Development Model
- Township Economic Development Act: 2022
- Sedibeng Five Years IDP 2022/27 and other Relevant National and Provincial policies, strategies and plans

Scope For Policy Alignment in Government



Furthermore, the District Municipality IDP Manager will use bilateral communication – telephonic/electronic / written communication as far as possible with spheres of government and other stakeholders to outline alignment needs and expectations and agree on mechanisms.

Integrated Development Planning Process is a very interactive and participatory process that requires the involvement of a different stakeholders from both the public and private sector whose objectives are as follows;

- To encourage participatory Planning with different Spheres of Government, Sector Departments and Various Stakeholders during the development process.
- To ensure Coordination, proper Integration and Alignment between the District and its Local Municipalities.
- To ensure that All involved in the Development of IDP are accountable and that the timeframes are adhered to.
- Addressing the shortcomings in the Comprehensive IDP (Five Year Plan) is to ensure that the outcomes are well documented into the Strategic Planning document of the Municipalities.

Alignment of the District IDP, GDS and Local Municipality IDP's

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 IDP is annually reviewed for incremental and successive contribution towards achievement of the five years IDP Strategy and SGDS.

District Development Model (DDM)

The DDM focuses on the district space as territorial focus area for all of government convergence and joint planning. This is different to the district as jurisdictional administrative boundaries within which powers and functions of municipalities are exercised. The DDM is anchored on the development of a One Plan for the district space. The One Plan is an intergovernmental plan setting out a 25–30-year long-term strategic framework to guide investment and delivery in relation to the district space.

The One Plan is not formulated by the district but rather as an intergovernmental plan that has to be collaboratively produced jointly by all three spheres of government. The role of local government being closest sphere to the people remains most critical in the DDM as the Integrated Development Plans (IDPs) and Spatial Development Framework (SDFs) which are developed in consultation with communities are the key informants and basis of the One Plans.

The Sedibeng District is expected to play an integral role in the development of the One Plans by coordinating the involvement of local municipalities and facilitating the processes for the district.

Implementation of One Plan (District and Local Municipalities)

Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metros spaces will be enabled by joint planning, budgeting and implementation process. The DDM articulates an approach by which all three spheres of government and state entities work cooperatively in an oriented way to ensure enhanced performance and accountability for coherent service delivery and development outcomes.

In order to achieve the desired developmental outcomes and impact in municipal spaces, the DDM sets out three principles, namely;

- Spatial Logic
- Spatial Budgeting
- Integration for geographic impact and spatial accountability.

Alignment of the Integrated Development Plan with ONE Plan

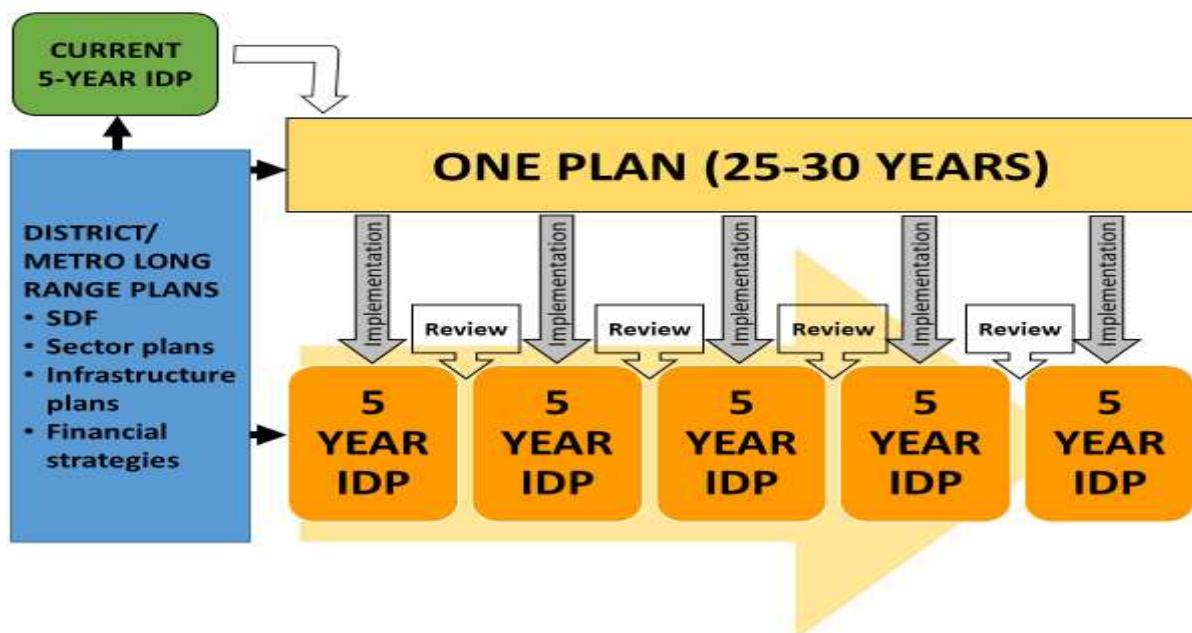
The alignment of IDPs and One Plans refers to IDPs incorporating the priorities and commitments contained in the One Plans. It is therefore important that the One Plans are incorporated into and aligned with the municipal IDPs towards ensuring that the respective programmes, projects and service delivery targets are implemented on the short-medium-long term processes so that service delivery occurs in the municipal and district/metro spaces and continuously sustained throughout the different elected terms into the future.

Going forward into the next generation of IDPs (5th Generation), assessments of the IDPs will also serve to monitor implementation of the One Plan commitments and provide opportunity to engage additional support from provincial and national sector departments on both the IDP and DDM One Plans. The One Plan will furthermore strengthen and enhance the IDPs and other plans of municipalities and provide greater certainty and direction for the IDPs.

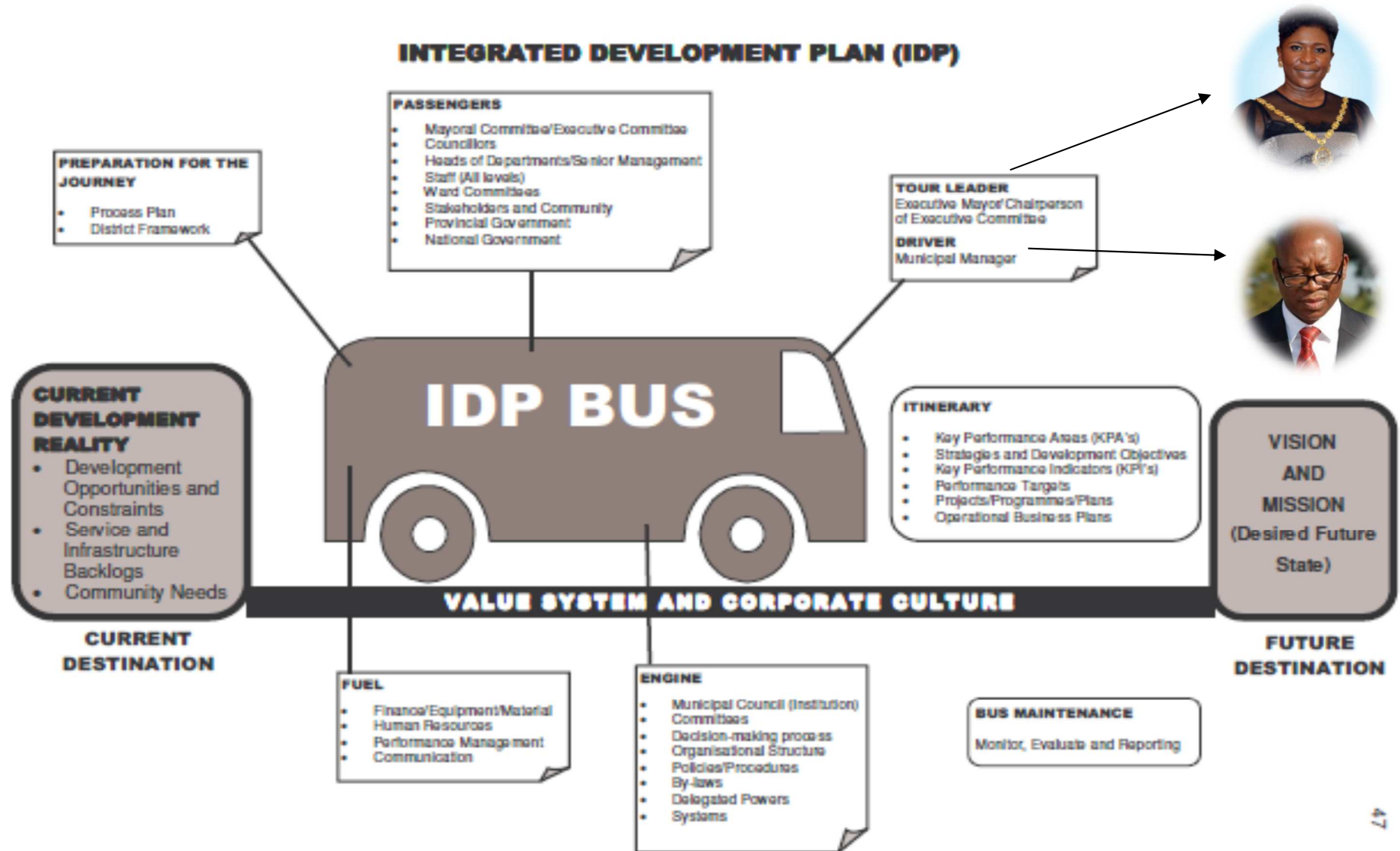
The One Plan is further based on, but is not limited to, the following existing strategies and plans of the district which incorporate existing studies/analysis:

- 1) The District and Local IDP
- 2) District and Local Spatial Development Frameworks (SDF)
- 3) Growth Development Strategy
- 4) Local Economic Development Strategy
- 5) And other government documents

Diagram: Relationship between the IDP and One Plan.



Sedibeng IDP Review process 2024 – 25 diagram:



Participants in the IDP Review Process:

As mentioned before, the integrated development planning process is participatory in nature and requires input from various role-players, namely

ROLE PLAYERS	RESPONSIBILITIES
COUNCIL AND MAYORAL COMMITTEE	<ul style="list-style-type: none"> • Approve the Revised IDP Process Plan 2024/25 as well as the Reviewed IDP document for 2024/25 • Delegate responsibility for managing, coordinating, implementing and monitoring of the process
COUNCILLORS	<ul style="list-style-type: none"> • Play a leading role in the IDP process. • The IDP a mechanism through which they have to make decisions • Represents their constituency's needs and aspirations. • Councillors have to participate therefore to ensure that their communities' issues are well reflected and addressed. • Link the IDP Process with the community and will organize community participation.
EXECUTIVE MAYOR	<ul style="list-style-type: none"> • Will be responsible for the overall management, co-ordination and monitoring of the whole process. • Chairs the IDP Steering Committees, or delegate to one of the councillors
SPEAKER	<ul style="list-style-type: none"> • Coordination of the Public Participation programme • Mobilize the involvement and commitment of its stakeholders • Ensure participation of previously disadvantaged groups e.g. women, the disabled etc
MUNICIPAL MANAGER/ IDP MANAGER	<ul style="list-style-type: none"> • Responsible for the day-to-day management of the planning process under consideration of time, resources, community and ensuring that involvement of all different role players, especially officials. • Ensures that timeframes are being adhered to, • Ensures that the planning process is horizontally and vertically aligned and complies with national and provincial requirements. • Ensures that conditions for participation are being met. • Ensures those outcomes are well documented.
MUNICIPAL OFFICIALS	<ul style="list-style-type: none"> • Provide technical and expert input into sector plans and review and provide draft project proposal
IDP TASK TEAM	<ul style="list-style-type: none"> • Facilitate the IDP process • Formulate the IDP document • Provide analysis, strategies, identify projects and integrate the plans or programmes • Continuously liaise with the Steering Committee
IDP STEERING COMMITTEE	<ul style="list-style-type: none"> • Provide terms and reference for various planning activities. • Commissions research studies. • Consider and comments on: <ul style="list-style-type: none"> ○ Inputs from sub-committees, study teams and consultants. ○ Inputs from provincial sectors departments & service providers. • Makes contract recommendations.

ROLE PLAYERS	RESPONSIBILITIES
IDP REPRESENTATIVE FORUM	<ul style="list-style-type: none"> • Stakeholders represents the interest of their constituents in the IDP process, • Forms a structured link with the municipality. • Ensure communication between all the stakeholders' representatives including municipal government. • Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government, and • Monitor the performance of the planning and implementation process.
Sedibeng District Municipality	<ul style="list-style-type: none"> • Participate in the IDP at all levels • Providing methodological/ technical guidance to the IDP process; • Facilitation of planning workshops; • Documentation of outcomes of planning activities; • Special studies or other product related contributions; • Support to organized and unorganized groups and communities to more effectively engage in and contribute to the IDP process; and • Ensure the IDP is aligned with provincial and national department's Budget
JOINT MAYORAL COMMITTEE	<ul style="list-style-type: none"> • Ensure integration and alignment of the IDP • The district level will be the forum where inter-local co-ordination and co-ordination between local municipalities and provincial/national sector departments will have to take place.
Ward Councillors and Ward Committees	<ul style="list-style-type: none"> • Ward Councilors are playing a critical role in the IDP process, their role can be outlined as follow: • Ward Councilors are the link between the municipality and the residents • Inform residents about the IDP Review process and encourage participation • Represent communities in decision making in the Council and in the IDP Review process • The Ward Committee is where representative participation in the IDP process really takes place. These forums will be the formal communication channel between the community and Council; representation on the forums must be as inclusive as possible. • The role of the Ward Committee is to: <ul style="list-style-type: none"> • Identify the critical issues facing its area; • Provide a mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government; • Form a structure links between the IDP Representative Forum and the community of each area; and • Monitor the performance of the planning and implementation process concerning its area.
National, Provincial Government Departments and Service Providers	<ul style="list-style-type: none"> • Ensure alignment • Participate in the stakeholder forum
Work stream	<ul style="list-style-type: none"> • Participation of external stakeholders and breaking up of anchors/ pillars on which the GDS will be predicated
Research work	<ul style="list-style-type: none"> • Content development, indicators and integration

IDP Review Structure 2024/25

Procedures for Monitoring IDP Development Process:

The proposed IDP process will take (9) nine months to complete. In order to ensure that timeframes are adhered to, it is imperative that mechanisms for monitoring progress are established and be well in place. Every Municipality will be responsible for monitoring its own Process Plan thereby ensuring that the Programme set out in the Framework Plan is being followed as agreed upon. The District's IDP Steering Committee and Representative Forum will provide valuable support to ensure interaction and alignment between the District Municipality and the Local Municipalities.

4. STAKEHOLDERS AND COMMUNITY PARTICIPATION PROCESS

The White Paper on Local Government states that “Local government structures must develop strategies and mechanisms to continuously engage with citizen’s, business and community groups and offers the following options amongst others; focus group participatory action research to generate detailed information about a wide range of specific needs and values; and participatory budget initiatives aimed at linking community priorities to capital investment programmes”.

The onus is on the Municipality to put in place mechanisms and processes to enable public participation. The council must decide on the processes it wants to establish. It is the Municipal Manager's responsibility to implement that decision and set up those mechanisms. Section 55 (1) (n) of the Municipal Systems Act of 2000 states that it is the Municipal Manager's responsibility to facilitate public participation in the implementation of the IDP.

The Executive Mayor is responsible for reporting to the council on the involvement of communities in municipal affairs. The Executive Mayor is also charged with ensuring that public views are taken into account and with reporting on the effects of public participation on decision making (Sections 44 and 56 of the Municipal Structures Act). Municipal planning within municipalities requires structured participation with institutionalized participation channels

The municipal government, through its IDP committee and its councillors, should use all appropriate means, above and beyond creating the necessary conditions, to encourage public participation.

Innovation in Governance:

There is also a growing realization that a 'one-size-fits-all' approach does not work when it comes to encouraging participation. Participatory approaches in both Sedibeng District Municipality and Local Municipalities have changed from duplication of stakeholders with locals. At Sedibeng district Municipality level, the approach shall be based on consultation with organised structures and regional bodies whilst at the level of local municipalities' level, they will then engage with the communities at ward levels. However, the Sedibeng District Municipality will attend all public engagement meeting of the local municipalities in order to understand the challenges and aspirations of the communities in all wards.

In some instance Sedibeng District Municipality IDP Public Participation process will vary from that of local Municipalities, as Organized Stakeholders will be engaged through IDP Stakeholders Engagement, IDP Round Table Discussions, Mayoral Breakfast meetings and State of the Address (SODA).

The challenges of building responsive and accountable local government which in turn will work to alleviate poverty protect rights and tackle social injustice has to be dominated development thinking in recent years. Much of this work points towards improving the systems within the institutions at local government level. Yet local government is not built through institutions alone. Organized citizens also play a critical role, through articulating their voice, mobilizing pressure for change and monitoring governance performance.

Public Participation, the Decentralization Movement and Local Governance:

The municipal terrain has long been seen as a pivotal space in which this type of engagement with one's citizenry can occur. This is fairly unsurprising as it is in local spaces that citizens interact most directly with formal government structures. Indeed, one of the key objectives of the entire decentralization movement across the district and its local municipalities has to be precisely encouraging that type of engagement – and to engender that form of participatory democracy.

It is also believed that local government policies and programmes should be actively endorsed by their citizens – and that public representatives and officials should consciously court this endorsement rather than settling for acceptance without protest.

IDP Table of Contents

- I. Executive Mayor's Foreword
- II. Introduction to Sedibeng/ Local Municipalities IDP
- III. Vision, Mission and Values

1. Legislation and Background: IDP Preparation Process

- 1.1 District Framework
- 1.2 Process Plan and Budget (District and Locals)
- 1.3 GDS Review and new catalytic economic development plans in the region
- 1.4 MEC Comments and Stakeholders Participation

2. Revised Regional Analysis**Existing Development Analysis**

- 4.1 Legal Framework Analysis
- 4.2 Leadership Guidelines
- 4.3 Technical Analysis (Basic Facts, Figures and Key Development Priorities)
- 4.4 Economic Analysis (Patterns, Trends, Opportunities and Threats)
- 4.5 Socio-Economic Analysis (Poverty Situations, Gender Issues, Opportunities and Threats)
- 4.6 Environmental Analysis (Trends, Potential Disasters, Opportunities and Threats)
- 4.7 In-depth Analysis and Identify Key Development Priorities
- 4.8 Institutional Analysis (Strengths and weaknesses)
- 4.9 Service delivery levels
- 4.10 GDS Implementation Report 2022

3. Progress on Implementation of 2022/27**4. Revised Strategies and Projects**

- 4.1 Key Performance Areas, Development Strategies and Revised Delivery Agenda
- 4.2 Capital Projects

5. District Development Model**6. Spatial Analysis (SDF) (Patterns, Trends, Opportunities and Threats)****7. Financial Plan****8. Performance Management System and Mainstreaming****9. Integrated Plans****10. Process Towards Single Authority/ Shared Services**

Annexures

- Financial Plan (Including Capital)
- Disaster Management Plan
- Community Safety Strategy
- HIV and AIDS Plan
- Integrated Transport Plan and Other relevant documents

Proposed IDP Structure 2023/24 (District and Locals)**Municipal Systems Act, 2000 Section 26**

- 26.** An integrated development plan must reflect –
- (k) the municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
 - (l) an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
 - (m) the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
 - (n) the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
 - (o) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
 - (p) the council's operational strategies;
 - (q) applicable disaster management plans;
 - (r) a financial plan, which must include a budget projection for at least the next three years; and
 - (s) The key performance indicators and performance targets determined in terms of section 41.

Time Schedule for Planning Process 2024 - 25 Financial Year:

Our IDP and Budget Roadmap clearly outline major activities and programme to be undertaken during the IDP development process 2020/21. This process is dynamic and could be adapted to accommodate the consultation process which is circumstantial of nature. The total programme spans over an expected ten (10) month period and has been categorised as follows;

- Phase 0 – Preparation (Development of IDP and Budget Process Plan)
- Phase 1 – Analysis
- Phase 2,3 and 4 – Development Strategies, Project and Integration
- Phase 5 – Approval

PHASE 0 – PREPARATION:

Timeframe	Activity/Project	Date	Responsibility	Participants
July - August	• Compilation of Draft IDP and Budget Process Plan (District & Locals).	July 2023	IDP unit and Municipal Managers Office	Local IDP manager office and Provincial MIDP Office
	• Publication of performance agreements of the municipal manager and other Section 56 managers	July 2023	Executive Mayor and Municipal Managers Office	Executive Mayor and Municipal Managers
	• Drafting of the Annual Report 2023 - 24	July 2023	Municipal Managers Office and Clusters	MAYCO and Council
	• DDM Technical Meeting	August 2023	District Municipal Manager (DDM Champion)	National, Provincial, SOEs and all municipalities in the district.
	• Submission and Approval of IDP, Budget and GDS Review Process Plan by Mayoral Committee & Council.	August 2023	Municipal Managers Office and SPED	MAYCO and Council

PHASE 1 – REGIONAL ANALYSIS:

Timeframe	Activity/Project	Date	Responsibility	Participants
September - December	<ul style="list-style-type: none"> • Revised Regional Analysis: <ul style="list-style-type: none"> - Review the Municipal Demographic Profile - Analysis of SDF - Reconciliation (District municipality). - Align Analysis Priorities with financial resources. - Identify district functional analysis issues from municipalities. - Local municipalities submit district functional analysis to district. - Consolidation of analysis. 	Sept – Dec 2023	IDP Unit & Municipal Managers Office	Sedibeng District Municipality (All Clusters) District and Local Municipalities (IDP Units) National and Provincial Sector Depts and other agencies
	• DDM Technical Meeting	September 2023	District Municipal Manager (DDM Champion) and Provincial CoGTA	National, Provincial, SOEs and all municipalities in the district.
	• Sedibeng Development Agency Report adoption	September 2023	Municipal Manager and SPED	All Councillors
	• DDM/IDP Alignment Workshop	September	IDP Unit & MIDPC	Sedibeng District and Local Municipalities, MIDPC and Provincial Sector Departments
	• GDS Implementation Report	October 2023	Municipal Manager/ SPED/ IDP Unit	Sedibeng District, Local Municipalities, other spheres, sectoral stakeholders
	• DDM/IDP Councillors Workshop	October	IDP, MIDPC and DDM Hub	All Councillors
	• Issue Budget guidelines and templates to Clusters for the financial year	October	CFO	Executive Mayor, Speaker, Chief Whip, Municipal Manager, Executive Directors (ALL)
	• Sedibeng DDM/IDP Steering Committee	October	Executive Mayor's Office and IDP Unit	MAYCO, MANCO and Local Executive Mayors, Municipal Managers and IDP Managers
	• Needs Analysis/ Information gathering for 2023-24 Budget. Consultative Process by Clusters on the Budget	October	MMC Finance & CFO	Executive Mayor, Speaker, Chief Whip, Municipal Manager, Executive Directors (ALL)
	• Research overview and anchors of the new GDS	October 2023	SPED	SPED
• Draft DDM/ IDP & Budget Review 2024/25 Stakeholders/ Public Participation Process	October and November	IDP Unit & Municipal Manager	Executive Mayor, MMC's (District & Locals), Executive Directors, IDP Office (District & Locals) Stakeholders Representatives & Regional Business Communities.	

Timeframe	Activity/Project	Date	Responsibility	Participants
	<ul style="list-style-type: none"> Preparation for the Adjustment Budget begins 	October and November 2023	Office of the CFO	Executive Mayor, Speaker, Chief Whip, Municipal Manager, Executive Directors (ALL)
	<ul style="list-style-type: none"> Submission of Adjustment Budget Figures to Finance Cluster 	Nov 2023	All Clusters	Executive Mayor, Speaker, Chief Whip, Municipal Manager, Executive Directors (ALL)

PHASE 2,3 AND 4 – DEVELOPMENT STRATEGIES, PROJECTS AND INTEGRATION:

Timeframe	Activity/Project	Date	Responsibility	Participants
December - April	<ul style="list-style-type: none"> Review IDP Strategies 	December 2023	All Clusters	Executive Mayor; Speaker; Chief Whip; Municipal Manager; Executive Directors (ALL)
	<ul style="list-style-type: none"> DDM Technical Meeting 	December 2023	District Municipal Manager (DDM Champion) and Provincial CoGTA	National, Provincial, SOEs and all municipalities in the district.
	<ul style="list-style-type: none"> Second Generation DDM submission to Council and CoGTA 	December 2023	Municipal Managers Office	MAYCO, Council
	<ul style="list-style-type: none"> Submission of Adjustment Budget to Section 80 Committee 	Jan 2024	Executive Mayor, Speaker, Chief Whip, Municipal Manager, Executive Directors (ALL)	Executive Mayor; Speaker; Chief Whip; Municipal Manager; Executive Directors (ALL)
	<ul style="list-style-type: none"> Submission of Adjustment Budget to Mayoral Committee and Council for approval 	Jan 2024	CFO/MMC Finance	Members of the Mayoral Committee and Council Municipal Manager; Executive Directors (ALL)
	<ul style="list-style-type: none"> Midvaal IDP Stakeholders Engagement 	January-February 2024	Midvaal Local Municipality & Sedibeng District Municipalities.	Executive Mayor, MMC's (District & Locals), Executive Directors, IDP Office (District & Locals) and Stakeholders Representatives and the General Public
	<ul style="list-style-type: none"> Draft DDM/ IDP/Budget Stakeholders/ Public Participation Process 2023/24 (Lesedi) 	February/ March 2024	Lesedi Local Municipality & Sedibeng District Municipalities.	Executive Mayor, MMC's (District & Locals), Executive Directors, IDP Office (District & Locals) and Stakeholders Representatives and the General Public
	<ul style="list-style-type: none"> Submission of One Plan to Council 	February 2024	SDM, Emfuleni, Midvaal, Lesedi Local Municipalities	SDM, Emfuleni, Midvaal, Lesedi Local Municipalities

• Submission of draft Sedibeng GDS 2049 vision	February/ March 2024	SPED	Work streams, Consultants, SPED, Section 80
Cluster Engagements:	February – March 2024	IDP Office and All Clusters	IDP Office, Executive Directors and Senior Managers
• Review Strategies, Sector Plans and Project Identification			
• IDP District Wide Lekgotla	February 2024	Office of the Municipal Manager	SDM All Clusters, Provincial Sector Departments & all Local Municipalities
• Identification of Capital Projects for 2024-25 Budget with Stakeholders	February 2024	IDP Office and Finance	All Clusters and Stakeholders
• Approval of Business Plans for 2024 – 25 Financial Year by Mayoral Committee	February 2024	CFO and MMC Finance	Members of the Mayoral Committee
• Confirm Acceptance/ Allocation of resources for Capex and Opex 2024 – 2025 Budgets	February 2024	Office of the CFO	All Clusters
• Submission of both Capex and Opex 2024 – 25 Budget to Finance Cluster	February 2024	Office of the CFO	Executive Mayor, Speaker, Chief Whip, Municipal Manager, Executive Directors (ALL)
• Budget Panel discussion with Clusters on 2024 – 25 Draft Budget Submissions	February 2024	Office of the CFO	Budget Panel Members
• Compilation of the Draft Budget	February 2024	Office of the CFO	All Clusters
• Integration of Programs, Plans and Projects	March 2024	IDP Office	All Clusters
• DDM Technical Meeting	March 2024	District Municipal Manager (DDM Champion) and Provincial CoGTA	National, Provincial, SOEs and all municipalities in the district.
• IDP Steering Committee to consider Draft IDP and Budget 2024 - 25	March 2024	Executive Mayor's Office and IDP Unit	MAYCO, MANCO and Local Executive Mayors, Municipal Managers and IDP Managers
• Budget Panel Discussion with Clusters on 2024 – 25 Draft Budget submission	March 2024	Office of the CFO	Budget Panel
• Tabling of Draft Budget to Section 80 Committee	March 2024	Office of the CFO and MMC Finance	Section 80 Committee Members
• Mayoral Committee to recommend Draft IDP and Budget 2024 - 25	March 2024	IDP unit and Municipal Managers	MAYCO
• Submission of Draft IDP and Budget 2024/25 to Council for Approval	March 2024	Executive Mayor, IDP unit and Municipal Managers Office	MAYCO and Council
• Opex Budget			
• Capex Budget			
• Projected Balance Sheet			
• Business Plans			
• SDF			
• Service Delivery and Budget Implementation Plans			
Draft IDP/Budget and GDS Review Stakeholders/ Public Participation Process 2024 - 25	March – April 2024	SDM	Executive Mayor, MMC's (District & Locals), Executive Directors, IDP Office (District & Locals) Public and Stakeholders Representatives
• comment and inputs from communities, provincial and other relevant stakeholders			

	<ul style="list-style-type: none"> Submission of Draft IDP and Budget 2024/25 to Stakeholders for commenting as per legislative requirements; <ul style="list-style-type: none"> MEC for COGTA National Treasury 	April 2024	IDP Unit & Municipal Manager	MEC for Local Government and Housing, National Treasury, Stakeholders and General Public
	<ul style="list-style-type: none"> Submission of final Draft Sedibeng GDS 2024- 2049 	May 2024	Municipal Manager and SPED	MAYCO and Council

PHASE 5 – APPROVAL:

Timeframe	Activity/Project	Date	Responsibility	Participants
May - June	Draft IDP and Budget 2024 - 25 commenting process <ul style="list-style-type: none"> comment and inputs from communities, provincial government and other relevant stakeholders Consideration, Consolidation and Integration of Public inputs into the Final IDP and Budget 2024 - 25 	May 2024	IDP Unit & Municipal Manager	Stakeholders and General Public
	Final IDP/Budget Stakeholders/ Public Participation Process 2024 - 25 <ul style="list-style-type: none"> Feedback on Inputs and Comments received 	May 2024	IDP Unit, Municipal Manager, Speaker of Council and Executive Mayor.	Councillors & Stakeholders
	<ul style="list-style-type: none"> Submission of Final IDP and Budget Council for approval as per legislative requirements; <ul style="list-style-type: none"> MEC for COGTA National Treasury 	May 2024	IDP Unit & Municipal Manager	MAYCO and Council
	<ul style="list-style-type: none"> DDM Technical Meeting 	June 2024	District Municipal Manager (DDM Champion) and Provincial CoGTA	National, Provincial, SOEs and all municipalities in the district.
	<ul style="list-style-type: none"> Publication of Final IDP and Budget 	June 2024	IDP Unit & Municipal Manager	Public
	<ul style="list-style-type: none"> Publication of new Sedibeng GDS 2024 -2049 (25-year Long-term vision) 	June 2024	Municipal Manager and SPED	SODA and public launch
	<ul style="list-style-type: none"> State of the District Address (SODA) 	June 2024	Office of the Executive Mayor	Public
	<ul style="list-style-type: none"> Drafting of SDBIP's and Performance Agreements (14 days after the approval of the IDP and Budget) 	June & July 2024	Office of the Municipal Manager	MANCO and Clusters.
	<ul style="list-style-type: none"> Submission of the Final SDBIP to the Executive Mayor for approval. Approval of SDBIP within 28 days after approval of the budget 	June & July 2024	Office of the Municipal Manager	MAYCO & Gauteng CoGTA, Executive Mayor
	<ul style="list-style-type: none"> Submission of SDBIP: <ul style="list-style-type: none"> To MEC for GOGTA 	June & July 2024	Municipal Manager/ Executive Mayor	Council & MEC for COGTA

IDP Budget for the Planning Process:

DESCRIPTION	ACTIVITY/ PROJECT	DRAFT BUDGET 2024 - 25
Printing	<ul style="list-style-type: none"> IDP document 	40 000
Advertising	<ul style="list-style-type: none"> Various print media 	R 40 000
Workshops and Meetings	<ul style="list-style-type: none"> 3x IDP Steering Committee Meetings 	R 12 000
	<ul style="list-style-type: none"> IDP Alignment Workshops (Spheres of Government) 	R 5 000
	<ul style="list-style-type: none"> 4 x DDM Inter Sectoral Engagements 	Provincial Competence
	<ul style="list-style-type: none"> IDP District Wide Lekgotla 	External Funding
Stakeholders/Public Participation	<ul style="list-style-type: none"> Mayoral Business Breakfast 	R 15 000
	<ul style="list-style-type: none"> 1X DDM/ IDP Roundtable Discussions (IDP Rep Forum) & 2x DDM/IDP Sectoral Engagements 	R 30 000
TOTAL		R 142 000

CONCLUSION

The successful implementation of the IDP Process Plan and Budget 2024 - 25 as well as development of a new long-term regional Economic plan or Sedibeng Growth and Development Strategy 2024 – 2049 vision will be dependent on the high level of cooperation of all stakeholders that are involved during IDP development process including the reviewal of the GDS. Proper adherence to the timeframes will result into the development of a credible IDP that will enhance effective and efficient service provision in the district.

5.1 Background and Context:

After its announcement by the President, the District Development Model was supported by the LG MIN MEC, adopted by the President's Co-ordinating Council (PCC), approved by Cabinet in August 2019 and it was endorsed by the Premier's Co-ordinating Forum (PCF) in December 2019 and finally by: - Gauteng's approach to DDM, and was approved by EXCO in June 2020 to develop Provincial Road Map and roll out.

DeCOG initially issued CIRCULAR NO. 1 OF 2021, providing guidance on the implementation of the District Development Model (DDM):

The Circular was issued along with the Annexures 1 & 3 including the following guiding documents:

National Road Map which sets out activities, timelines, and responsibilities for the development of the first generation one plans, which will inform the Provincial one; and a template to guide the development of the "First Generation One Plans" for District and Metros, setting out the key activities for the development and approval thereof.

5.2 Introduction to District Development Model:

The recent introduction of District Development Model (DDM) concept was in response to current challenges faced by our communities on provision of services and resources which are needed for sustainability.

ONE PLAN as outlined in the DDM have set of the objectives, outputs, roles and responsibilities, and commitments from all spheres government and departments with strategic partners who will have to act and prioritization of resources and delivering results.

To seek and utilize the existing legal framework and implementation machinery, and informed by the Intergovernmental Relations (IGR) Framework Act which provides for the Minister (and department) responsible for cooperative governance and to provide "a framework for coordination and alignment, as well as defining the powers and functions of the district and are follows 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.

5.3 Guiding Legislative Imperatives:

Sedibeng One Plan was approved by council as the center of development approach in line with Section 47 of the Intergovernmental Relations (IGR) Framework Act (Act No 13 of 2005). It is also derived from Section 154 of the Constitution and further seeks to enhance the existing implementation machinery by facilitating and institutionalizing joint planning, implementation as well as monitoring and evaluation across the three spheres of government within a district.

- Reconstruction and Development Plan & White Paper: Local Government provision of services as economic driver: -

- Constitution of the Republic: Local Government as Centre of governance & promotes integrated development planning: -

Provide democratic & accountable government for local communities	Section 153: Developmental duties of municipalities Section	Section 154: The national government and provincial governments,
<ul style="list-style-type: none"> • “The 1st priority is meeting basic needs of people, jobs, land, housing, water, electricity, telecoms, transport, clean & healthy environment, nutrition, healthcare and social welfare” • RDP 	<ul style="list-style-type: none"> • Administer, budget & plan: priority to basic needs • Promote social & economic development of community • Participate in national and provincial development programmes 	1) by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

The DDM envisaged Impacts and Outcomes:

The DDM is intended to enable the following:

- Localisation of the NDP and resolution of “silo” planning, budgeting and implementation ensuring cohesive service delivery, maximum developmental impact on people’s lives, and socio-economic and spatial transformation.
- Improve state capacity and stabilise the system of local government, whilst reviewing and reprioritizing current plans and budget across government to directly respond to the developmental challenges identified in the 52 profiles developed for each district and metropolitan space.
- Coordination and immediate implementation of priority intergovernmental projects and local government stabilization measures.

- Establishment of a tangible common vision for development of the country which is collectively generated by all three spheres of government and society in relation to the differentiated challenges, potentials and opportunities of the district spaces (IGR impact zones), with intended impact of improving the quality of life of people living in each of the identified space and transforming the economy of the district space.
- Institutionalisation of multi-year predictable objectives, targets and resource commitments to achieve agreed outcomes in the 52 spaces extending beyond electoral cycles.
- Shift from Alignment of Planning to Joint Planning making Government as a whole more cohesive and predictable in spatially targeted and spatially responsive way.
- Establishment of a clearer and more measurable government and society wide spatial and integrated development accountability framework.

The DDM raises the bar for performance of all three spheres of government by facilitating reflection of service delivery and development outcomes, key shifts required and bold Ideas to enable a transformative and game-changing effect:

- a) Strategic response to socio-economic impact of Covid-19
 - Immediate and Long-Term
 - Economic recovery and Economic resilience.
- b) Stimulate new thinking, new socio-economic paradigms, new and bold solutions and alternatives
- c) Fundamentally change conditions DDM Implementation Framework
 - People
 - Economy

- Space
- d) Desired Future, Results and Outcomes
- e) Facilitate Responsive Institutions and Change Management
- f) Embed Programmatic Approach (Cooperative).

The need for District Development Model – The Problem Statement



The main objective of the first generation “One Plans” was to package intergovernmental programmes, projects and budgets aimed at growing the economy, improving service delivery and promoting institutional stability with nine clear objectives as outlined in Chapter One of this IDP 2022/27, and do planning according to the One Plan Process & Content Guidelines issued by DCOG as part of the DDM Implementation Framework Circular.

These efforts are also informed by critical challenges in the municipal space as identified in five of DDM 6 strategies of the Region and are as follows:

People Development	
District/Municipal Space	Developmental Challenges
Sedibeng District Municipality	48,5% of the population lives in poverty. High unemployment rate of 50.7% and a backlog of 120 218 job opportunities Current Population size: 1,03 million Number of households: 330 826 1 118 child-headed households. 95 939 women-headed households
Spatial Restructuring and Environmental Sustainability	
District/Municipal Space	Developmental Challenges
Sedibeng District Municipality	<ul style="list-style-type: none"> • Privatized development limited access to the Vaal River • No implementation of the Climate Change Strategy • Poor and degrading bulk infrastructure • Environmental challenges such as water pollution and air quality impacting on socio-economy of entire district • Environmental challenges around water pollution and air quality impacting on socio-economy of entire district
Integrated Service Provision and Infrastructure Engineering	
District/Municipal Space	Developmental Challenges
Sedibeng District Municipality	<ul style="list-style-type: none"> • Lack of infrastructure maintenance. • An urgent need for a regional sewer network. • Failing infrastructure characterised by a high number of potholes, sewer spillages, power outages and neglect of refuse collection. • Vandalism of infrastructure is increasing and adding to service

	delivery issues
Governance	
District/Municipal Space	Developmental Challenges
Sedibeng District Municipality	<ul style="list-style-type: none"> • Emfuleni Local Municipality has been under administration since mid-2018 in terms of Section 139(1)(b) of the Constitution and has since regressed further. • Poor coordination and cooperation between local municipalities and the district municipality. • Lack of accountability and transparent governance especially in use of public resources • Lack of customer relations management

Implementation of the DDM in Sedibeng District need the Municipality's support for implementation of DDM and the One Plan.

5.4 Formulation and Implementation of One Plan:

The specialisation and reprioritisation referred to above occurs in relation to the intergovernmental strategic framework, that is, the One Plan, which is jointly and collaboratively produced, approved and adopted by all three spheres of government and stakeholders as IGR and Social compact. This compact and adoption can be done in terms of the existing IGR Protocol provision in the IGR Framework Act. The implementation of the One Plans takes place through the reprioritization of plans and budgets and implementation thereof by each individual department, entity and municipality.

One Plans are Visionary and Transformative frameworks in relation to each district space. They outline a rationale for moving from the current situation to a desired future and a justification for identified interventions and commitments that have a direct correlation to achieving outcomes.

One Plan is standardized in terms of format but differentiated in terms of content and substance based on the different conditions and different priorities in each space: The overarching impact that the DDM is aimed at is Improvement in the Quality of Life of the people in the district.

A detailed Impact Statement and related outcomes, strategies and commitments has been articulated in the One Plan focussing on the following impact areas:

- Theory of Change (Rationale).
- Current Situation.
- Desired Future.
- Strategies/Interventions.

Implementation Commitments

- Transformation
- Demographics/ People
- Economic Positioning
- Spatial Restructuring and Environmental Sustainability
- Infrastructure Engineering
- Service Provisioning

One Plan has clearly identified desired outcomes and prioritise interventions based on the current context of shrinking budgets yet maintaining the long-term perspective to transform and grow local economies and fiscal capacity.

They are also built on and enhanced by the District Profiles to complete the current situation analysis that will inform the identification of desired future outcomes, strategies and commitments across all three spheres of government and stakeholders.

Commitments to address developmental challenges as mentioned on alignment of **One Plan** with IDP processes and priorities has identified key Catalytic Projects as mentioned below:

5.2 Our Move Towards (One Plan) Development

These Actual 14 key Priority and catalytic projects were both agreed upon by Sedibeng District municipality and three (3) local municipalities (Emfuleni, Midvaal and Lesedi), Gauteng and National DCoG. These projects are deemed as pivotal towards changing the current socio-economic impasse of the region. The projects would both impact locally in the province in line with the National Development Plan, Gauteng City Region vision, TMR strategy, Sedibeng GDS 03 and the recently council approved first generation Sedibeng District One Plan with its six development strategies: -

Catalytic Projects/ Programmes in the District Development Model:

Sedibeng District One Plan	Project/ Programme	Objective	Implementing Agent	Required Budget	Progress	Challenges
Infrastructure Engineering Goal: <ul style="list-style-type: none"> To develop sustainable regional bulk infrastructure capacity. To provide stable and sustainable infrastructure. 	Vaal River Sewer Intervention Regional Bulk Infrastructure to catalyze the SEZ	Repair the sewer network to mitigate spillages into the Vaal River and expanded WWTW capacity to open up the river for Tourism attraction activities and for public use. To fund all strategic bulk infrastructure requirements to comply with SEZ requirements and drive the economy of the Vaal.	DWS, Rand Water, GPG, SDM, ELM, VSEZ, ELM GGDA and Local Municipalities	R4.8 billion Rands R12 million for feasibility studies	7 Service Providers have been appointed and commenced work on site from the 5 th of February 2022. Rand Water has been appointed as the implementing agent and has been reporting on progress w.r.t sewer removal, repairing of Pump Stations and WWTW, O&M.	District does not have control over the project due to devolved Powers and Functions. None thus far
<ul style="list-style-type: none"> To encourage partnership with private sector in the infrastructure provision To provide stable and sustainable infrastructure. 	Heidelberg Aerodrome	To develop a regional airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing.	GIFA, LLM, VSEZ, Private Developer	No figures	GIFA and the Lesedi Municipality conducted a feasibility for the project.	None at present.
To create a sustainable, interlinked urban and rural region through sustainable and well-located	Vaal Aerotropolis	To off-load cargo from the OR Tambo international airport.	SDM, ELM, VSEZ, GDED, GIFA	DED committed R1,2 million for a detailed feasibility study.	Municipality was not satisfied with received Bids for the tender and exploring way forward.	Delays with SCM processes.

CHAPTER 05: District Development Model Framework

Sedibeng District One Plan development.	Project/ Programme	Objective	Implementing Agent	Required Budget	Progress	Challenges
To create a sustainable, interlinked urban and rural region through sustainable and well-located development.	K-174 Interchange.	To construct an interchange at the convergence of R42 and R59 that will open up the viability of the Vaal River City.	Gauteng Department of Roads and Transport	R 320 million budgeted by the department of Roads and transport.	Tender was re-advertised and is being evaluated by the GDRT at present.	Continuous delays in SCM processes by the Department of Roads and Transport.
To create a sustainable, interlinked urban and rural region through sustainable and well-located development.	Student accommodation	To create a decent student accommodation to accommodate about 10 000 students near the University centers of NWU and VUT.	GGDA GDED ELM Private Developer	R120 million for bulk infrastructure and R500 million for the development.	Proposals for development of the Student village have been received by the Emfuleni Municipality, the land is privately owned with pre-approved zoning. Bulk infrastructure plans exist.	Funding for bulk infrastructure-Emfuleni doesn't have the capacity. Infrastructure funding model need to be developed and packaged as part of the Infrastructure South Africa.
Spatial Restructuring and Environmental Sustainability Goal: <ul style="list-style-type: none"> To create a sustainable, interlinked urban and rural region through sustainable and well-located Development. To conduct research in innovative and alternative infrastructure delivery mechanism 	Inner-City urban regeneration of Vanderbijlpark and Vereeniging Vereeniging transport nodal system/taxi rank	To revitalize the urban town centers of Vanderbijlpark and Vereeniging with the aim of reversing urban decay, attract new investors and developments, create affordable inner-city residential market, create viable open spaces, rehabilitate sunk infrastructure. Aimed at maximizing Urban Development Zones incentives schemes. To convert the Vereeniging taxi rank into a Regional Transport Node, a model for urban inter-modal transportation hub.	Emfuleni Municipality GDoRT GDID SDM	Not available R300 million. Over and above the 70 million rand spent	No meaningful progress registered toward the implementation of the plan. Department of Roads and Transport has appointment consultants for re-design. Gautrain Management Agency to be appointed as the implementation Agency. The project will be completely redesigned as part of the modern intermodal facilities.	<ul style="list-style-type: none"> Create institutional capacity to drive the urban regeneration efforts. Conduct an in-depth stakeholder management. Continuous delays in SCM, delays in institutional implementing agency agreement
	Vereeniging transport	To convert the Vereeniging	GDoRT	R300 million. Over and	Department of Roads and	Continuous delays in SCM,

CHAPTER 05: District Development Model Framework

Sedibeng District One Plan	Project/ Programme	Objective	Implementing Agent	Required Budget	Progress	Challenges
	nodal system/taxi rank	taxi rank into a Regional Transport Node, a model for urban inter-modal transportation hub.	GDID SDM	above the 70 million rand spent	Transport has appointment consultants for re-design. Gautrain Management Agency to be appointed as the implementation Agency. The project will be completely redesigned as part of the modern intermodal facilities.	delays in institutional implementing agency agreement
<p>Integrated Service Provisioning:</p> <ul style="list-style-type: none"> To harness the use of technology and artificial intelligence. To introduce the concept of Smart City to optimise district's functions and promote economic growth while also improving the quality of life for citizens by using smart technologies and data analysis. 	<ul style="list-style-type: none"> Broadband/fibre rollout in towns and townships. Vaal Marina commercial development 	<ul style="list-style-type: none"> To roll out fiber in all key and major townships to create universal access and connectivity. To develop a commercial development comprising of commercial, leisure, tourism and lifestyle developments on the banks of the Vaal Dam on the piece of land owned by the Department of Public Works. 	DED Local Municipalities MLM GGDA	N/A R450 Million development	<p>Gauteng based workshop on broadband infrastructure took place. Standardization of way leave applications, development of Gauteng based smart city framework, partnerships with Telecoms companies to create tech hubs in the township.</p> <p>Application for land transfer from the Department of Public Works to Midvaal Municipality has been lodged. Currently the land is under the custodianship of the department of Water and Sanitation.</p>	<ul style="list-style-type: none"> Profiling of tech-hubs in the township, efficient way of approval of the way leave and access to government and SOE land to install the fiber Non release of the land by the Department of Public Works, No feasibility studies conducted.
<p>Economic Positioning:</p> <ul style="list-style-type: none"> To enhance sectoral support for agriculture, rural development, tourism, manufacturing and re-industrialisation. 	Industrial hubs revitalization project Broadband/fibre rollout in towns and townships.	<ul style="list-style-type: none"> To revitalize township and old industrial hubs to make them viable for tenancy acquisition and productivity To roll out fiber in all key 	GGDA, DTIC, SDM, Local Municipalities, DED, Local Municipalities	R60 Million N/A	GGDA and DED allocated resources for Gauteng based industrial hub. Lesedi lodged application for Critical Infrastructure Plan for the redevelopment of the industrial parks. Sebokeng in	<ul style="list-style-type: none"> Delays in the procurement processes. Profiling of tech-hubs in the township, efficient way of approval of the way leave and access to government

CHAPTER 05: District Development Model Framework

Sedibeng District One Plan	Project/ Programme	Objective	Implementing Agent	Required Budget	Progress	Challenges
		and major townships to create universal access and connectivity.			progress. Gauteng based workshop on broadband infrastructure took place. Standardization of way leave applications, development of Gauteng based smart city framework, partnerships with Telecoms companies to create tech hubs in the township.	and SOE land to install the fiber
Economic Positioning: <ul style="list-style-type: none"> To promote and develop economic hubs within townships 	Vaal Marina commercial development	To develop a commercial development comprising of commercial, leisure, tourism and lifestyle developments on the banks of the Vaal Dam on the piece of land owned by the Department of Public Works.	MLM, GGDA	R450 Million development	Application for land transfer from the Department of Public Works to Midvaal Municipality has been lodged. Currently the land is under the custodianship of the department of Water and Sanitation.	Non release of the land by the Department of Public Works, No feasibility studies conducted.
Economic Positioning: <p>To establish SEZ to ensure growth, revenue generation, job creation, attract Foreign Direct Investment (FDI) and foster international competitiveness</p>	Land in township for commercial development.	To identify municipal/state owned land parcels	Emfuleni Municipality	N/A	Emfuleni municipality identified township based potential land parcels for township commercial development. A process in line with Municipal asset transfer regulation for leasing or purchase of the land.	Slow decision making related to land disposal and leasing by the municipalities
To provide legal framing for commercial rapid land release initiative to release publicly owned land for best, most developmental use in township areas	Industrial hubs revitalization project	To revitalize township and old industrial hubs to make them viable for tenancy acquisition and productivity	GGDA, DTIC, SDM, Local Municipalities	R60 Million	GGDA and DED allocated resources for Gauteng based industrial hub. Lesedi lodged application for Critical Infrastructure Plan for the redevelopment of the industrial parks. Sebokeng in progress.	Delays in the procurement processes.

CHAPTER 05: District Development Model Framework

Sedibeng District One Plan	Project/ Programme	Objective	Implementing Agent	Required Budget	Progress	Challenges
To promote sustainable development of industrial hubs, economic hubs and auto/digital hubs focusing on access for youth and vulnerable communities	Steel industry protection and revitalization	To profile and identify industrial land parcels that have been abandoned or under-utilized in order to revitalize the industrial bases especially steel manufacturing.	GGDA, SDM	N/A	Land Use Audit for the region almost complete.	GIS capacity is limited in the region.
To enhance sectoral support for agriculture, rural development, tourism, manufacturing and re-industrialisation	Industrial cannabis to supply secondary pharmaceutical companies	Develop large scale cannabis projects	OoP, SDM, VSEZ	N/A	Engagements between the investors and government are taking place to issue dispensing license.	None