EXTRACT OF THE MINUTES OF THE 76TH SPECIAL COUNCIL MEETING HELD ON 01 APRIL 2026

"7.2 REPORT FOR THE 2026/27 SEDIBENG DISTRICT DRAFT IDP REVIEW AND BUDGET

(5/1/8/1/1) Office of the Municipal Manager

RESOLVED

1. *THAT Council take note of the constrains within the 2026/2027 draft budget.*

2. *THAT it be noted that while currently the projected 2026/27operating budget is in surplus of R3,190 million before Capital transfers and subsidies this position is not cash-backed as Council requires R136,667 million cash and cash equivalents to meet our liabilities as well as operations, hence still needing further improvement as per MFMA regulations to improve the financial position of Council.*

3. *THAT the projected budget inclusive of asset maintenance plans be presented to the Mayoral Committee and Council for final consideration and approval in May 2026.*

4. *THAT all budget related policies be reviewed and tabled before council for adoption in May 2026 with the approval of the final budget.*

5. *THAT the 2025/2026 adjustment budget as annexed be hereby approved by the Council in the prescribed budget formats as received from National Treasury outlined below:*

   B Schedule - Annexure "A"

6. *THAT the adjustment budget report be read in conjunction with the mid-term performance and financial reports presented to Council;*

7. *THAT council resolutions in terms of spending are implemented and adhered to;*

8. *THAT based on the unexpected and unanticipated prolonged cost of the nine additional security guards deployed for the protection of political principals as per the risk assessment report, the nine additional guards be retracted and the Accounting Officer be delegated to serve notice to the service provider to terminate the service as at end March 2026 in line with the service level agreement; and*

9. *THAT conditional grants continue to be ring-fenced as per their approved business plans to ensure that Council expend against the pre-determined conditions of the relevant grant."*

* * * * *

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

Council held on: 1 APRIL 2026
Signed by: M.T NGATLE
Designation MANAGER LEGAL
Legal And Support Services

Sedibeng
DISTRICT MUNICIPALITY

DISCOVER THE Vaal
A RIVER CITY

INTEGRATED DEVELOPMENT PLAN

2026/2027











EMFULENI LOCAL MUNICIPALITY
LESEDI Local Municipality
MIDVAAL LOCAL MUNICIPALITY

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EXTRACT OF THE MINUTES OF THE 76TH SPECIAL COUNCIL MEETING HELD ON 01 APRIL 2026

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EXTRACT OF THE MINUTES OF THE 76TH SPECIAL COUNCIL MEETING HELD ON 01 APRIL 2026

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(5/1/8/1/1) ***Office of the Municipal Manager***

RESOLVED

THAT the Draft IDP Review, annexed as annexure A, and Budget for the 2026/27 financial year be considered by the Mayoral Committee and subsequently submitted to Council for approval."

* * * * *

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

Council held on: 1 APRIL 2026
Signed by: MR NHAKE
Designation MANAGER LEGAL
Legal And Support Services

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PART A: Executive Mayor's Foreword: Cllr. Lerato Maloka



The political term of office of the fifth local government administration will be coming to an end in November 2026. As voters did not grant a single party an outright majority when we started this term, the popular mandate directs political parties in Sedibeng District Municipality to work together to deliver services to our communities.

This collaborative spirit has birthed coalition governance, where leadership from different parties, in terms of **Local Government Municipal Systems Act 32 of 2000 section 25** jointly managed to produce and adopt a single, inclusive strategic plan – Sedibeng District Municipality's five-year 2022 – 27. This plan and through its annual review, became the principal strategic document guiding development, service delivery and budgeting.

As we introduce our draft IDP 2026/27, I am excited to share a municipality vision that is resilient, inclusive and thriving. Our coalition government is committed to driving this vision forward, focusing on addressing community needs, driving regional economic growth and promoting sustainable development in the region.

Good Governance and Financial Sustainability

We are now in the 12th year of an unqualified audit opinion with matters of emphasis on findings, which over the past years have been reduced. We are pleased to report that our efforts to address audit findings are yielding the results. Our administration has implemented corrective measures to address outstanding findings in the previous years, and our internal audit team is working tirelessly to ensure compliance and transparency in this regard.

Local Economic Development:

Arcelor Mittal SA has, for the last few years now, announced its intention to close down operations in Vanderbijlpark and Newcastle when Vereeniging is already closed. The effects are being felt across the country, particularly in Newcastle and Vereeniging here in our area, where Arcelor Mittal is a major employer. The challenges faced by this manufacturing sector, particularly the impact of Arcelor Mittal South Africa closure, have highlighted the need for proactive and collaborative action.

Through our Local Economic Development initiatives, we are working tirelessly to create a thriving economy that benefits all residents of Sedibeng. We are committed to revitalising manufacturing, promoting agro – processing, and unlocking tourism potential especially along the Vaal River corridor. We are investing in skills development, partnerships and infrastructure upgrades to drive job creation and economic diversification.

Unemployment remains stubbornly high in the district and this is largely attributable to a decline in the steel and manufacturing base of this economy which affected downstream companies in the production line in manufacturing sector

I am proud to say that tackling unemployment remain a top priority for us. In addressing this serious challenge, we are focusing on initiatives that support small businesses, attract investment and create opportunities for our youth, women and vulnerable groups. A key part of this is leveraging the Special Economic Zone (SEZ) programme to unlock opportunities and growth for our region. The SEZ will attract investment, create jobs, and stimulate economic activities, and we are working hard to ensure that local businesses and communities do benefit from this initiative.

The municipality is currently working on the One Plan model which is supporting initiatives such as the said Vaal SEZ, infrastructure upgrades and skills development. The main aim of this initiative plan is to promote integrated planning, coordination and implementation across all spheres of government. Through the DDM, we are working to unlock the potential of the district, address spatial inequalities and improve quality for all residents in the region.

Additionally, the municipality is also in a process of developing the 3rd generation Growth and Development Strategy to support macro level intervention and drive economic transformation in this region for the next 30 years. This strategic plan will guide our efforts to diversify the local economy, promote industrial development and create sustainable jobs.

Public Participation:

As we table our annual IDP review 2026/27, our coalition government is committed in terms of legislative provision as stated above, to ensure that our community has a say in shaping the future of the region. To this end, we will be engaging with sectors, communities and stakeholders in April and May 2026 to identify key development areas and shape our 2026/27 IDP and Budget.

The presentation of this draft IDP 2026/27 to our people, reminds us that our work is about more than just Integrated Service Delivery or Growth and Development – it's about building a better life for all residents of Sedibeng. I want to assure our residents, stakeholders, and partners that we are truly committed to transparency, accountability and collaboration as we move towards the implementation of this IDP. Together we can achieve far more than we ever could alone.

Conclusion:

I have no doubts that a clear vision if predicated in realism and reachability and our plans are synchronised across all spheres of government to obtain maximum alignment, implementation will be quicker and easier.

Let us all work together to build **"Sedibeng that is leading and developmental towards Metropolitan River City of choice in 2030 with a strong, diverse economy and high-quality standard of living"** – a home for all.

Together We can Build better Communities,

I thank you,

_____

HONOURABLE MRS. LERATO MALOKA
EXECUTIVE MAYOR
SEDIBENG DISTRICT MUNICIPALITY

PART C:

Overview by the Municipal Manager – Mr. Motsumi Mathe



The Draft IDP Review 2026/27 marks a critical transition between the end of the current five-year administration (2022–2027) and the foundation of the next political term beginning in 2027.The plan reflects on progress made, outlines plans and budgets for the final year, and creates an opportunity to build a lasting developmental legacy.

The review goes beyond addressing past gaps and incorporates evolving priorities, lived realities, and alignment with national and provincial frameworks. The municipality remains committed to compliance and continuous improvement, guided by assessments from the Gauteng Department of Cooperative Governance.

Alignment with the Gauteng G13 problems and the Medium-Term Development Plan (MTDP) ensures a focus on inclusive growth, job creation, poverty reduction, and building a capable and ethical state. The municipality also actively participates in the National Strategic Hub, strengthening collaboration, innovation, and integrated planning.

The MEC has flagged that Sedibeng District Municipality has outdated sector plans and the Municipality fully acknowledges such, particularly the Integrated Waste Management Plan, Human Settlements Plan, and Local Economic Development Strategy which are currently being prioritised for review to improve responsiveness and alignment with development needs.

We appreciate the collaborative approach taken in analysing our adopted IDP, particularly the engagement with key stakeholders across all spheres of government during the IDP Analysis Week. This platform proved invaluable in fostering alignment and strengthening our planning processes. We also thank the Gauteng Provincial Government and National Departments for their continued support and constructive feedback. In preparation for the 2026 Local Government Elections, the IDP review reflects on achievements and lessons learned, while ensuring a smooth transition to the incoming administration.

The municipality is addressing specific service delivery gaps, particularly in environmental management, including waste management planning, air quality systems, and development of related by-laws and strategies.

Institutionally, the municipality has strengthened its organisational structure, filled critical senior management positions, and is implementing reforms in a phased and financially sustainable manner.

The District Development Model (DDM) and the Sedibeng One Plan remain central to driving coordinated development through partnerships across sectors. Priority projects aim to stimulate economic growth, improve service delivery, and enhance regional competitiveness.

Gauteng COGTA convened a Local Government Turnaround Summit in October 2024 whose purpose was to stabilize struggling municipalities focusing on financial sustainability, service delivery and governance. The municipality continues to strengthen intergovernmental relations and has developed a turnaround strategy to address key challenges.

Finally, it is my fervent hope that the process of public participation will enrich this draft IDP 2026/27 to reflect your needs and priorities. Let us take full advantage of this process and help shape the future we want to see and live in it.

I Thank You,

_____

MR. MOTSUMI MATHE

MUNICIPAL MANAGER

SEDIBENG DISTRICT MUNICIPALITY

Sedibeng District Municipality

VISION

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

MISSION

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

STRATEGIC OBJECTIVES

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

VALUES

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

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

CHAPTER 01:

Introduction to Sedibeng IDP 2026/27

Introduction:

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

The Integrated Development Plan (IDP) is the central strategy document of the Sedibeng District Municipality. The IDP seeks to communicate to residents, businesses, investors, other relevant stakeholders, the Sedibeng's long-term vision and how Sedibeng plans to achieve it.

The strategic plan is informed by community needs; stakeholders' inputs, contextual analysis, and evaluation of the existing state of Sedibeng region, all of which helps to identify the challenges that the Sedibeng District Municipality needs to address to achieve its vision, priorities, objectives and provide focus on addressing the most critical strategic challenges in the region.

Furthermore, establish an organization's long-term direction, set specific performance objectives and develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans. Therefore, the IDP is a strategic management process whereby political leadership guides the management in the implementation of priorities, projects and programmes.

Strategic management basically comprises of the following:

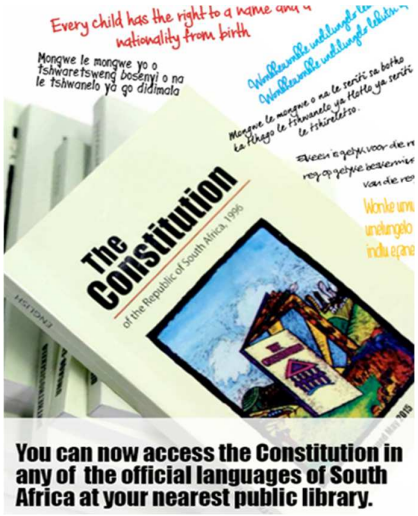
- Defining the organization's business and developing a strategic vision and mission as a basis
- for establishing what the organization does and does not do and where it is heading;
- Formulate strategies as well as strategic objectives and performance targets;
- Implementing and executing the chosen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

1.1 Pieces of Legislation Guiding IDP Development:

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

Constitution of Republic of South Africa, Act 108 of 1996:

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



The objectives of local government are –

152. *(1) (a) to provide democratic and accountable government for local communities.*
(b) to ensure the provision of services to communities in a sustainable manner.
(c) to promote social and economic development
(d) to promote safe and healthy environment; and
(e) to encourage the involvement of communities and community organizations in the matters of local government.

(2) A municipality must strive, within its financial and administrative capacity, to achieve the objectives set out in subsection (1)

Developmental duties of municipalities

153. *A municipality must –*
(a) structure and manage its administration and budgeting and planning process to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
(b) participate in the national and provincial development programmes.

White Paper on Local Government:

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

Integrated development planning will:

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

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

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

Integrated Development Planning:

Part 1: General

Municipal planning to be developmentally oriented

23. (1) a municipality must undertake developmentally-oriented planning so as to ensure that it—

(a) Strives to achieve the objects of local government set out in section 152 of the Constitution;

(b) Gives effect to its developmental duties as required by section 153 of the Constitution; and

(c) Together with other organs of state contribute to the progressive realization of the fundamental rights contained in sections 4, 25, 26, 27 and 29 of the Constitution.

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

Furthermore, municipalities are compelled to;

Adoption of Integrated Development Plan

25. (1) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which;

(a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality:

(b) Aligns the resources and capacity of the municipality with the implementation of the plan:

(c) Forms the policy framework and general basis on which annual budget must be based;

(d) Complies with the provisions of this Chapter; and

(e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

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

1.2 Sedibeng IDP 2026 – 27 Development Process:

This section of our document outlines SDM approach on the process of developing IDP for 2026 – 27. In 2021 – 22 financial year, Sedibeng District Municipality together with its three local municipalities Emfuleni, Midvaal and Lesedi) developed their five years IDPs covering the period 2022 - 27, also referred to as their comprehensive IDPs for the said five years political term of office. This document, the 2026/27 IDP will thus not be a new document but the fourth review of the five years IDP.

This document, the draft IDP, will be refined through a number of processes including sector consultations. The most important of these processes is the public participation, after adoption of the draft IDP by Council, to be undertaken in April and May 2026. This will include sectoral public participation and public meetings in different sub-council areas as well as engagements with key stakeholder groups.

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Once these processes are completed and public, stakeholders and councillors' inputs are finalised and incorporated, the final IDP will be presented to Council in May and will be fully compliant with all the core components of an IDP in terms of section 26(a-I) of the Municipal Systems Act:

This review IDP 2026/27 strategic document will include the following key components;

- 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.
- An assessment of existing level of development in the municipality and this will include;
    - Information from various sources and update information of the previous IDP where new information has been sourced and where performance have changed;
- A spatial development framework, which must include the provision of basic guidelines for a land use management system for the municipality.
- The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.
- 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.
- Includes an updated section on District Development Model (DDM) and;
- A financial plan, which must include a budget projection for at least the next three years.
- The key performance indicators and performance targets determined in terms of section41 of the Municipal Systems Act.
- Incorporates and update information on integrated plans as required by the Municipal Systems Act of 2000, chapter 04 of the IDP.

Process Methodology:

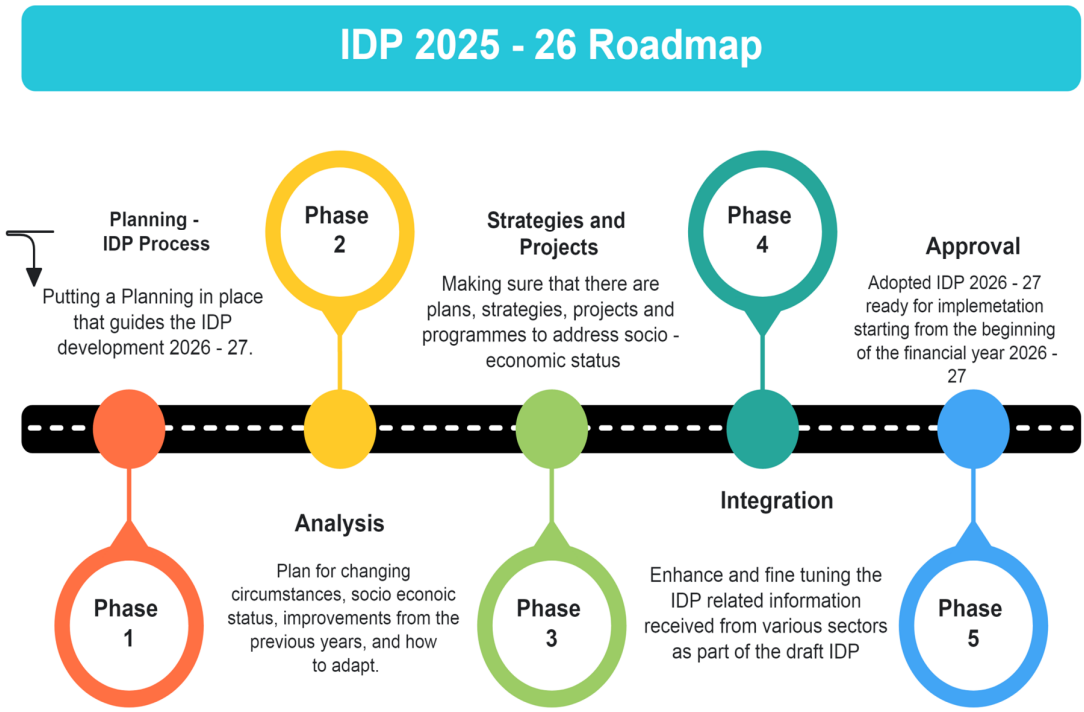
In developing the 2026/27 IDP, the SDM embarked on a coordinated and collective process together with Local Municipalities and other spheres of government prior the commencement of the planning process. The collective process involves the production of an "IDP Framework Guide 2022/27 and IDP Process Plan and Budget 2026/27. The process plan (key deadlines) is necessary to ensure proper management of the planning process. The 2026/27 Process Plan 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 and key deadlines

Some of the key processes followed towards the development of 2025 – 26 IDP are recorded below

- Phase 1 – Preparation (Development of IDP and Budget Process Plan)
- Phase 2 – Analysis
- Phase 3, 4 and 5 – Development Strategies, Project and Integration
- Phase 6 – Approval

Diagram: IDP 2026/27 Roadmap



Phase 1 - Preparation (Development of IDP and Budget Process Plan) July - August 2025:

- Compilation of Draft IDP and Budget Process Plan (Key deadlines) 2026/27 for both the District and Locals.
- Publication of performance agreements of the municipal manager and other Section 56 managers
- Drafting of the Annual Report 2025/26.
- Submission and Approval of IDP and Budget Process Plan 2026/27 to Mayoral Committee & Council.
- Submission of approved IDP and Budget Process Plan 2026/27 to other spheres of government.
  - MEC for COGTA
  - National Treasury

Phase 2 – Analysis September–December 2025:

- Review the Municipal Demographic Profile.
- Analysis and Review of Spatial Development Framework.
- Update and standardised municipal dataset.
- Align priorities with financial resources.
- Identify district functional analysis issues from municipalities.
- Local municipalities submit district functional analysis to district.
- Consolidation of analysis.
- GDS Implementation Report.
- Sedibeng IDP Steering Committee
- Research overview and anchors of the new GDS
- IDP 2026/27 Stakeholders/ Public Participation Process

Phases 3, 4 and 5: Development Strategies, Projects and Integration (January – April 2026)

- Review IDP Strategies, Sector Plans and Project Identification
- Mid-year performance reporting and submission of the Annual Report 2025/26
- Submission of Adjustment Budget to Mayoral Committee and Council for approval
- Integration of Programs, Plans and Projects
- Submission of Draft IDP and Budget 2026 – 27 to Council for Approval
    - Opex Budget, Capex Budget, Projected Balance Sheet, Business Plans, Spatial Development Framework
- Submission of the draft Sedibeng GDS 2049 vision
- IDP and Budget 2026/27 Public Participation Process (District and Local Municipalities)
    - Comments and Inputs from communities, provincial and other relevant stakeholders
- Submission of Draft IDP and Budget 2026/27 to Stakeholders for commenting as per legislative requirements;
    - MEC for COGTA
    - National Treasury

Phase 6 – Approval: May – June 2026

- Draft IDP and Budget 2026/27 commenting process
    - Comments and Inputs from communities, provincial government and other relevant stakeholders
    - Consideration, Consolidation and Integration of Public inputs into the Final IDP and Budget 2025 – 26
- Final IDP and Budget 2026/27 Stakeholders/ Public Participation Process
    - Feedback on Inputs and Comments received
- Submission of Final IDP and Budget Council for approval as per legislative requirements;
    - MEC for COGTA
    - National Treasury
- Publication of Final IDP and Budget 2026/27
- Publication of new Sedibeng GDS 2024 -2049 (25-year Long-term vision)
- **State of the District Address (SODA)**
- Drafting of SDBIP's and Performance Agreements (14 days after the approval of the IDP and Budget)
- Submission of the Final SDBIP to the Executive Mayor for approval
- Approval of SDBIP within 28 days after approval of the budget

1.4 Alignment with Relevant Priorities:

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

During the IDP development process, the municipality managed to utilize opportunities through broad intersectoral engagements with national and provincial sector departments (COGTA, National Treasury and other relevant sector departments) to establish contacts for alignment and to outline the need for information on policies, programmes and budget.

All efforts have been made to align the current IDP 2022/27 and the review of 2026/27. The alignment of Sedibeng District and local municipalities IDPs is to ensure that our National and Regional planning are aligned to with the aim of achieving sustainable future in the region and country.

Relevant Planning Priorities:

- National Development Plan Vision 2030
- National Key Performance Areas for Local Government
- Gauteng Province GGT Approach
- Local Government Turnaround Strategy (LGTAS)
- 3rd Generation Sedibeng Growth and Development Strategy

National Development Plan (NDP Vision 2030)

The National Development Plan (NDP) is the overarching policy which provides a comprehensive framework for government in which all actions and objectives taken out on national, provincial and local spheres are directed. The National Development Plan (NDP) aims to deal with the causes of poverty and income inequalities in the country. That is identifying the challenges and targeting specific sectors in order to achieve the desired outcomes.

The NDP lists the following elements for a decent living standard: income and employment, clean environments, nutrition, housing, water and sanitation, transport, education and skills, security, health care, and recreation and leisure. The policy aims to create a “virtuous cycle of wealth” by means of strong leadership, a capable state and active citizenship.

This will result in improved economic opportunities, building capacities, reducing poverty and community development. The specific targets of the NDP are to reduce the number of people who live in a household with a monthly income below R419 per person from 39% to 0%, to reduce inequality (Gini-coefficient from 0.69 to 0.60), to reduce the unemployment rate by 2020 to only 14%, and annual GDP growth of 5.4%.

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

NDP key priorities:



Growing Gauteng Together (GGT 2030)

In response to the global and domestic challenges that confront the province, the government has committed to a plan of Growing Gauteng Together 2030 – or GGT2030, as it is referred to. The plan reflects a collective vision for the GCR in a decade's time, and beyond, in that it also highlights priority actions and measures of success.

The GGT2030 plan of action is about executing the seven priorities with specific 162 interventions towards the Gauteng of our dreams, "The Gauteng We Want". The GGT2030 plan of action, sets out the vision for the Gauteng of 2030, guided by the principles and priorities contained in the Freedom Charter, the NDP, the Manifesto, and work carried out to date as part of Gauteng's Transformation, Modernisation and Reindustrialisation (TMR) programme.

By making the Gauteng Vision 2030 a reality, Gauteng Government has developed seven priorities which are as follows;

- Building a Capable, Ethical and Developmental State
- The Economy, Jobs and Infrastructure
- Education, Skills Revolution and Health
- Integrated Human Settlements and Land Release
- Safety, Social Cohesion and Food Security
- Sustainable Development for Future Generations
- Towards A Better Africa and A Better World

National Key Performance Areas for Local Government:

There are five (5) national KPAs identified in South African Local Government and they are all implemented through various mechanisms and most importantly in local government includes;

- IDP (Integrated Development Planning); municipalities are expected to develop their respective IDPs aligning with national and provincial priorities, incorporating the national KPAs objectives.

- SDBIP (Service Delivery and Budget Implementation Plan); Municipalities should create SDBIPs outlining specific targets and budget for each of the identified KPAs implementation.

The national KPAs for local government in South Africa are therefore identified as follows;

- Municipal Transformation and Institutional Development with the main aim to achieve the following;
  - Improve municipal institutional capacity and skills development
  - Enhance organisational structure and systems for effective service
  - Promote transparency and accountability

- Financial Viability and Sustainability
  - Ensure sound financial management practices
  - Improve revenue collection and management
  - Promote financial sustainability and reduce debt

- Local Economic Development
  - Promote economic growth and development
  - Create jobs and reduce poverty
  - Support local businesses and entrepreneurship

- Good Governance
  - Promote transparency and accountability
  - Ensure public participation and community engagement
  - Strengthen municipal oversight and accountability mechanisms

- Basic Service Delivery
  - Provide essential services like water, sanitation, electricity, and refuse removal
  - Improve service delivery and infrastructure development
  - Ensure access to basic service for all communities

Sedibeng District Municipality Growth and Development Strategy (SGDS)

The district municipality together with its local municipalities adopted first generation Sedibeng Growth and Development Strategy with 7 pillars (5Rs + 2) in 2007.

Significantly governance and economic development constraints were experienced in the district as well as the local municipalities. This hampers economic growth and development to the extent that the situation has become unfavourable for investment. No growth is possible in any of the industry sectors with a negative effect on employment opportunities. The 5Rs + 2 of Sedibeng Growth and Development Strategy were considered and utilised to guide the strategy formulation process.

The district endeavours to have a seamless link between the medium-term, sustainable, strategic agenda; and the IDP and long-term Sedibeng Growth and Development Strategy. The SGDS spells out the long-term vision and strategic thrust of the overall direction of the region. Below are the strategic pillars that we identified by the district to drive the programme of action.

- **Reinventing our Economy**; *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*
- **Renewing our Communities**; *from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for all.*

- **Reviving a Sustainable Environment;** *from waste dumps to a green region, by increasing the focus on improving air, water and soil quality and moving from being a producer and a receiver of waste to a green city.*
- **Reintegrating the Region**; *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.*
- **Releasing Human Potential** *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.*
- **Good and Financial Sustainable Governance**; *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*
- **Vibrant Democracy**; *through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community-based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.*

District Development Model:

The District Development Model (DDM) has been conceptualised to assist the district space to develop a unique and integrated approach that will strategically guide and unleash the development potential of Sedibeng district area. The DDM is an operational model for improving cooperative governance aimed at building a capable, ethical and developmental State. It embodies an approach by which the three spheres of government and state entities work collaboratively in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes.

According to the One Plan process guidelines, all spheres of government must work together in intergovernmental and collaborative ways to produced One Plans. This One Plan serves to guide the way resources and investment are deployed and implemented more effectively and in a more accountable manner. The One Plan cannot and does not replace all existing prescribed development, departmental strategic and annual performance plans for which each sphere, department and state entity is responsible.

The IDP remains the strategic plan for the planning and budgeting within the local government sphere. The One Plan focuses on the major commitments and changes required to catalyse and advance socio-economic transformation.

The One Plan confirms what is in existing plans, refines where necessary, and identifies key, strategic gaps and issues. It should be noted that the One Plan expresses intergovernmental agreements, alignment, and commitments and is, therefore, not a detailed development plan.

The purpose of Sedibeng District Municipality One Plan:

The Sedibeng District One Plan was formulated through a joint planning with the intention to:

- Give effect to the District Development Model (DDM) approved by cabinet as a practical method to improve service delivery and development impact in the Sedibeng District region through integrated planning, budgeting and delivery by all three spheres of government;
- Localise and synergise the National Development Plan, the Medium-Term Strategic Framework, National Spatial Development Framework, Integrated Urban Development

Framework and key, national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the space.

- Express a coherent and predictable government approach in relation to these key priorities through a long-term strategic framework (One Plan) for growth and development of the Sedibeng region that is co-produced by all three spheres of government together with stakeholders and communities;

- Enable a programmatic intergovernmental relations approach with regards to the Sedibeng District through implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Sedibeng Region according to the shared vision and desired future development of the district and its people.

Comments made by MEC for CoGTA on Final IDP 2025 -26

Chapter 05 of the Municipal Systems Act of 2000 requires all municipalities to submit their IDPs to MEC for Local Government for commenting. The IDPs are subjected to a form of assessment by the provincial government to assess relevance, effectiveness and whether the service delivery targets set with stakeholders are met. The comments were structured into two sections with section one having general observation to issues affecting municipalities in the province and section two which focused on municipal specifics. The table below provides a summary of the comments made by the MEC for COGTA.

Alignment with Provincial Priorities (G13):

Sedibeng District Municipality is committed to integrating the G13 Provincial Priorities into its Integrated Development Plans (IDPs), Service Delivery and Budget Implementation Plans (SDBIPs), and municipal turnaround strategies.

It is our understanding that the 13 problems identified by the Premier in the State of the Province Address, are inherently built in Growing Gauteng Together vision 2030 five priorities.

To this end, the Integrated Development Plan review of Sedibeng District Municipality will infuse those 13 identified problems into Service Delivery and Budget Implementation Plan.

This alignment is essential to ensure that our collective actions drive real, measurable, and timely improvements in the lives of Gauteng's residents. Most importantly, it gives practical effect to the MTDP, helping to steer the province in a coordinated and focused direction toward achieving its developmental objectives.

In terms of alignment with the five-year Medium-Term Development Plan (MTDP), prioritising inclusive growth, job creation, poverty reduction, and building an ethical, capable state, and expectation for Municipalities to align with own planning and implementation efforts to support the province's interventions.

Participation in the National Strategic Hub:

Sedibeng District Municipality recognises the value of the monthly sessions convened by the National Strategic Hub as a vital platform for intergovernmental collaboration. We are committed to actively participating in these engagements, which create a space for robust dialogue on key developmental issues such as crime prevention, infrastructure development, service delivery, and economic growth.

Sedibeng District Municipality is part of and participate in the National Strategic Hub in the work streams/ thematic areas and the IDP Unit participate in all the themes to ensure that any proposals, innovation, alignment and collaboration agreed upon find expression in the planning cycles, monitoring and evaluation processes.

These thematic sessions not only provide an opportunity for municipalities to gain insight into national and provincial strategies but also serve as a platform to contribute local perspectives, share best practices, and showcase innovations from the ground. By participating consistently, Sedibeng aims to ensure that the realities and solutions emerging from our communities are meaningfully integrated into the broader national agenda—promoting a developmental path that is both inclusive and responsive.

Outdated Sector Plans:

Sedibeng District Municipality acknowledges that several sector plans—including the Integrated Waste Management Plan, Human Settlements Plan, and Local Economic Development Strategy—require urgent review and updating. We recognise that outdated plans can limit our ability to respond effectively to current developmental challenges and may impact alignment with the Integrated Development Plan (IDP) and other strategic frameworks.

In response, the Municipality is prioritising the review and revision of these key sector plans to ensure they are informed by the latest diagnostic findings of the IDP and aligned with broader municipal and provincial planning efforts.

There are sector plans that have been revised and adopted in the 2025/26 IDP review and key sector plans like HIV/AIDS, Integrated Transport Plan and Environmental Planning are under review for updating and relevance.

This process will not only enhance the relevance and responsiveness of our strategies but also strengthen our capacity to deliver impactful, sustainable development outcomes for our communities.

Upcoming Local Government Elections (2026)

Sedibeng District Municipality welcomes the guidance and insights shared regarding the review of Integrated Development Plans (IDPs) in the lead-up to the 2026 local government elections. We acknowledge the importance of using this review process to reflect on the achievements, challenges, and lessons of the current council term, and to lay a strong foundation for the incoming administration.

We appreciate the collaborative approach taken in analysing our adopted IDP, particularly the engagement with key stakeholders across all spheres of government during the IDP Analysis Week. This platform proved invaluable in fostering alignment and strengthening our planning processes. We also thank the Gauteng Provincial Government and National Departments for their continued support and constructive feedback.

The Integrated Development Planning review and development of a new IDP for new Administration will be spelt out in the process plan (Key deadlines) of 2026/27 document to manage smooth transition and stability from one administration to the next.

It is our understanding that, new administration will be bound by succession and planning that expect new administration to complete the last (5th) year of the current IDP as it comes into office and at the prescribed period of the adoption of the new IDP 2027-2032.

Table: Summary of MEC comments on Sedibeng IDP 2025/26.

KPA 1: SPATIAL PLANNING AND SUSTAINABLE ENVIRONMENTAL DEVELOPMENT		
Comment	**Recommendation**	**Municipal response / proposed action**
Sedibeng District Municipality does not have the updated IWMP	SDM should review and update its IWMP (2014).	• SDM is currently undertaking of its IWMP as indicated on the current SDBIP,2025/26 Financial Year.
The district does not have the waste minimization strategy.	SDM should develop the waste minimization strategy. Further, it should continuously collaborate and engage with other stakeholders to address waste management. This should include engaging the Department of Forestry, Fisheries and the Environment on funding which has been provided.	• The Waste minimization strategy will be developed once the IWMP is approved since it must be aligned with it.
The municipality has not developed a Bioregional Plan.	SDM should develop and approve a Bioregional Plan.	• SDM will develop the Bioregional plan in 2026/27 Financial Year.
SDM does not have its own AQMP.	SDM should develop its own Air Quality Management Plan (AQMP).	• SDM is currently using the Vaal Triangle Airshed Priority Area (VTAPA) and Highveld Priority Area (HPA) Air Quality Management Plans since the region was declared as one of the air quality priority areas.
Meyerton Station does not report to SAAQIS.	SDM should allocate the budget for maintenance to bring Meyerton station to report to SAAQIS.	• SDM is in the process of procurement processes to repair the Meyerton ambient air quality monitoring station.
There are no Air Quality Management by-laws reported in the district's IDP.	SDM should develop its own Air Quality Management by-laws.	• SDM is currently undertaking the process of developing Air Quality Management by-laws as indicated in the current SDBIP,2025/26.
The district has challenges concerning the availability of both sufficient financial and human resources to fully execute its air quality management function.	SDM should allocate funding or form partnerships with relevant stakeholders for funding of education and awareness campaigns, and other initiatives for Air pollution reduction programmes.	• SDM will be filling the critical posts as soon as the organizational structure is approved. The awareness campaigns are conducted by SDM and the Department of Environmental Management on a quarterly basis.

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CHAPTER 02:

Regional Analysis

Introduction:

This section of analysis provides us with an analysis of the status quo and territorial review of the region including neighbouring regions whose influence impact on Sedibeng geographic space. This exercise dives deep into the challenges faced by communities in various parts of the region, ranging from lack of basic services to crime and unemployment and other various issues faced by the communities. The identified challenges are considered and prioritised according to levels of urgency and/or importance, thus constituting the key development priorities.

During this phase of integrated development planning, it is important that a municipality understands not only the symptoms, but also the root causes of these challenges in order to make informed decisions on appropriate solutions. Stakeholder and community participation is very critical in this phase. The municipality must not make assumptions on what are the actual service delivery challenges in its area. The people affected should be involved in identifying their service delivery shortfalls, problems and priorities.

It is important to determine the key development priorities, due to the fact that the municipality will not have sufficient resources to address all the issues identified by different segments of the community. Prioritisation assists the municipality to allocate scarce resources to those issues highlighted as more important and/or urgent. The municipality must be aware of existing and accessible resources and of resource limitations in order to devise realistic strategies.

2.1 Legal Framework Analysis

In terms of the **Constitution**, local government is in charge of its own development and planning processes. This Constitutional mandate relates to management, budgeting and planning functions to objectives, clearly indicates the intended purpose of the municipal IDP:

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

It is crucial that the relevant legislation and policies regulating integrated development planning be thoroughly analysed to ensure that the process and its outputs address the principles outlined in the legal framework.

IDP Public Participation Process 2025 - 26

In developing the 2026 – 27 IDP, the SDM has embarked on ~~a~~ sectoral public participation process in November 2025 and which ultimately will culminate in concluding public participation between the months of March – May 2026. This process is significant in ensuring democracy and good governance in the district by encouraging the public to be involved in the IDP development process.

The integrated development plan process is followed as per the process plan and as adopted by the council and the comments from public participation are included in the draft documents of the IDP when submitted to council for final adoption together with our budget.
The municipality has set up relevant oversight committees to put appropriate checks and balances in place. Sedibeng District Municipality has a functional Audit Committee and Municipal Public Accounts

Committees in place to ensure good governance. The petitions committee functions very well and all community and stakeholder memoranda as well as petitions are received, processed by this committee and reported in council.
In this regard, the SDM will ensure the following:

- November: Launch of IDP public participation process
- March: IDP public participation process;
- April: IDP is available at public libraries for further comments; and
- May: Consolidation of public comments and inputs in IDP document.
- May: Adoption of revised IDP and Budget
- June: State of the District Address

The table below provides summary of public/ stakeholders consultation during the current year under review.

Comments/Inputs	Municipal Response
• Unified One Plan: The district should involve local municipalities and work together on a unified "One Plan".	• Integrated governance: Local municipalities are active members of political and technical DDM committees, reporting project progress at quarterly DDM sessions to ensure coordinated planning.
• Process simplification: The stakeholders urgers the municipality to cut bureaucratic red tape so that local initiatives can move faster and help uplift the region	• Red tape reduction: One of the objectives for the establishment of DDM committees is to cut the red tape and expedite processes towards economic development and addressing social challenges.
• SEZ project status: the stakeholders asked for updates on Special Economic Zone projects and whether local communities will benefit from them.	• SEZ implementation: The Sedibeng SEZ is supported; specific projects like the Vaal Aerotropolis and LPG project in Lesedi local municipality. The tripartite partnership between GIFA, LLM and MTP Aviation has been finalized. Other projects are also expected to kickstart focusing on community involvement.
• Economic and skills outreach: A request to invite sector departments, SOEs, and other businesses to showcase economic opportunities and upskilling programmes in the Sedibeng region.	• Skills and Economic programmes: The municipality partners with Food BevSETA for a food packaging learnership (120 learners) • In addition, Transnet has initiated a Transnet Imbizo in October 2024 in conjunction with SALGA as part of Transport Month. The initiative is aimed at skills development and training.
• Consideration on the Vaal region as a tourist attraction and create marketing agency. • Form a DDM Agricultural Committee to help the Fresh Produce inclusion request	Furthermore, the municipality in partnership with the services SETA will be commencing in December of 2024 with Learnership Programme for 400 learners and skills programme for 100 leaners in Agriculture, Business administration and new Venture Creation.
• Establishment of SDM Mayoral Council that includes key stakeholders and uses PPP model.	• SDM runs a tourism and demand supply program, a tourism brochure exists and is regularly reviewed.
• Develop a Vaal Development Agency and hold a Vaal Investment Conference to boost economic prosperity.	• The DDM Agricultural Committee is established; FPM Manager is a committee member. • The DDM One Plan provides a platform for the Mayoral Investment Council; stakeholder meetings have set its terms of refence. • The Vaal United Business Forum held SAWIC (Gauteng Chapter) conference. Sedibeng will also be participating in the 1st Gauteng Investment Conference to be held in the new financial year, budgeting permitting.

Comments/Inputs	Municipal Response
• Water Demand Management, an action plan must be developed and be inclusive of all stakeholders, Municipality, Office of the Premier, DWS and Rand Water to conserve water loss. • A request for Municipality to make sure that the big industries do take responsibility and accountability for Air Pollution and work towards resolving them by taking into consideration after effects of the environment. • The factors that have an impact and Climate Change has on the livelihoods and well-being of our society putting them at risk.	• SDM is not a Water Service Agent (WSA) The local Municipalities are the ones providing water with Rand Water providing bulk. Locals monitor water losses. ` • The issue of Air Quality Management is a collective responsibility and accountability (is not only big industries that they are polluting) all industries with the region are complying with MES of their licenses. • There are eight objectives from AQMP to address all different sources of pollution. We implementing all those objectives and we are reporting progress on the quarterly basis. • By solving or addressing air quality we are addressing climate change issues as Climate change is the result of Air Quality.
• Intake of EPWP employees by the municipality leave much to be desired, as their contribution does not improve or keeping the area clean so as to ensure that the we have the healthy environment in the district and adequately addressing the purpose of reducing youth unemployment. • Sedibeng District Municipality must introduce the consequence management on the conduct of these EPWP employees.	• The daily operations done by appointed EPWP participants are closely monitored and managed by the municipality. Consequence management applied where the need arises. The district will be engaging with Local Municipalities through IGR structures to ensure consistency on daily operations and management happens at the local municipality level.
• Clarity sought on ownership of the Vaal Island and Open space around Makro	• Vaal Island (Waterberg) is owned by UJ and, a tour will be organised in future by the Office of Executive Mayor
• Is DDM paving a way towards Sedibeng Metro? • Need to appoint Civil society secretariat • Request for Geo political report and the effects in South Africa	• DDM aims to address challenges in the Sedibeng Region.to create viable economy that benefits all communities and as far as the Metro goes, the current political environment in Sedibeng is not conducive for a formulation of a Metropolitan City. • Matter to be resolved at a different platform. And • City Bank website offers a wide variety of news and updates on Geopolitical issues affecting South African citizens
• It was noted that the MEC's comments highlighted that the SDM IDP lacked social aspect, have all comments been resolved, 1. **and** • Is there a specific budget allocation for Social Development with special focus towards ECD centres	• Most comments were responded and resolved and other issues that were relating to Sector Departments, the district has further elevated for Sector departments to resolve. • Sedibeng only performs coordinating functions and will always refer budget implications on a matter raised to relevant Sector Departments, and eventually refer community members to relevant offices within different sector department or SOE's.
• ELM infrastructure falling apart, is SDM facilitating any intervention, with emphasis on Water, Sanitation and Communication centres that are not functional for the most part.	• SDM is undertaking certain functions on behalf of ELM, however, ELM will be having Stakeholder Engagements in the month of April, stakeholders are encouraged to attend and raise their concerns to the Municipality administration on improving communication on essential matters that affects communities. • All Local Municipalities have open door policy and communication centres which are fully operational and functional. • Midvaal Local municipality even have an automated service delivery line.
• Government only doing box ticking on IDP's and not enough implementation.	• IDP Stakeholder engagements are an integral part of communication between local government and its communities, to that effect engagements and discussions that happen are taken into serious consideration by municipality to address raised during the engagements.
• Clarity seeking question on Hydrogen company and its locations. • Are beneficiaries of the R82 corridor project also going to benefit on the multi-sectoral SEZ?	• The Mitochondria project is an Emfuleni Local Municipality project. • 3070 Hectors of Land pockets available for present and future projects will benefit all qualifying community members, as the land pockets concerned were donated to SEZ so as to rollout various projects in the Local Municipalities.

Comments/Inputs	Municipal Response
• What strategies are going to be used by Sedibeng to resolve the unfunded budget status of the municipality. • When will Vereeniging Licensing station be operational?	• Unfunded budget will be tabled at the next Council sitting. The municipality has entered Partnerships and sourced grants to relieve the financial constraints experience in the past few financial years. • Vereeniging License building is owned by Emfuleni Local municipality, however, Sedibeng district Municipality has approached **GAUTRAIN** to assist with refurbishment and renovations, once both parties reach consensus, the Licencing station will temporarily be based at the old Post Office in Vereeniging CBD, until such time that the refurbishment has been concluded.
• Were last Stakeholder Engagement questions resolved? • VUBF commends Sedibeng Municipal Manager for open door policy and effective communication relations with stakeholders • As members of the DDM Agricultural sector committee, a suggestion list for future Agriculture projects will be submitted to MM • Red tapes still prevalent in Sedibeng, despite the requests from the previous Stakeholder engagement, request to work at fast turnaround times on certain projects especially in rezoning.	• There responses by the district and others were referred to relevant stakeholders within the spheres of government. • Suggestions proposed were noted and will be considered. • The local government sphere is highly regulated environment where compliance, rules and regulations must be abided to perform certain functions
• Concern about the non-attendance of the Speaker and Executive Mayor in the IDP Stakeholders engagement recently and to provide progress on all projects identified in the district.	• The matter will be escalated to Political Management Team (PMT) for consideration and provide answers from these offices.
• Can the municipality lease the land for car manufacturing with different design in Vaal in order to provide the opportunities earmarked for emerging, compliant potential and aspirant business community.	• The lease agreement processes are open to all stakeholders and will only succeed if bidders are legally compliant and meet the necessary requirements needed by Municipality (SDM).
• The Executive Mayor committed to the trip to Vaal Island as tourism attraction, when is the trip taking place? • There is also an interest from the stakeholder from Arts and Culture who volunteer to ferry the delegates to that tourism destination if the Executive Mayor could not fulfil her promise.	• The matter is getting attention as the Executive Mayor has to be informed and be reminded about her commitment in the previous engagement on the matter and to fulfil her promise.
• A long-term contracts of lease agreements of 20 years for keen investors in the Vaal Region is a major concern as its lifespan will eventually deprive aspirant youth growth in their post-graduation processes, and culmination of door keeping for future youth development and deprivation of economic prosperity. • A promotion of gate keeping to limit access to market and land availability in order to deprive future generation in Vaal to prosper.	• Long term lease agreements were informed by a difficult situation if three years' timeframe contract taken, as it would have been impossible for investors make profit or recover R100 million with limited timeline set for return on investment in both the municipality and the end users. • One of the conditions set for investors is to develop capacity building program that will benefit youth and graduated students as career path and their participation in the economic mainstream and opportunities
• Is there any political will, so as to ensure Vereeniging Fresh Produce Market investment and project implementation and culmination of economic prosperity is realised in the district.	• The investment project that is underway is PPP Project. Private investor was appointed to takeover market operations for number of years, with R200 million investment.
• Why municipalities are not considerate and discriminating against Persons with disabilities by depriving them to have access to government and business opportunities on	• The municipality is committed to address the challenges faced by vulnerable groups and • The intention to co-ordinate and implement transformation and empowerment key programs in support and collaboration with line departments.

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Comments/Inputs	Municipal Response
1. Economy 2. Socio Economic Issues 3. Employment • EPWP Programs. and • Access to houses.	• Review and develop policies and strategies for transformation, promotion, and protection and well as empowerment of women, LGBTIQ+ sector, youth, disabled people, children, older persons and military veterans.

About our Area:

Some Basic Facts and Findings about Sedibeng:

- **Municipalities includes:** (Emfuleni, Midvaal and Lesedi Local Municipalities)
- **Population** **:** 1,190,688 (million) **Source:** Stats SA Census 2022

  Emfuleni

  Midvaal

  Lesedi

- **HIV and AIDS Incidence:** 184627 incidences (May be attributed to inequality, unemployment and poverty)
- **Access to basic Services**

Basic Demographics:

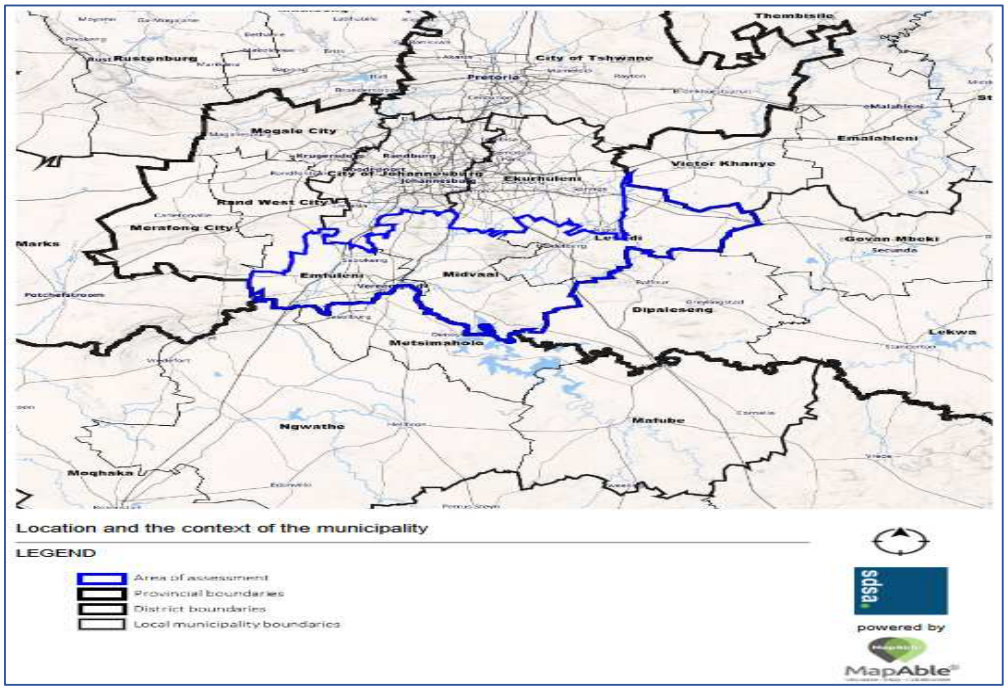
The Sedibeng District Municipality is a Category C municipality found in the Gauteng Province. It is the only area of the Gauteng Province that is situated on the banks of Vaal River and Vaal Dam in the

Southern-most part of the Province, covering the area formerly known as the Vaal Triangle inclusive of Nigel and Heidelberg. It includes the towns of Vereeniging, Vanderbijlpark, Meyerton and Heidelberg as well as the historic townships of Evaton, Sebokeng, Bophelong, Sharpeville, and Ratanda, which have a rich political history and heritage.

The SDM covers the entire southern area of Gauteng Province, extending along 120 km axis from East to West. The total geographical area of the municipality is 3, 894 square kilometres (km^2). The SDM comprises of three Category B municipalities, namely, Emfuleni, Lesedi and Midvaal Local Municipalities.

The Sedibeng District Municipality is surrounded by three provinces: The Free State province to the south, Mpumalanga to the east and North West to the west. This makes the district and its development critical to the three provinces since there is inward and outward migration to and from the surrounding provinces and the districts of Gert Sibande (Mpumalanga), Fezile Dabi (Free State) and Dr Kenneth Kaunda (North West).

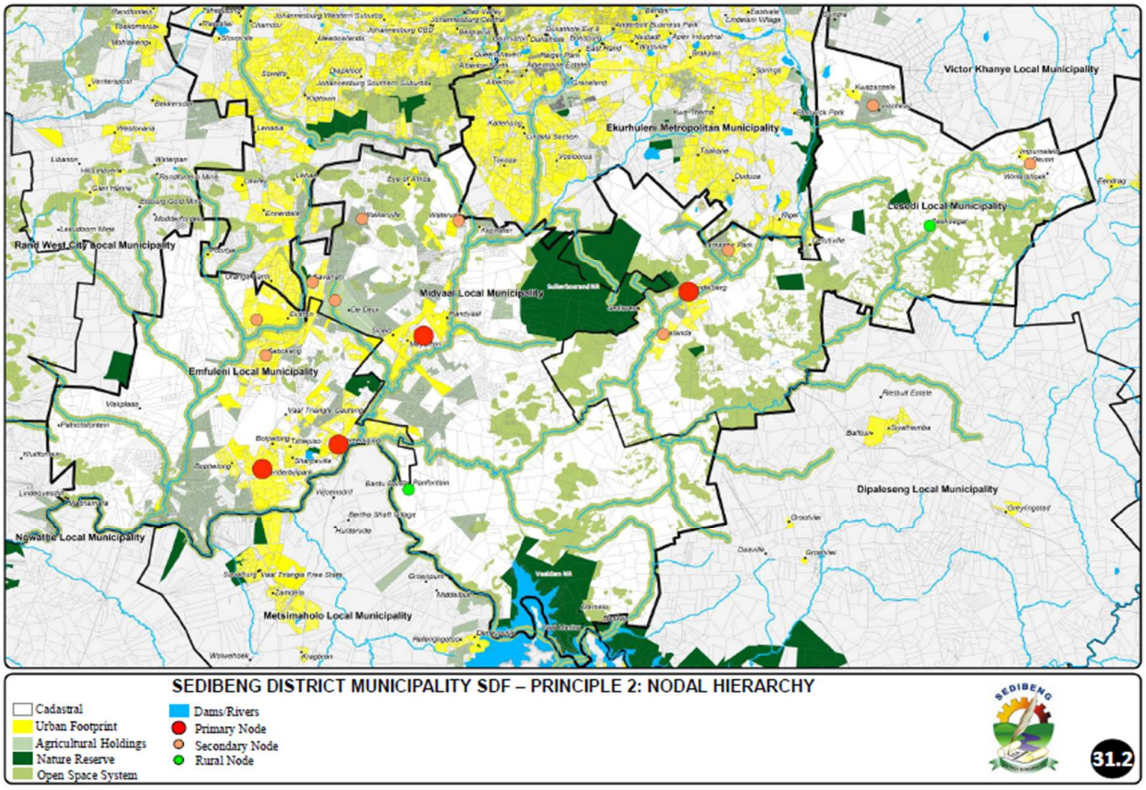
- City of Johannesburg (Johannesburg) to the North;
- Ekurhuleni (East Rand) to the North-East;
- Nkangala (Mpumalanga) to the North-East;
- Gert Sibande (Mpumalanga) to the East;
- Northern Free State (Free State) to the South;
- Southern District (North-West) to the West; and
- West Rand to the North-West.



Regional Nodes:

Primary nodes in the region are Vereeniging, Vanderbijlpark, Meyerton and Heidelberg. Secondary nodes include Evaton, Sebokeng, De Deur, Savannah City, Walkerville, Waterval, Ratanda, Jameson

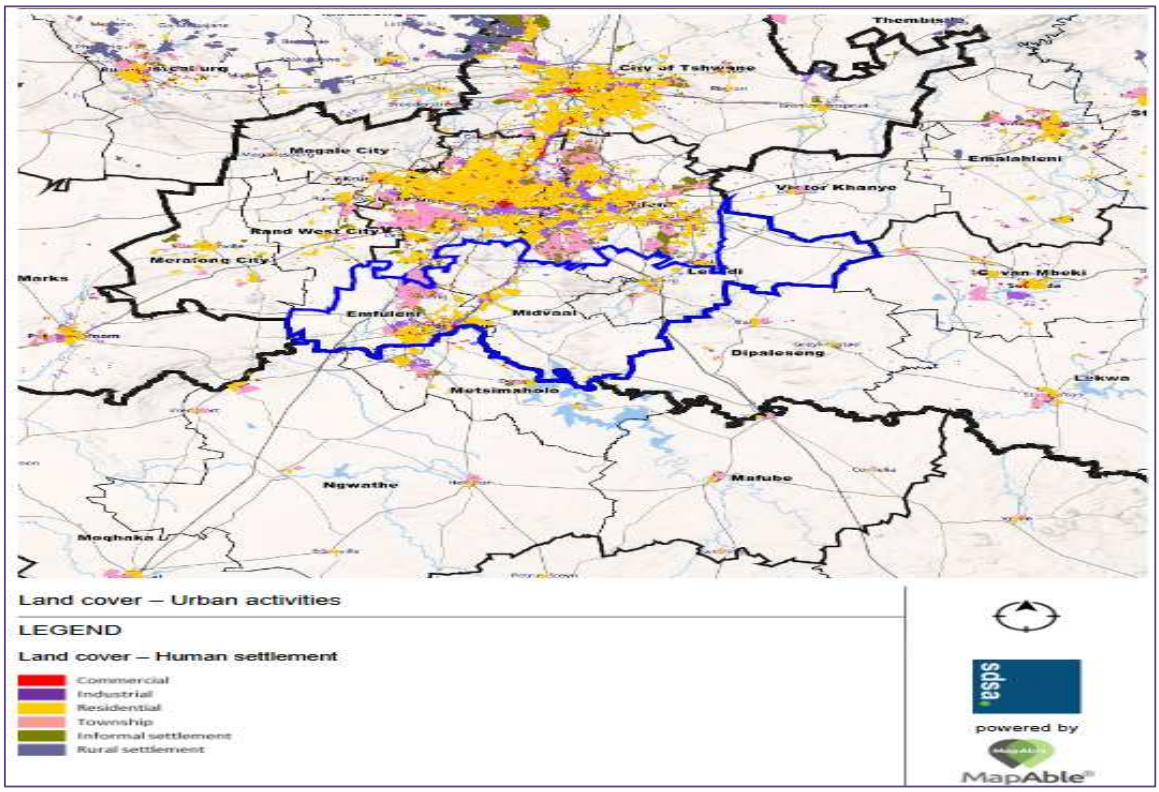
Park, Vischkuil and Devon. The Rural nodes are Langzeekoeigat and Bantu Bonke, both of which are classified as Agri-villages. The figure below depicts the regional context of Sedibeng District.



Land Cover:

The total geographical area of the municipality is 4.185 square kilometre (km2) of the land cover of which Midvaal occupies almost half of the area of Sedibeng District, over 80% (1,728km2), followed by Lesedi at (1,489 km2) and Emfuleni at (968 km2), being the smallest in terms of land size and yet it has the highest number of population. The figure below depicts the regional Land Cover context of Sedibeng District.

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Source: *Census 2022*

Environmental Analysis:

Sedibeng has an estimated total river length of 2 863 km, a total dam coverage of 4 570ha, and a total wetland coverage of 4 486ha. Of the total dam coverage, 72% (3 290ha) is taken up by the Vaal Dam, which thus contributes to approximately 1% of the land use in the Sedibeng District Municipality. Sedibeng consists of the following rivers: the Suikerbosrand River and Blesbokspruit in the Eastern part of the district; the Klip River and Suikerbosrandspruit in the Middle part of Sedibeng; and the Leeuspruit and Rietspruit in the Western part, all which drain directly into the Vaal River. Sedibeng region has been mired in various environmental controversies, and its main environmental challenges are water pollution, Wastewater spillages, and poor Air quality.

The assessment of the environmental profile will discuss the water, waste, and air pollution challenges that are experienced in the district. These challenges pose threats to the sustainable environment and the district has to ensure that the region eradicates these respective challenges to preserve the local environment. The following section will evaluate the environmental profile of the district, detailing the challenges experienced in the region.

Water Pollution:

Sedibeng region is faced with serious water pollution encounters in river systems and water bodies, particularly the Kliprivier and Blesbokspruit which are polluted by runoffs from industrial areas, communities, and wastewater treatment works. The Waste Water Treatment Plants are overwhelmed with pollution from industrial effluents inflows.

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The Vaal River has been seriously highly polluted by both domestic and industrial waste and it has become difficult for Local municipalities to deal with the pollution. The forums were formed to emphasize compliance with effluent quality standards (SANS 241) as per the Department of Water and Sanitation's (DWS) regulations. SDM's Municipal Health Services helps local municipalities enforce compliance with the required effluent quality standards. Vaal River was also plagued with water lettuce and water hyacinth and this has been addressed.

Sedibeng Regional Sanitation Scheme:

The Sedibeng Regional Sanitation Scheme (SRSS) is a multi-faceted sanitation development scheme that aims to address wastewater treatment plant's overload challenges. This will also unlock socio-economic development within the district. It also aimed at addressing the challenges of water pollution in our dams and rivers. The other challenge identified is the management of non-revenue water that contributes to water ingress into wastewater treatment systems.

There are several smaller projects that the local municipalities are involved with, that form part of (SRSS), that is, refurbishment of existing pump stations and repair/ replacement of sewer pipelines. The existing wastewater treatment plants in the region require refurbishment and upgrade to accommodate the additional influents capacity. The Sedibeng District Municipality is planning to source capital project funding for infrastructure projects in order to address/assist the local municipalities with the challenges of water and sanitation infrastructure backlog and maintenance challenges.

Waste Management:

Sedibeng's history of waste management is not that different from the South African situation in general. The issue of waste as with most local, provincial, and national departments has many facets including economic, physical, social, and political. Waste management has traditionally taken place on an ad-hoc basis to meet the current needs, with very little foresight into the future needs of an ever-increasing population.

The major challenge faced by the district is the noncompliance of Landfill sites. This has led to the closure of them. The SDM together with local municipalities are working together to ensure compliance of these sites. The other challenge in the region involves insufficient waste collection due to a lack of waste management infrastructures. The unauthorized dumping is currently a serious problem faced by all municipalities in the region. Local authorities in Sedibeng have neither sufficient funding nor adequately trained staff; to effectively plan and execute their waste management functions in a sustainable manner.

The Sedibeng is planning to source capital project funding for waste management projects in order to assist the local municipalities with the challenges of waste management.

Air Quality:

Air quality is affected by climate change, the landscape, natural and economic activities that are taking place in the district. There are different sources of Air pollution: emissions from industrial processes, domestic fuel burning, vehicle exhaust emissions, and waste facilities. Sedibeng District Municipality is regarded as one of the most polluted municipalities because of the level of industrialization in the areas within the Emfuleni Local Municipality and Midvaal Local Municipality.

Emfuleni Local Municipality and Midvaal Local Municipality have been declared to be part of the first national priority area in Vaal Air-shed Priority Area and Lesedi Local Municipality declared High Veld Priority Area which is the second priority area in the country. All local Municipalities within the Sedibeng Region are in a priority area in terms of the Air Quality Act. Mpumalanga, Ekurhuleni, and Lesedi particulate matter has been identified as a pollutant of concern within the region and the major contributors to particulate matter (PM10) is both industrial sources and domestic sources, especially in winter.

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

The Second generation VTAPA AQMP was finalised at the end of the second term of 2021/2022 and was adopted by Sedibeng District Municipality as the region's Air Quality Management plan to inform the management of air quality within the region. The objectives of the priority area plans are the same as the district's objective that of achieving clean air for the residents of the region.

The municipality is currently having several challenges concerning the availability of both human and financial resources to efficiently execute the function of air quality management. As a matter of urgency, Sedibeng District must have Environmental Compliance and Enforcement Officials to address noncompliance within Air Quality management as a function. The lack of these minimum resources results in the district not being able to implement programmes that are directed at reducing air pollution within the region. The lack of an Environmental Compliance and Enforcement unit continues to pose a challenge as far as managing and enforcing the conditions of the Atmospheric Emission Licenses.

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

The Sedibeng District Municipality has two Ambient Air Quality Monitoring Stations, namely:

- Meyerton Ambient Air Quality Monitoring Station
- Vanderbijlpark Ambient Air Quality Monitoring Station

The raw data collated from both stations is submitted to the South African Air Quality Information System (SAAQIS) for verification.

With the help of the Department of Forestry, Fisheries and Environment (DFFE)'s National Air Quality Indicator project, Vanderbijlpark station continues to report continuously to SAAQIS. The DFFE has also upgraded the security system of the station by installing an electric fence and an armed response system.

Biodiversity:

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

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

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

Climate Change:

As a country, South Africa has a responsibility to reduce emissions in response to climate change and honour its international obligations. As a constructive role player in the United Nations Framework Convention on Climate Change, South Africa submitted its Intended Nationally Determined Contribution (INDC) in 2015. Furthermore, South Africa signed the Paris Agreement in April 2016.

South Africa's response to climate change is detailed in the 2011 National Climate Change Response Policy (NCCRP) which outlines the Government's vision for an effective climate change response, the long-term transition to a climate-resilient, lower-carbon economy and society. This is further enhanced in the country's first National Development Plan (2012). Provincial and Local government spheres have a critical role to play in helping achieve the climate change response goals of South Africa. These spheres of government are at the coalface of government implementation programmes and activities.

The NCCRP, 2011 noted the role of local government and expressed it to include amongst others planning and development, infrastructure and services (service delivery), disaster response, energy, water, and waste demand management. The National Government took it upon itself to foster the implementation of the climate response plan. Sedibeng District Municipality developed a Climate Change Response Plan in 2016. The plan was developed through assessing vulnerability risks assessment focusing on Agriculture, Biodiversity, Environment, Human Health, Human Settlement, and Water. The vulnerability risks assessment focused on the following parameters:

- Exposure,
- Adaptive capacity,
- Sensitivity

The Sedibeng District Municipality followed National Department of Forestry, Fisheries and the Environment by developing a Climate Change Response Plan in 2016 even though the district still has to appoint a directorate that will be committed and responsible for overseeing the implementation of the plan. The plan was developed through assessing vulnerability risks assessment focusing on Agriculture, Biodiversity, Environment, Human Health, Human Settlement, and Water. The vulnerability risks assessment focused on the following parameters:

- Exposure,
- Adaptive capacity,
- Sensitivity

The municipality has developed the Sedibeng District Municipality Climate Change Mitigation Strategy and also intends to prioritize climate change and increase support for the agriculture sector and ensure there is a creation of jobs through township revitalization, implementation of a green economy agenda, and carbon tax. The district has developed the Draft Climate Change adaptation plan through the support of CSIR. The municipality is planning to source funding to implement the climate mitigation projects.

Municipal Health Services:

The Republic of South Africa Constitution Schedule 4 Part B, section 156(1)(a), classifies Municipal Health Services as a Local Government function that must be rendered at the District or a Metropolitan Municipality. Subsequently, in terms of Section 32(1) of the National Health Act, 2003 (Act No. 61 of 2003), Municipal Health Services is the exclusive competency of a Metropolitan (Category A) and District (Category C) Municipality.

In terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998), Section 84(1)(i), Municipal Health Services is the responsibility of the District Municipalities and Metropolitan Not a Local Municipality (Category B). According to Section 76 of the Municipal Systems Act, 2000 (Act No. 32 of 2000), a Municipality may provide a Municipal Service including MHS in its area, or a part of its area, employing either an internal or external mechanism.

Therefore, Sedibeng District Municipality decided in the year 2004 that Emfuleni, Midvaal, and Lesedi Local Municipalities, through agency agreement, should render effective and efficient Municipal Health services on its behalf since it has no capacity. Sedibeng District Municipality entered into Service level agreements with the local municipalities; which are renewed annually by the parties (municipalities). Sedibeng District Municipality is in the process of devolving the function from local municipalities to the district respectively.

The local municipalities through SLA have the obligation to render the nine core functions of Municipal Health Services as defined in the National Health Act, 2003 (Act 61 of 2003) in accordance with the National Environmental Health Norms and Standards. Namely;

- Water quality monitoring: The local municipalities conduct water monitoring to ensure that water is safe to drink, sewer is treated and disposed of safely.
- Health surveillance and prevention of communicable diseases: Local municipalities play critical role through advocacy and health surveillance to prevent communicable diseases,
- Health surveillance of premises: The local municipalities conduct routine inspections to various premises as part of integrated approach.
- Vector control: The Local municipalities monitor and control the spread of diseases in communities.

- Food control: The Local municipalities conduct inspection to ensure that food is safe to eat.
- Waste management: The Local municipalities ensures that waste is handled safely, premises are clean and hygienic.
- Environmental pollution control: The local municipalities monitor, control household environmental pollution and addresses health risks.
- Chemical safety: The local municipalities ensures that chemical substances are handled safely.
- Disposal of the dead: The local municipalities monitor and manages the disposal of human remains.

Sedibeng District Municipality, like any other district municipalities in South Africa, is not immune to Environmental Health challenges, which include:

- Poor ambient air quality as a result of industrial activities and the burning of fossil fuel at the household level (Poor indoor air quality)
- Emerging of communicable diseases
- Unhygienic production, storage and transport of fresh milk within the district (The bulk of fresh milk for the Gauteng province is produced in the Sedibeng District).
- Non-compliance of premises, including state-owned premises, with minimum environmental health and safety standards.
- Poorly maintained public buildings, industrial premises and facilities
- Mushrooming of the Informal early childhood development facilities which don't comply with the minimum environmental health and safety standards
- Illegal domestic waste disposal
- Nuisance noise
- The illegal use of tobacco products within public buildings, facilities and in the workplace.
- Rodent infestation as a result of poor waste management
- Pollution of water resources as a result of poor sanitation
- Mushrooming of spaza shops that do not meet the minimum environmental health and safety standards around the keeping, storing and preparation of foodstuffs for human consumption.

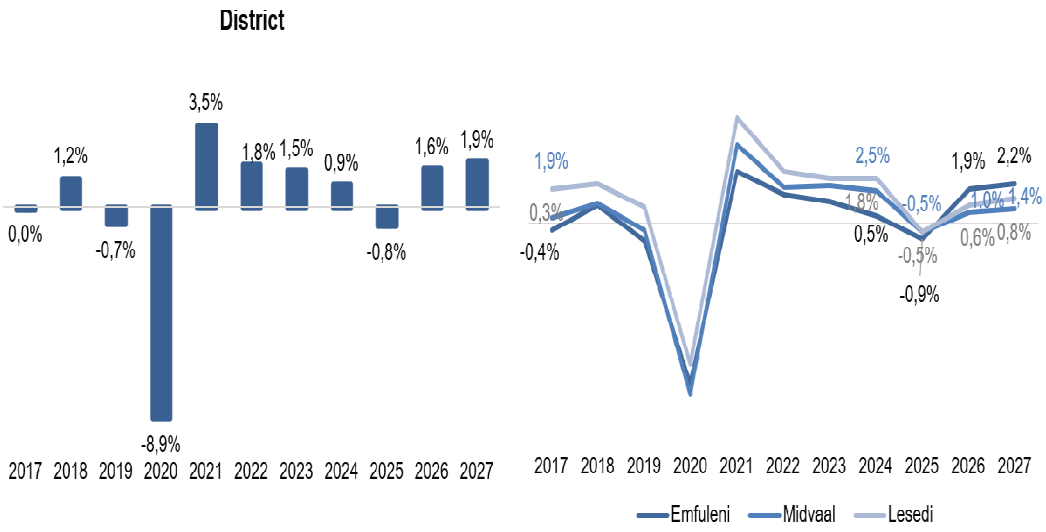
Economic Analysis:

This section of analysis highlights the importance of understanding the economic structure the district and province in particular for policy, investment and other economic developmental purposes. The Gauteng economy is dominated by the finance sector activity, while in Sedibeng, the manufacturing sector dominates activity for the highest share of economic activity. The section below looks at economic activity in Sedibeng as well as the locals, before delving into sector performance.

Sedibeng Economic Performance and Outlook

The district has experienced uneven growth from 2015 until 2020, when the COVID-19 pandemic affected global economic growth. However, economic growth rebounded after the pandemic, reaching rates higher than those recorded before it. The district recorded an annual economic growth rate of 0.9% in 2024, supported by increases in the local municipalities, namely, Emfuleni, Midvaal and Lesedi (which posted growth rates of 0.5%, 1.8% and 2.5% in 2024 respectively). This is shown in figure below, where the annual growth rates are graphed for the entire district.

Figure: Annual Growth Rates



Source: Quantec EasyData, 2025

Note: 2025 represents estimates, 2026 and 2027 are forecasts

Economic growth for the district is estimated to contract by 0.8% in 2025, driven by declines in sectors such as transport, electricity, construction and mining. Thereafter, economic growth is forecast to pick up to 1.6% in 2026 and increase further to 1.9% in 2027.

In 2025, all three local municipalities are estimated to experience contractions. Emfuleni is forecast to rebound in 2026 and 2027, growing by 1.9% and 2.2% respectively. Midvaal is also forecast to grow, by 1% in 2026 and 1.4% in 2027. Lesedi has consistently performed below the other two municipalities, with growth for 2026 forecast at 0.6% and rising to 0.8% in 2027.

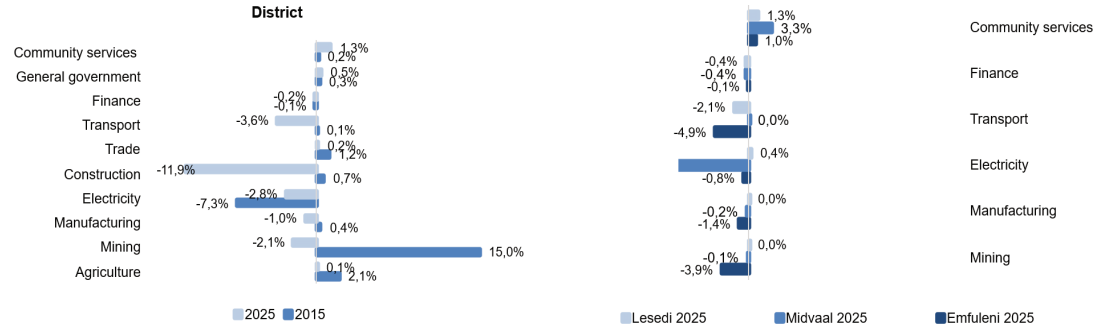
Economic Sector Performance

The district Is known for its reliance on the manufacturing sector, which is home to Arcelor Mittal, the largest steel manufacturing company. Manufacturing activity has declined over the years due to global factors affecting the industry and the emergence of cheaper steel suppliers worldwide. The company's recent decision to cut operations across the country highlights some of the challenges in the sector.

The challenges are attributed to the decline in the country's economic activity, high logistical and energy costs and the influx of low-cost steel imports from countries such as China.

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Figure: Sedibeng Sectoral Performance

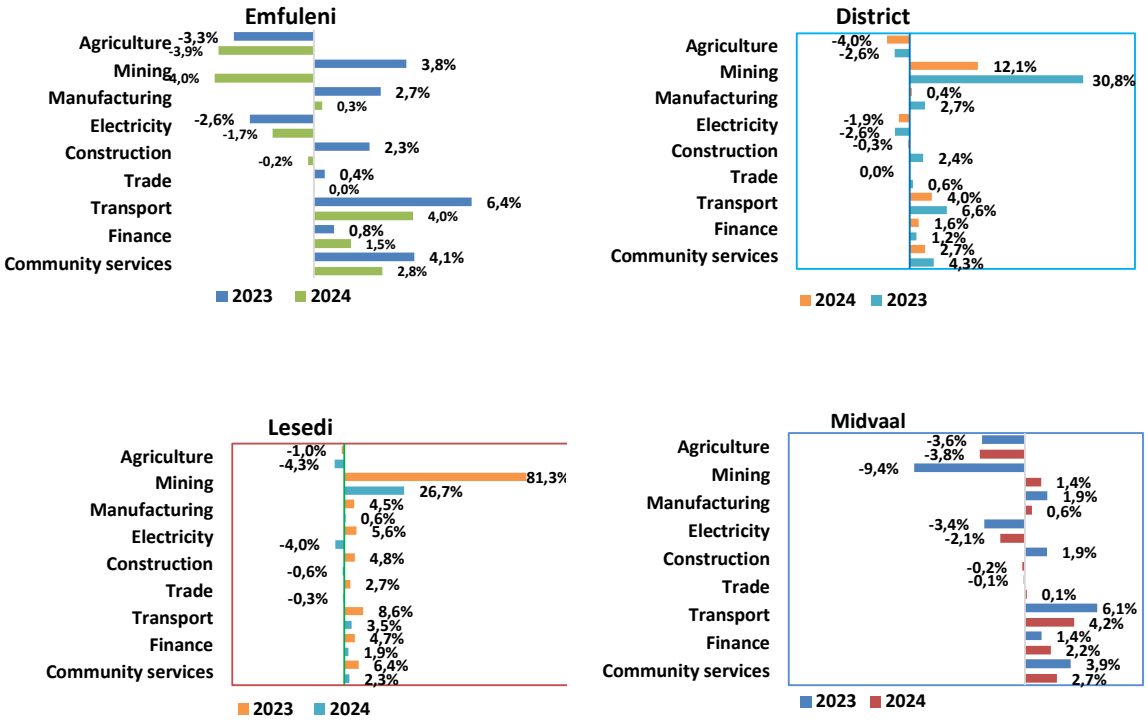


Source: Quantec EasyData, 2025
Note: 2025 represents estimates

The figure above shows the sectoral performance for the district and some notable sectors in the local municipalities. Comparing 2015 and 2025 for the district, economic growth was primarily supported by the mining and agricultural sectors. However, by 2025 mining had declined, while the agricultural sector grew by 0.1%, and growth for the year was instead buoyed by the community services sector.

In 2025, examining the local municipalities sectors, Lesedi recorded its largest decline in the transport sector, at 2.1%, while the largest increase was in the community services sector at 1.3%. Midvaal experienced a contraction of 14.8% in electricity sector, while the largest increase of 3.3% was recorded in the community service sector. Emfuleni recorded a 1% increase in community services; however, significant declines occurred in transport sector, which fell 4.9%, and in the mining sectors, which declined by 3.9%.

Figure: Economic Sector Performance:

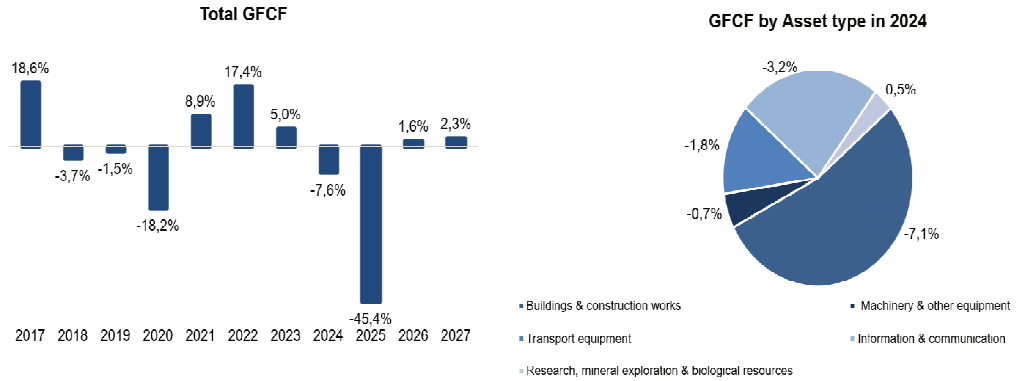


Source: *S&P Global,2024*

Investment Trends in Sedibeng Region:

Key to growth in economic activity for the country and its regions is the level of investment across different sectors of the economy. As the economy grows, so should investment in sectors such as energy, transport, and manufacturing, to name a few. This helps propel investment activity across the economy, leading to growth in economic activity, employment and socio-economic development in regions and their communities. The macro economic activity in this district and its regions can also be attributed to low investment levels. The section below analyses investment activities in Sedibeng before turning attention to investment trends in the Region.

Investment Growth – Gross Fixed Capital Formation (GFCF)

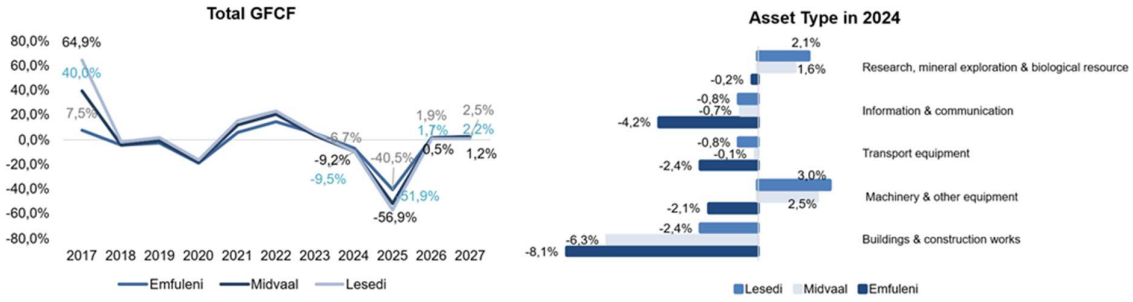


Source: Quantec EasyData, 2025 / Gauteng SERO report 2026/27
Notes: GFCF by asset type is only available till 2024 and 2025 represents estimates, 2026 and 2027 are forecasts

The district's investment declined from 2018 to 2020. It improved from 2021 to 2023, but in 2024 GFCF fell by 7.6%. The contraction in investment in 2024 was due to declines recorded in the buildings and construction works, machinery and other equipment, transport equipment and the information and communication assets. Research, mineral exploration and biological resources were the only asset types to record growth in 2024.

In 2025, investment is estimated to have contracted further, by 45.4%, driven by significant declines across the three local municipalities, before rebounding by 1.6% and 2.3% in 2026 and 2027, respectively.

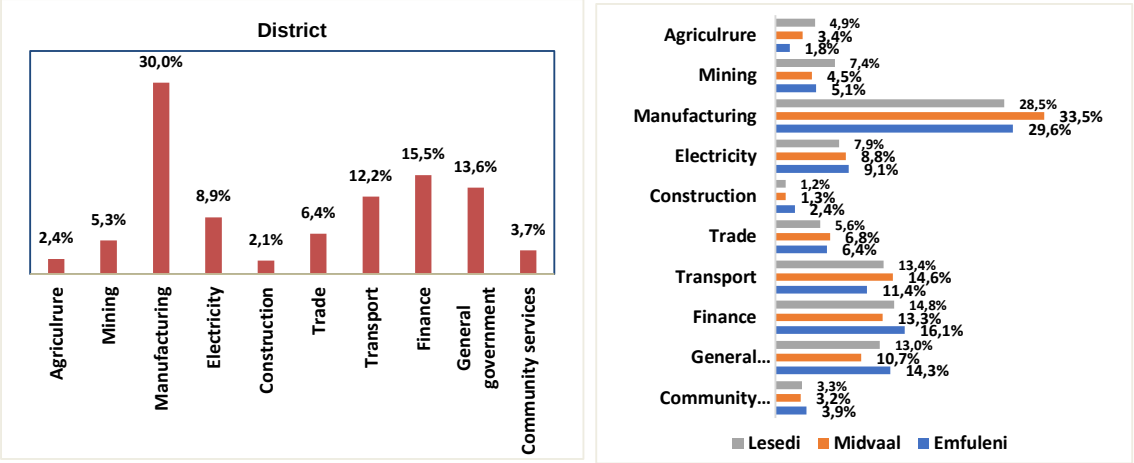
Figure: Local Municipalities' Total GFCF and Type of Asset



Source: Quantec EasyData, 2025 / Gauteng SERO report 2026/27
Notes: GFCF by asset type is only available till 2024 and 2025 represents estimates, 2026 and 2027 are forecasts

Figure above depicts the total GFCF of the local municipalities, as well as GFCF by asset type. In 2024, all asset types in all local municipalities experienced declines, except for research, mineral exploration and biological resources and machinery and other equipment, which recorded increases in Lesedi and Midvaal. Then in 2025, Emfuleni, Midvaal and Lesedi are estimated to have contracted by 40.5%, 51.9%, and 56.9%, respectively. GFCF is expected to rebound to 1.9%, 1.7%, and 0.5% in 2026, respectively.

Figure: Investment growth by Sector:



Source: *Quantec Easy Data, 2025*

The figure above expands on investment growth and shows investment by sector in the district and its local regions. The manufacturing sector accounted for the largest share of the district's investment, at 30% in 2023. This was followed by the finance sector at15.5%. In the three local regions, the manufacturing sector also accounted for the largest share, at 33.5% in Midvaal, 29.6% in Emfuleni, and 28.5% in Lesedi. As Lesedi has the biggest mining activity, it also holds the largest share of investment, at 7.4%. The finance sector also had a significant share of investment activity in the three local regions, as well as the transport sector during the same period.

Labour Market Analysis:

One of the characteristics of a struggling economy is high levels of unemployment. Despite an increase in employment in Gauteng, these gains are consistently outpaced by growth in the number of unemployed individuals. The projected 1.4% economic growth for Sedibeng falls short of being able to promote employment creation in the district and local municipalities. This is especially true when sectors that account for the largest share of the region's economy (manufacturing) face both domestic and global challenges. The challenges faced by the largest steel manufacturing company, such as ArcelorMittal, have led to the company considering cutting down operations across the country. This is estimated to result in about 3000 job cuts across its operations. The section below examines the Labour market indicators in the district and its local regions.

Table: Labour Indicators for Sedibeng and Its Locals

Year	2015			
Municipality	In % LFPR		Unemployment Rate	LAR
Sedibeng	71,3		31,9	48,5
Emfuleni	69,8		35,3	45,1
Midvaal	82,8		15,0	70,4
Lesedi	71,6		24,4	54,1

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Year	2024			
Sedibeng	70,4		36,2	44,9
Emfuleni	68,5		40,0	41,1
Midvaal	84,1		19,3	67,9
Lesedi	72,1		27,4	52,3

Source: Quantec EasyData, 2025 Note: The latest available data is for 2024.

Table above compares the labour market of Sedibeng's municipalities using data for 2015 and 2024. The district's labour force participation rate (LFPR) —has decreased from 71.3% in 2015 to 70.4% in 2025. This trend is also observed in Emfuleni, while Midvaal and Lesedi experienced increases in their LFPR.

The labour absorption rate (LAR) for the district fell from 48.5% in 2015 to 44.9% in 2025, reflecting the impact of subdued economic growth on these districts' economies. Each of the three local municipalities experienced declines in the LAR. The unemployment rate increased to 36.2% in 2024, from 31.9% in 2015, driven by subdued economic growth. This rise in unemployment was also observed across all three local municipalities.

Sector Specialisation and Job Performance in Sedibeng

Box: Interpretation of Sector Specialisation and Job Performance

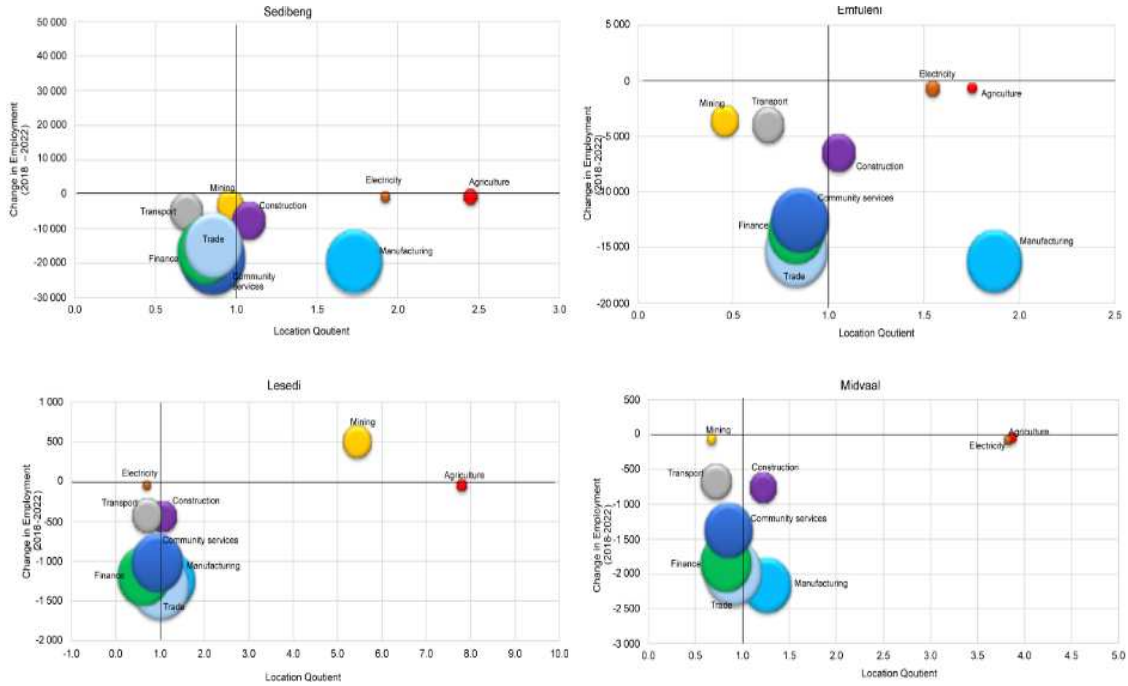
The figure A illustrates a combination of the relative sector specialisation– indicated by the location quotient on the **X-axis**, employment size–demonstrated by the bubble size–and absolute employment change between 2018 and 2022 on the **Y-axis.**

By analysing these indicators, we can determine which sectors are relatively specialised in each local municipality and whether they have created new jobs in the past five years. This information can help assess the growth prospects of each local municipality. If a sector falls on the upper right-hand side of the graph, it is a relative specialisation and has created new jobs during the reviewed period.

A sector that falls on the bottom right-hand side of the graph is a relative specialisation but has lost jobs. On the other hand, those that fall on the upper left-hand side of the graph are not the primary drivers of economic activity but have created jobs. Finally, those on the bottom left-hand side of the graph are neither specialisations nor have they generated any new employment.

The data used is from S&P Global's Regional Explorer

Figure: Combination of Sector Specialisation and Job Performance in the region.



Source: *GPT, 2023. Data used from S&P Global:*

Sedibeng's core specialised sectors are manufacturing and agriculture. However, even though agriculture is the least employed sector, it displays a clear specialisation in the district. Manufacturing is one of the largest employing sectors, along with trade, finance, and community services. These are also main specialisation sectors, although not as outright compared with manufacturing and agriculture. Unfortunately, the core specialised sectors, which are also the main employers in Sedibeng, have been in decline. None of these sectors created jobs between 2018 and 2022, with manufacturing having shed 19 630 jobs, trade 18 637, finance 16 700, and community services, including government, 14 934 jobs over there viewed period.

The Emfuleni and Midvaal local municipalities have a clear specialisation in the manufacturing sector, as well as in agriculture, construction, trade, community services, and electricity (including water-related activities). However, none of these sectors created jobs over the given period, which has had a negative impact on the overall growth of these economies.
On the other hand, Lesedi municipality has a slightly different structure compared to the other two locals. It depends heavily on mining and agricultural activities and is also specialised in manufacturing, trade, finance, and community services (although not to the same extent as the other two locals). In contrast to the prevailing trend, the mining sector in Lesedi created some jobs (about 500) between 2018 and 2022, making it the only sector with positive job gains in the entire district.

The Sedibeng district's economy is likely to face continued challenges unless efforts are made to diversify its declining in manufacturing base. While agriculture is central to the district's economy, its employment capabilities need strengthening to foster overall economic growth. Diversification into other sectors, especially if through agro-processing, holds the potential to maximise the contribution of this sector.

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About or People:

Socio-Economic Analysis

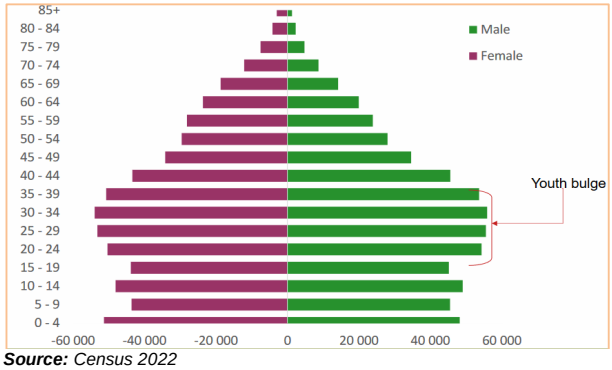
The analysis of socio-economic variables is important for determining the level of service delivery that should be directed to the region. Key indicators such as population growth rate, income inequality, poverty levels, HDI, and access to basic household services are important to track. Funding is allocated according to the developmental needs and priorities of a region. The section below provides the socio-economic analysis of the Sedibeng district and their local municipalities.

Population of Sedibeng:

Sedibeng District is home to 1,190,688 people and also contributes 1.8% of South Africa's total population. The total population figure was at 717 055 in 1996 and eventually increased by 10,8% in 2001 arriving at 794 559 in 2001 and increased by 15.3% to 916 484 in 2011.

Sedibeng population has an overall increment of 29,9% from 2011 to 2022 which is currently at 1,190,688 in figure terms and it mean 88,4% of the population group are black Africans which constitutes the largest proportion of Sedibeng's population followed by White (9,7%) and Coloured (1,0%).

Figure: Sedibeng population age structure, by age groups, 2022



Source: *Census 2022*

Age groups are very important in any demographic assessment. The population's age structure provides a very direct indication of long-term demand for community and social services, housing and infrastructure demand. The population pyramid above only reflects four age categories. The first category is the preschool population, the second category is the extent of the school population, the third category is the economically active population, and the last group is the elderly population.

In considering age groups, the 20 to 65-year cohort is very significant. The male-female ratio in this age group is important. As explained above male absenteeism or a male surplus is a good proxy for migrant Labour. Furthermore, the number of women in this age group also indicates the expected number of households in an area.

Table: Age groups census 2011-2022

Age group	0-4	5-14	15-34	35-60	60+
2011	89564	142847	345678	263568	74826
2022	99594	186362	412352	371878	120467

Source: *Census 2022*

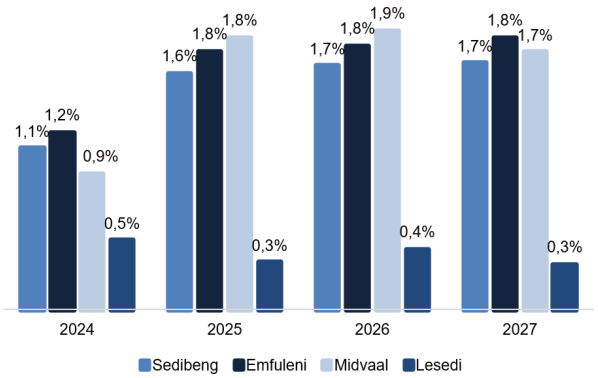
The figure below shows the population distribution by age group and gender for the Sedibeng district. It compares the population structure based on the 2022 Statistics South Africa (Stats SA) Census results and the 2024 Mid-Year Population Estimates (MYPE).

There was a slight shift in the 15–19 and 20–24 age groups for both males and females. However, the overall population structure is still dominated by its bottom bulge, with those aged 0-19 feeding into the youthful and working-age population. During the census period, there were more females than males, while the MYPE indicates a higher male population in 2024. The district's population is projected to be just below 1.1 million in 2024. The statistics basically tell us that government and private sector must devise the means to accelerate development and economic growth in order to create jobs and produce skills for the future jobs in the economy. A lot of young people who constitute the higher percentage of the population in the district are likely to remain unemployed or migrate in search of opportunities outside the region.

Population dynamics

This section examines the population growth rates and the population structures of the two districts, as well as their local municipalities, based on the 2025 Mid-Year Population Estimates (MYPE).

Figure: Population Growth Rates

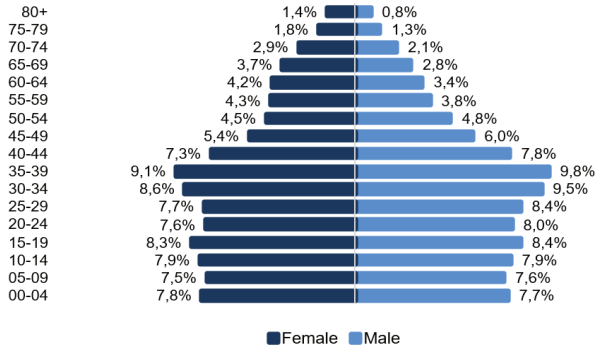


Source: Quantec EasyData, 2025

Figure 4.11 shows the population growth rates for the district and its local municipalities. The Stats SA mid-year estimates indicate that the district population grew by 1.6% in 2025, up from 1.1% in 2024. Population growth in the district is expected to remain at 1.7% in 2026 and 2027. In the local municipalities, Emfuleni's population is estimated to have grown by 1.8% in 2025, up from 1.2% in 2024, and is expected to remain at 1.8% in 2026 and 2027.

The population of Midvaal was estimated to have grown by 1.8% in 2025, with growth projected to reach 1.9% in 2026. Lesedi local municipality recorded the lowest population growth among the municipalities, estimated at 0.3% in 2025, down from 0.5% in 2024. Growth is projected to increase to 0.4% in 2026 before slowing to 0.3% in 2027.

Figure: Population Pyramid for 2025



Source: Quantec EasyData, 2025

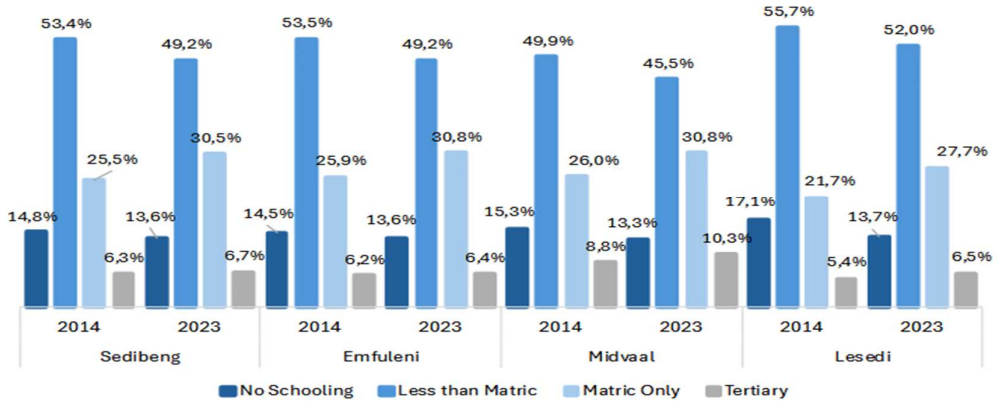
The figure shows the 2025 MYPE on the district level. The pyramid indicates that the district's population is dominated by the youth, reflecting the provincial population structure.
The youth population is followed by the child category, while elderly people constitute the smallest group in the district, similar to the provincial pattern.

Educational Developments:

Education empowers people define their identity, take control of their lives, raise healthy families, take part confidently in developing a just society, and play an effective role in the politics and governance of their communities.

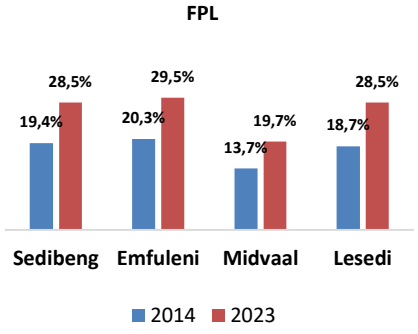
Given the importance of education in the development of human capital for our developmental state, it is appropriate to consider some of the crucial ways on how to increase the general level of education as well as to change the distribution of skills in this region.

Figure: Educational Attainment:

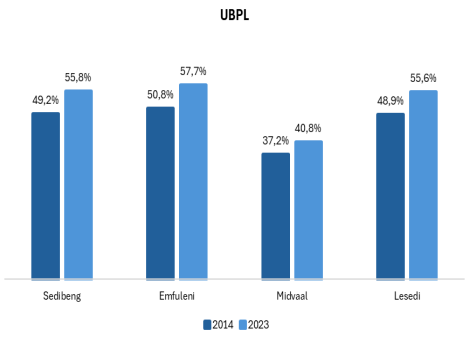


Source: *Quantec Easy Data, 2025*

Poverty and Inequality:



Source:*S&PGlobal,2024*



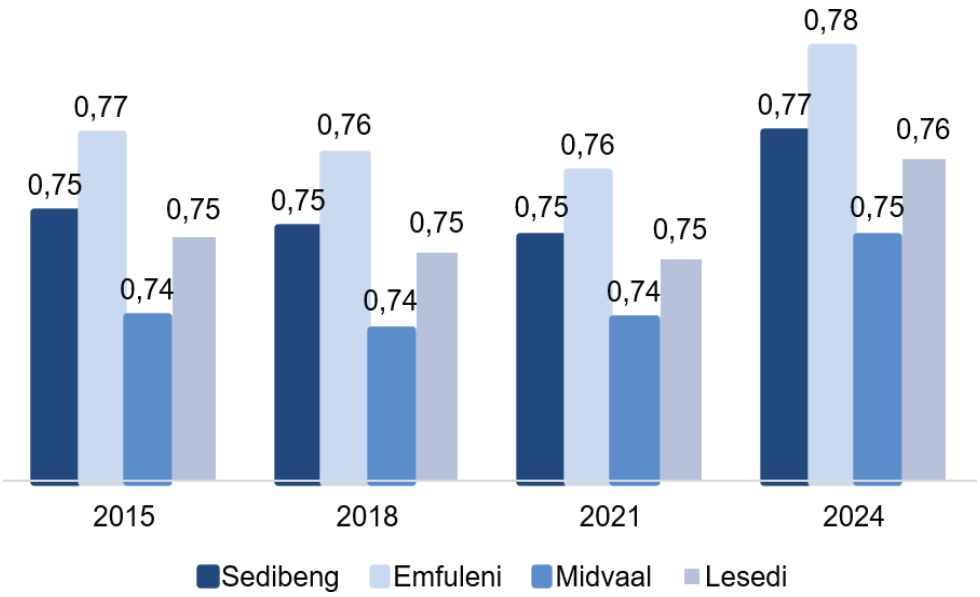
The figure above illustrates the share of households living below the FBL and the UBPL in the Sedibeng district and its local regions. The data indicates arise in the proportion of households living in poverty, based on both measures, across the district during the review period. In2014,19.4% of households in the district were living below the FBL; this increased to 28.5% in 2023.

Emfuleni had the highest share of households living below the FPL, rising from 20.3% in 2014 to 29.5% in 2023. Similarly, the UBPL measures how an increase from 50.8% in 2014 to 57.7% in 2023, with the district overall rising from 49.2% in 2014 to 55.8% in 2023. The increase in the share of households living below both poverty measures highlights the need to address economic growth challenges, as many people struggle to find employment and must rely on government social assistance.

Development Indicators:

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

Figure: Human Development Index:



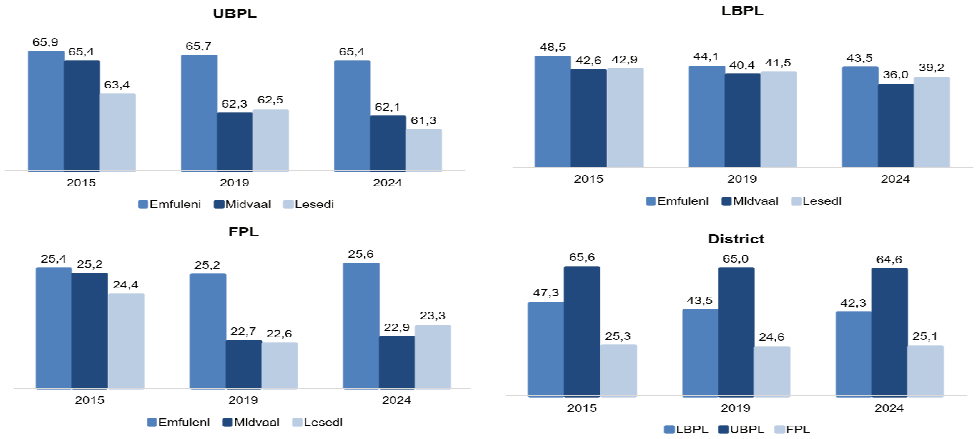
Source: Quantec EasyData, 2025

Figure 4.15 shows the HDI of the district as well as the local municipalities from 2015 up to 2024. The district has experienced a modest improvement in the HDI, increasing from 0.75 in 2011 to 0.77 in 2024, supported by gains in all three local municipalities. At the end of 2024, Emfuleni had the highest HDI in Sedibeng, at 0.78, while Midvaal recorded the lowest HDI, at 0.74. The index remains above 0.5.

Poverty and Inequality:

Although poverty and inequality are distinct concepts, they are closely interconnected. High inequality can exacerbate poverty by reducing social mobility and political power for the poor, creating poverty traps and limiting societal opportunities. Conversely, poverty can exist without extreme inequality, and high inequality can persist even as absolute poverty declines, yet the two often occur together.

Figure: Poverty Lines



Source: Quantec EasyData, 2025

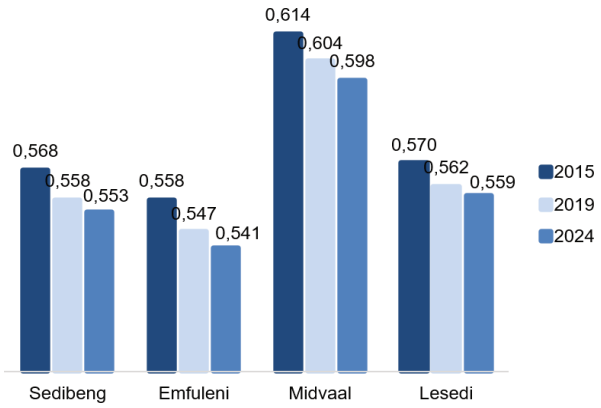
In the district there has been a notable reduction in the proportion of people living below the LBPL, from 47.3% in 2015 to 42.3% in 2024. However, only marginal improvements were observed in the proportion of people living below the FPL and the UBPL.

Emfuleni had the highest rate of people living under the FPL, with no improvement between 2015 and 2024. By contrast, the other two local municipalities recorded significant reductions in their FPL rates. Emfuleni also had the highest rate under the LBPL and the UBPL. Lesedi had the lowest rate of the LBPL and the UBPL, while Midvaal had the lowest rate of FPL.

Income Inequality

To measure the income inequality, the Gini coefficient is used. The country has one of the highest Gini coefficient in the world, indicating a significant disparities in income distribution.

Figure: Gini Coefficient



Source: Quantec EasyData, 2025

The figure above represents the Gini coefficient data for the Sedibeng district and its local municipalities. The data indicates an improvement in income inequality in the district and its local municipalities. In the district, the coefficient decreased from 0.568 in 2015 to 0.553 in 2024, moving closer to the 0.5 midpoint. The coefficients for the local municipalities are also closer to 0.5 midpoint, which is a positive sign for the reduction of income inequality.

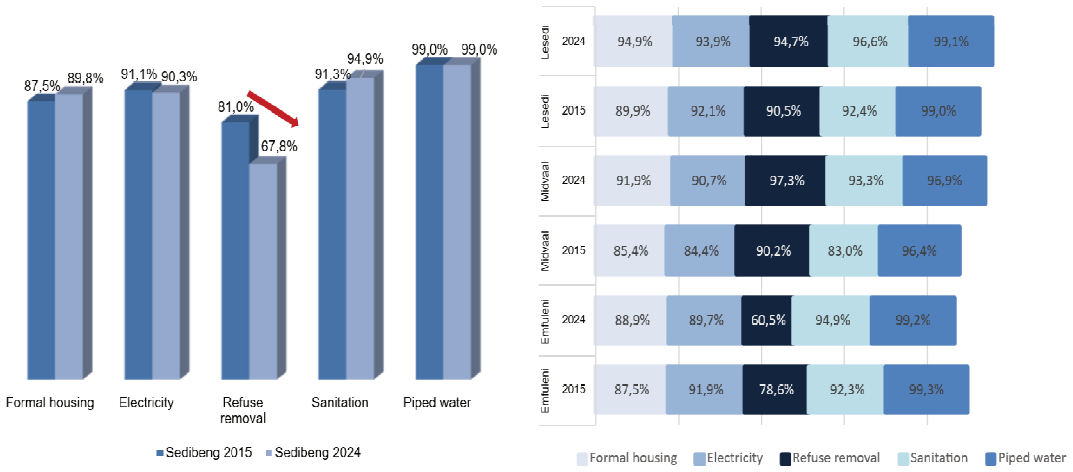
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Our Service Delivery and Resources:

Access to Basic Services:

The section examines the minimum or essential public services provided to households to meet basic needs, including piped water, sanitation, electricity, formal housing, and solid waste removal. This is analysed for the district and its local municipalities.

Figure: Access to Basic Services



Source: Quantec EasyData, 2025

Figure 4.21 depicts access to basic services in the Sedibeng district and its local municipalities for 2015 and 2025. The district has experienced improvements in access to formal housing, electricity, sanitation, and piped water. However, access to refuse removal declined, primarily due to a drop in Emfuleni, which fell to 60.5% in 2024 from 78.6% in 2015.

The decline resulted from trucks being out of operation due to breakdowns, while others had reached the end of their lifespan and required replacement. However, the Premier has revealed that the Emfuleni municipality has recently unveiled 145 new fleet vehicles dedicated to accelerate service delivery. These include vehicles for traffic, waste removal and road maintenance.

Midvaal experienced improvements in formal housing from 85.4% in 2015 to 91.1% in 2024, due new housing developments constructed. The Premier expressed excitement over Savanna City, which is a multi-billion-rand development. This, development is entering a new phase of expansion that will deliver over 18 000 homes and support the accommodation of more than 70 000 residents. It is estimated to create over 54 000 temporary jobs during construction and over 12 000 permanent jobs.

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Health and Social Development:

Health related indicators remain vital for the region's development. A healthy Labour force can contribute much more to the economic productivity of a region and thus to the output. This section provides analysis on the health-related indicators. Health services within the district are provided by both public and private sectors as mentioned below;

District Health Facilities:

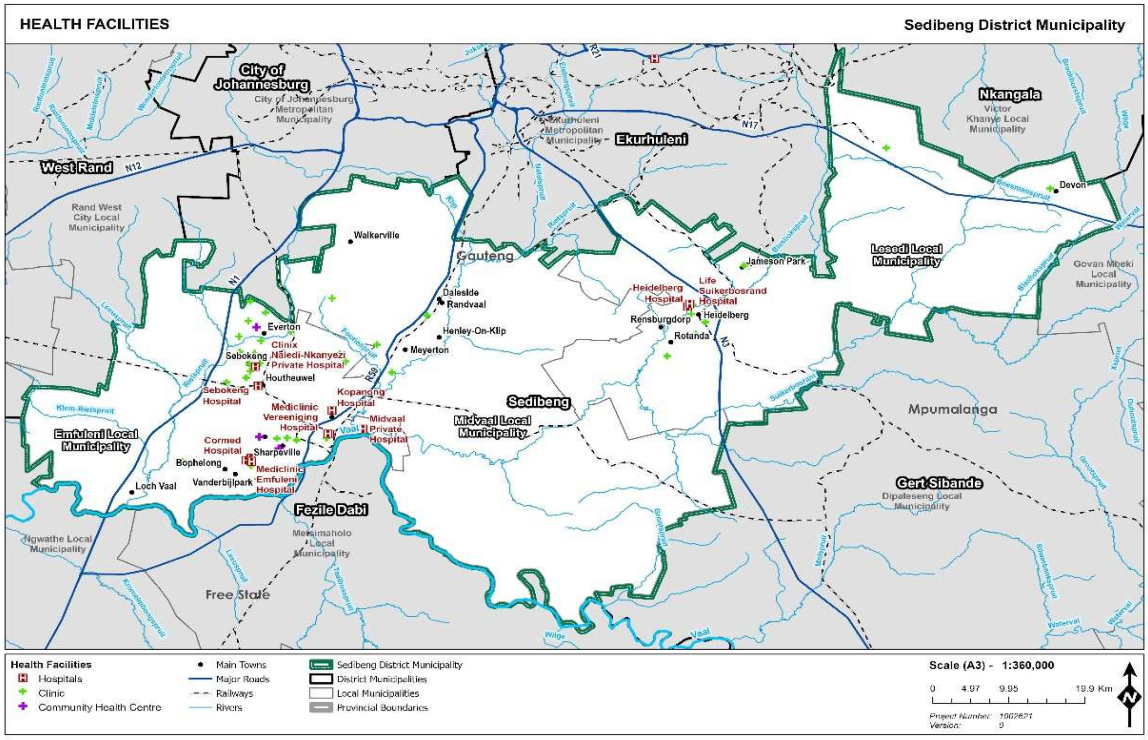
Type of Facility	Number of Facilities
Public Facilities	57
Private Facilities	7

Source: *Census 2022*

Hospital services within the district are both public and private sectors and the table below indicate the location of hospitals per sub district:

Sub District	Public Hospital	Private Hospital
Emfuleni Local Municipality	02	04
Midvaal Local Municipality	0	0
Lesedi Local Municipality	01	01
Sedibeng District Municipality	**03**	**05**

The above table clearly shows that Emfuleni is relatively well catered for in terms of existing hospital facilities while there is a backlog in Midvaal and Lesedi. Based on these circumstances, it is evident that there is a serious need of a district hospital in Midvaal to increase accessibility to the community but also to reduce an overcrowding experience in Kopanong District Hospital.



Map: Public Sector Hospital Locations in Sedibeng District (Source: Health Systems Trust**)**

Provision of Primary Health Care Services:

The Primary Health Care (PHC) facilities (clinics) are clustered more in urban and service centers, while the rural areas are serviced through the mobile clinic. Emfuleni Local Municipality has twenty clinics, inclusive of four (4) Community Health Centers (CHCs),2 Community Day Centers (CDC), 9 Health Posts, 3 mobile clinics, 1 Medico legal services, 51 Ward Based Outreach Teams (WBOT) and 2 Integrated School Health.

In Midvaal there are 4 clinics,1 CDC, 4 Health Posts, 5 Mobile clinics, 5 Ward Based Outreach Teams (WBOT). Lesedi has 1 Community Day Center (CDC), 7 clinics, 2 mobile clinics, 1 medico legal service, 13 Ward Based Outreach Teams (WBOT) and 1 Integrated school health.

Table: Number of health facilities within the District and the type of service rendered:

Sub-District	Hospitals	CHC	Community Day Centres	Clinics	Health Posts	Mobile clinics	Medico Legal Service	WBOT	Integrated School Health
Emfuleni	2	4	2	20	9	3	1	51	2
Lesedi	1	0	1	7	0	2	1	13	1
Midvaal	0	0	1	4	4	5	0	5	0
District	**3**	**4**	**4**	**31**	**13**	**10**	**2**	**69**	**3**

Source: *DHIS*

Access to Health Services:

Primary Health Care Facility Committees (PHCFC) are statutory bodies appointed by the Member of Executive Council (MEC) for Health according to Section 42 of the National Health Act, 61 of 2003 and these are community governance structures that promote effective and efficient governance through public participation and each health facility requires to have five of these for the period of three years, the currently about 94% of PHCFC from 38 health facilities were appointed by the MEC for Health for the period 2024 to 2027.

Table: Access to health services:

Facility	Operating hours
Levai Mbatha Community Health Centre (CHC)	24hrs Maternity and Obstetric Unit (MOU) and 24hrs Emergency section
Johan Heyns Community Health Centre (CHC)	24hrs MOU and 24hrs Emergency section
Sharpeville Community Health Centre (CHC)	24hrs MOU and 24hrs Emergency section
Boipatong Community Health Centre (CHC)	24hrs Maternity section
Thuthuzela Care Centre	24hrs specialized medico legal services
Community Day Centres and Clinics	Extended hrs of service provided in 13(34%) clinics across the district

HIV&AIDS, STIs and Tuberculosis (TB)

South Africa still remains heavily burdened by HIV&AIDS, STIs and Tuberculosis. The country is one of the World Health Organization's 30 high-burden countries for TB, HIV and multidrug-resistant. HIV & AIDS; Sexually Transmitted Infections and Tuberculosis 2022/23 annual performance rate for (HAST) for 2022/23 was at 80%.

HIV positive cases between ages 15 to 24 excluding the Ante Natal Care (ANC) cases annual target for 2022/23 was below 4.5% and achieved was 1.1%. Anti-Retroviral Treatment (ART) adult remaining in care was 61.8% not achieved from the annual target of 95%.ART children remained in care for twelve months was 64.5 % against the target of 95%. Tuberculosis (TB) success rate for 2022/23 was 73.2% against the annual target of 90%.

HIV Incidence (Sedibeng)

Year	Emfuleni		Midvaal		Lesedi		Sedibeng	
	No	Growth	No	Growth	No	Growth	No	Growth
2013	110338	1.9%	11180	4.2%	14299	3.7%	135817	2.2%
2014	112402	1.9%	11612	3.9%	14790	3.4%	138804	2.2%
2015	114631	2.0%	12034	3.6%	15280	3.3%	141946	2.3%
2016	117041	2.1%	12448	3.4%	15773	3.2%	145262	2.3%
2017	119923	2.5%	12885	3.5%	16307	3.4%	149115	2.7%
2018	123141	2.7%	13332	3.5%	16864	3.4%	153337	2.8%
2019	126580	2.8%	13777	3.3%	17431	3.4%	157788	2.9%
2020	130188	2.9%	14216	3.2%	18002	3.3%	162406	2.9%
2021	133768	2.8%	14622	2.9%	18541	3.0%	166932	2.8%
2022	138097	3.2%	15087	3.2%	19167	3.4%	172351	3.2%
2023	142949	3.5%	15585	3.3%	19847	4.5%	178381	3.5%
Average % growth		**2.8%**		**3.8%**		**3.8%**		**3.5%**

Source: -*Regional Explorer (2023)*

With observations from the past 10 years; HIV infections continue to cause havoc in the lives of the Sedibeng District communities, albeit at steady rates. All local municipalities show relative increases in their new infections (Emfuleni at an average of 2.8%), (Midvaal at an average of 3.8%) and (Lesedi at an average of 3.8%). All things been equal, these new infections are worrisome, considering the strategies the government has employed to reduce and ultimately eradicate this scourge.

The incidence rates may also be attributed to inequality, poverty and unemployment, for which the alleviation may see many people, especially women and children been less vulnerable to abuses, which may predispose to HIV infections. There is a slight increase of HIV infections across the district.

In 2025, American administration has cut foreign aid significantly impacting HIV/AIDS funding including President's Emergency Plan for AIDS Relief (PEPFAR) and USAID programme. This cut will affect efforts to reduce the impact of HIV/AIDS, TB treatment.

Government through Minister of Health has assured that the overall HIV/AIDS programme and access to ARVs will not collapse however, the cut will largely affect staffing and specific community-based services but efforts are in place to integrate these into existing public health services. The silver lining with the cut in funding is that, this will require to start local production of essential medication such as ARVs and stop reliance on foreign aid.

South Africa in partnership with UNAIDS has taken a decisive step towards stopping new infections with the rolling out of Lenacapavir (LEN), administered every six (6) months under the skin which is now registered in SA for pre-exposure prophylaxis (PrEP), offering 100% effectiveness in preventing infection.

The Sedibeng District Municipality HIV/AIDS programme through Ward Based HIV/AIDS Programme implemented through Local Municipalities, should develop clear twin strategy of on one hand, re-enrolment of those who may have defaulted in taking the ARV treatment and aggressively promote roll out of Lenacapavir to prevent new infections.

Community Safety

There are 14 police stations situated in the district, 7 in Emfuleni, 4 in Midvaal, and 3 in Lesedi. There is a shortage of police stations, especially in the more densely populated urban areas in the western portion of the district. A satellite emergency services station has been erected in Bophelong and is fully operational and functional.

The Community Safety team in the district has a coherent integrated Community Safety Strategy 2023 - 28 that is aligned to the national Integrated Crime and Violence Prevention Strategy (ICVPS) of 2022.

The SDM strategy has four pillars and aim to achieve and respond to the following elements:

- Promoting safety and security awareness in the region.
- Environmental design for crime prevention especial on events and key activities;
- Collaborating with other law enforcement and safety agencies within the region (SAPS, traffic officers, Community volunteers, private security companies and Justice department to achieve safety and security objectives;
- Respond (together with disaster management) to an Incident Command System; and
- Facilitate training of volunteers to help with crime prevention and crowd control.
- School Safety Programmes
- Road Safety

The effective implementation of this strategy, general safety and its success is strategically tied to creation of a buoyant investment climate required to turn Sedibeng regional economy around. Already infrastructure capital outlay for CCTV has been laid at a huge cost Sedibeng District Municipality and Office of the Premier through Community Safety, are also duplicating this programme.

Sedibeng District Municipality should get provincial government, private security sector and other relevant stakeholders into a partnership to roll out wall to wall CCTV cameras in all the main arterial and strategic points in the whole district.

Sedibeng District Municipality should accelerate the following initiatives;

- Undertaking from Gauteng Provincial Government to augment investment already made in the infrastructure for CCTV cameras.
- Revival of the central control room to increase rapid response to crime incidences especially in Central Business Districts and townships.
- Increase in Police visibility.

Strengthening of Community Safety fora and Community Policing Fora to foster community-based partnership and crime prevention.

Disaster Management:

The area of the Sedibeng District Municipality is constantly threatened by hazards of natural, technological and environmental origin. It is increasingly exposed to the devastating effects of a range of severe hydro meteorological events including severe storms, floods, tornadoes, informal settlement fires and veld fires.

Transportation accidents and hazardous material accidents continue to pose major challenges as National/Regional/provincial Routes criss-cross the Sedibeng District Municipality area. Such events may even trigger major disasters that may lead to loss of life, injury, damage to property, infrastructure, environmental damage, and socioeconomic disruption. Climate change acts as a threat multiplier, increasing the frequency and intensity of these extreme weather events, exacerbating:

- More episodes of heat waves with serious impacts on human health.
- Increased frequency and intensity of extreme weather events like floods, which could compromise infrastructure in the region.
- More incidents of fires, putting properties, human lives, fauna and flora at risk.
- Increased drought that will worsen water availability resulting in severe water scarcity and food insecurity.

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

Recognizing the scale of this challenge, the municipality has acknowledged the importance of enhancing resilience and safeguarding its populace, natural resources, economic endeavours, and livelihoods against climate change impacts. The sections below provide a summarised overview of climate vulnerability, as per the Sedibeng Climate Change Adaptation Plan and the priority risks which will assist in identification of suitable climate change adaptation actions.

CLIMATE ANALYSIS	
Temperatures	The Sedibeng Climate Change Adaptation Plan indicates that the Sedibeng climate projections anticipate a marked warming trend under a low mitigation scenario. By 2050, average annual temperatures across the district are projected to rise by 1.932 ℃ to 3.183 ℃. This pronounced escalation in temperature const itutes a significant climatic shift, which will have consequential impacts on both the natural and human systems within Sedibeng.
Rainfall	Looking into the future, our projections under a low mitigation scenario - essentially a "business as usual" approach with respect to greenhouse gas emissions - point to changes in the district's hydrological cycle. By 2050, we anticipate an average annual rainfall change that varies between 12 mm less and 188 mm more across the district. This change, whether an increase or decrease, will undoubtedly have significant implications on water availability and associated sectors such as agriculture and water resource management.
CLIMATE HAZARDS	
Flooding	The flood hazard index across the district is variable, suggesting a diverse range of flood risk across different areas. A large portion of the district falls within the medium to high flooding hazard risk categories. However, there are certain pockets in the central and northern regions of the district that present a very high flooding hazard risk.
Heat	As we navigate towards a future marked by a changing climate, a distinct shift in this thermal trend is discernible. Projections reveal an intensifying pattern of very hot days. The eastern half of the district is expected to witness a moderate increase of 0 to 10 additional very hot days per annum.
Wildfires	Several settlements within the district are ”perched” on the wildland-urban interface, which can be seen as an intersection between human settlements and undeveloped wildland. This positioning could make these areas particularly susceptible to wildfires. Such settlements encompass Heidelberg, Vaal Marina, Sebokeng, Sharpeville, Boipatong, Vanderbijlpark, Vereeniging, and Evaton, with Meyerton also identified as having potential wildfire risk.
Drought	Future projections hint at an intriguing shift in the current trends. As we progress further into the future, the increase in drought tendency that we currently observe in the eastern areas appears to flatten out, effectively reducing the drought tendency increase to zero. Conversely, in the western areas, the drought tendency appears to wane, implying a gradual relief from the scarcity imposed by reduced rainfall.

The above necessitates integration of climate change adaptation strategies with Disaster risk reduction to manage evolving risks, strengthen community resilience and protection of Infrastructure. Moreover, in promotion of mitigation, there are a number of cross-cutting issues for adapting to the current climate change effects. Such include:

- Routine maintenance on existing infrastructure
- Integrated design and planning that take climate risks and change uncertainty into account.
- Intensification of public awareness programs as one of the most effective tools for reducing the impact of disasters so as to have an informed and prepared society that is far better equipped to withstand, adapt to, and recover from disastrous incidents

As local government is at the coalface of service delivery, the Directorate, working diligently with other relevant stakeholders, roll-out vigorous programs, which are aimed at making our communities resilient.

Regional Disaster Management Challenges:

There are however other factors that hinders effective Disaster Management in the region. Key amongst these are:

- Lack of fully-fledged Disaster Management Centre
- Lack of provision of Disaster Management Grant (Funding)
- Lack of resources

In the next financial year, SDM should identify a suitable public building that can be expropriated using the existing Section 25 of the Constitution, and be used as a Disaster Management Centre or alternatively lobby private sector (Seriti, Arcelor Mittal, Rand Water, Eskom high polluting companies) to host a Disaster Management Centre. SDM must still convene/ host a Disaster Management and Climate Change Summit to get commitment from other partners in order to mitigate resource challenges.

District Integrated Transport Plan:

The Authority must develop a strategic transport plan in accordance with the GTA Act. The object of the strategic transport plan is to provide a long-term strategic planning framework for the integrated development of transport infrastructure and services in the province. A strategic transport plan must consider the future development of the transport system in the province for a period of no less than 5 years and no more than 15 years.

The Sedibeng District Municipality, Integrated Transport Plan (ITP) has expired in 2024 and its due for the review. The municipality is in a process of reviewing of which the process has already started at the provincial level. The purpose of the ITP is to provide the district and its local municipalities with a planning guide to overcome the challenges identified within the transport system. Part of the ITP process is data collection of the current transport system through surveying, data analysis, recommending strategies and prioritising projects.

All District Municipalities (DMs) have to compile an Integrated Development Plan (IDP) as part of the legislated development planning process. The Integrated Transport Plan (ITP) is a specific sector plan, focusing on transport, which feeds into the IDP. Ultimately the ITP also forms part of the development of the Provincial Land Transport Framework (PLTF).

The ITP considers all modes of transport and aims to identify the issues and concerns surrounding the various modes. Through a process of data collection, planning and analysis the ITP puts forward various strategies and prioritized projects for implementation over the next five years. ITPs are important in that projects that are not identified as a priority and listed in the project implementation will not be able to receive national or provincial funding.

The plan must take into account the growth of the area and a need for more infrastructure in the form of bus and taxi ranks, roads and their maintenance, taking heavy goods off the road to railway lines including restrictive lanes during peak hours.

A revised or new ITP should include planning of high quality, scheduled services that integrate buses, and minibus taxis while integrating modal which is connecting different modes of transport at intermodal facility with the completion of Vereeniging intermodal facility.

The new ITP should also give guidance to maintenance, development and expansion of roads to enhance connectivity of the region in order to facilitate movement of goods and people especially strengthening of East/ West Axis as well as non-motorised transport to incorporate infrastructure for walking and cycling for sidewalks, cycle paths and improved street lighting.

In the long term, Sedibeng District Municipality must make a business case for the extension of licensing of e-hailing services in the region and importantly the extension of Gautrain to the Vaal (Meyerton in the East and Palm Springs a central corridor)

Public Transport Service:

The local public transport services in SDM enable people to access destinations, which cannot be reached on foot or by other modes of non-motorized transport (NMT). These destinations include essential services or activities such as places of employment, shops, government services, hospitals, clinics and schools. Affordability impacts the use of public transport therefore creating a higher percentage of walking.

Currently Minibus Taxis (MBT) are the dominant mode for both commuters and long-distance public transport services. Common issues dealt with in the updated ITP

- Public Transport and Road Infrastructure Upgrades
- Intermodal Facilities
- Transport Systems
- Inner-City Mobility Systems
- Airport – City Links
- Freight Services
- Passenger Safety
- Intelligent Transport Systems
- Carbon Emissions.

The Legislative requirements of Integrated Implementation Plan, Comprising of the following:

- Key objectives and outputs to be pursued by the Authority over the period of the plan;
- Actions to be taken by the Authority to ensure the effective integration of public transport infrastructure over the period of the plan;
- Integrated service plan, identifying the key objectives and outputs to be pursued by the Authority in relation to the procurement of public passenger transport services over the period of the plan;
- Actions to be taken by the Authority to ensure the effective integration of public passenger transport services over the period of the plan;
- An infrastructure investment programme;

The municipality's plan and goal is to build its own capacity and get the required funding in order to operate this function internally to ensure that the following catalytic interventions are implemented:

- Implement pilot Transit Oriented nodes and provincial public transport corridors to unlock densification barriers, address spatial and institutional fragmentation and refocus bulk engineering infrastructure investment.
- Optimise public transport planning cycles and the operating licensing process to address challenges linked to MBT violence.
- Digitise & digitalise transport data – utilise data and smart technology to support interventions (including One Ticket) and monitor progress.
- Ensure safety and security in first and last-mile connections, transport hubs and in vehicles.
- Create an "Urban Transport Fund" to support planning, cross-cutting projects and operations.
- Shift rail-friendly freight from road to rail, develop legible freight corridors and establish truck stops and suitable intermodal freight terminals.
- Continuous maintenance of Transport Infrastructure
- To implement the water transport management within the region in order to protect Vaal River from pollutants from the boats and also to generate revenue generation from the users.

About our Institution:

Our Institutional Analysis:

This section of analysis remains a critical component of the Sedibeng District Municipality IDP process. It involves an internal an internal organisational audit to assess how the municipality is structured and operates internally. This analysis further provides the municipality with clear perspective of its operations, enabling the municipality to manage challenges effectively and improvements towards a sustainable future.

Approach:

The main approach to this institutional analysis is not to defend the outdated practices in SDM but to adopt an open-minded approach to recognise problems, shortcomings, limitations and imbalances. By so doing, the municipality can identify actionable strategies and deliverables to overcome challenges and enhance institutional performance.

Overview and Background:

Sedibeng District Municipality was established in the year 2000 through the integration of various councils (Western Vaal Sub structure, Vereeniging Kopanong and Heidelberg Local Council) that had previously served the Vaal and the surrounding areas. This is the only municipal jurisdiction in Gauteng province that is situated at the southern tip of the province, and strategically borders three provinces, namely, Free State, North West and Mpumalanga. The other fact and strategic niche are that the municipality is the only one in the Gauteng province that is located on the banks of Vaal River and Vaal Dam, covering the area formerly known as the Vaal Triangle.

The Sedibeng District Municipality (SDM) is classified as a Category C municipality by the Municipal Demarcation Board in terms of Section 4 of the Local Government Municipal Structures Act, 1998 (Act 117 of 1998). It comprises of three Local Municipalities namely, Emfuleni Local Municipality, Midvaal Local Municipality and Lesedi Local Municipality.

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

- Government had to bring about new establishments, organizational structures and organizational designs which will have capacity to deliver municipal services and all delegated responsibilities as well as continuously build capacity to deliver.

Governance of Sedibeng District Municipality:

Sedibeng District Municipality has had over the past years, various Committees in compliance with legislation, whilst others are set up to enhance operational requirements and governance. SDM is in a coalition state of governance, which brings inherent advantages and disadvantages in the municipal space. It is envisaged that the legislative framework on coalition governance will guide parameters on this system of governance.

Sedibeng District Municipality (SDM) Council has 49 Councilors and quarterly meetings of Council are held regularly except in unfortunate instances where Council sittings were cancelled and or postponed at short notice.

There are functional Section 79 Committees, namely: Audit Committee and MPAC with 9 councillors, the Chairperson is a full-time councillor. The other Section 79 Committees are the Gender, Rules and Ethics composed with 9 councillors each, and they sit as and when required whereas the Petitions Committee consists of seven councillors, also sits as and when there are matters to process emanating from petitions.

Mayoral Committee is functional and hold its monthly meetings to process delegated matters including playing oversight as expected and it has been operating one member less than a full complement of 9 Members of the Mayoral Committee which necessitate MMC Development Planning and Human Settlement act as MMC Finance as well.

There are Section 80 Committees established and are working effectively headed by various members of the Mayoral Committee. Local Labour Forum comprising of relevant MMC, senior management as employer party and leadership of trade unions from SAMWU and IMATU representing the workers.

In the administration there is Management Committee that is effective and meeting regularly to manage and report on the implementation of the service delivery and budget (SDBIP) including coordinating various Intergovernmental Relations Fora (IGR) for seamless interface and coordinated service delivery amongst spheres of Government.

In 2021/22, SDM Council adopted a District Development Model (DDM) with One Plan for the region and Gauteng Cogta appointed the DDM Hub Project Manager to assist the municipality with implementation of Catalytic Projects identified in the One Plan. The focus is on four pillars namely Infrastructure, Economy, Governance, and The People.

This new model was initiated by the Honourable President Cyril Ramaphosa in 2019, as an approach to integrate resources, functions and operations of all government layers, Local, Province and National towards an enhanced service delivery at the level of local government.

SDM is in Partnership with Public Private Growth Initiative (PPGI) seconded to the District to mend relations between government and the Private Sector. We are also in Partnership with the Vaal Special Economic Zone (SEZ) on rolling out mega and catalytic projects in the region.

District Development Model has established work streams (Skills Development, Investment, Infrastructure, Tourism, Social Development and Agriculture) to drive programmes of each of the four (4) pillars identified in order to foster necessary partnerships with other stakeholders and facilitate the implementation of projects.

The contract of the Project Manager for DDM Hub has come to an end February 2026 and Gauteng Department of Cooperative Governance (DCOG) has indicated that, Sedibeng District Municipality will have to stand on its own to sustain work of DDM and its work streams.

- The current review process of the Organizational Structure is geared to align functions in the administration to provide more support to all Committees of council and bring necessary capacity.

Building Institutional Capabilities:

The 6th Administration of Sedibeng District Municipality (SDM) inherited a municipality in distress, according to Treasury and Cogta classification. It is a municipality with 508 employees, plus 48 councillors and total 556. SDM is a grant dependent entity, relying more on the Equitable Share allocation from Treasury.

All Senior Management positions (Section 56) were filled; Municipal Manager (May 2022); both Executive Directors in Corporate Services and Strategic Planning & Economic Development (March 2023); and in November 2024, the lastly three positions Executive Director Transport, Infrastructure and Environment & Licensing, Chief Financial Officer, and Executive Director Community Services.

Sedibeng District Municipality complies with Municipal Staff Regulation in consideration and review of the Organisational Structure which was approved by Council. In November 2025 final Organogram was submitted to the MEC CoGTA, and in January 2026, MEC comments were received by the Municipality.

Administration continues to review the budget and consider means to fill critical vacant posts across all layers on the organisational structure and the biggest challenge in the municipality is the high salary bill at 76% of the budget. This results in a state of unaffordability to fill all critical posts, mostly aligned to the future strategic vision of the municipality. SDM has resolved to be less dependent on the state grants, thus initiated developmental projects in partnership with investors/developers towards alternative revenue generation projects, at the same time be service delivery oriented.

In terms of capacity building and aligned to conditions of employment for senior managers and other officials such as in Supply Chain Management are been taken to training in Municipal Financial Management Programme/ CMPD to comply with the competency framework as well as the relevant regulations.

Officials and Councillors are benefitting from limited SDM Bursary Scheme and Skills Development Programmes implemented by the Municipality and in pursuit for professionalisation framework for Local Government, there is a need to revisit the Grading levels and Gazette on remuneration of Municipal Managers and Section 56 Manager and thus to attract and retain requisite skilled and competent Senior Managers.

Consequence Management – The municipality set up Disciplinary Committees whenever there is transgression or misconduct. The HR policies are in place, the Financial Misconduct Board is established and MPAC is active, and relevant matters are referred accordingly.

In the last three years, the municipality dealt with 21 individual cases of various misconduct, ranging from abscondment to fraudulent activities. 13 employees were charged for defrauding the municipality in our Licensing Centres, of which 5 are dismissed (Appeal Stage), and 4 are still on going.

The municipality is working together with the Special Investigation Unit within the Department of Roads and Transport, and the SAPS (Hawks), to recovery the monies from businesses and individuals who benefitted from illegal transactions in licensing. These cases are individually investigated and such beneficiaries are barred from renewing their vehicle licences, until cleared by the Investigation Unit.

The implementation and effecting effective consequence management has serious challenges to enforce particularly in some disciplinary cases, especially in these Licensing fraud cases. This is due to high levels of intimidation and perpetual threats to safety and life of Managers involved in the disciplining of some of these cases.

These threats even extend to colleagues requested from other municipalities to assist in some cases. The Municipal Manager has also received several threats which we believe are related to his general responsibilities as the Accounting Officer. Cogta was approached to intervene and provide relevant personnel with specific mandate of Advisory Services.

Financial Status of the Municipality:

- **Funded Budget** – Council adopted unfunded budgets for the past many financial years, and adopted strategies towards funded budget, in approval of Financial Recovery Plan, Cost Containment Strategy, and Budget Recovery Plan. Although these are plans, ooperational budget remains the biggest area of concern due to the unstable future growth in expenses versus potential revenue growth for the district municipality.

- **Revenue and Liabilities** – Total municipality is at revenue of R446, 081,422 (excluding capital transfers and contributions), with a potential surplus of R973, 540 in the current approved budget. Employee Cost is the biggest cost driver at R339, 136,608, constituting 76.03% of net income. This salary bill is not within the acceptable norm/ ratio to overall budget.

The National allocation of the Equitable Share Formula is disastrous to this municipality, for example, the average growth of Equitable Share is around 2.72% per annum in the past 12 years, against employee related cost are on average around 5-6% and are centrally negotiated and bargained for at the Bargaining Council between SALGA and Trade Unions (SAMWU and IMATU).

The National Treasury has increased the municipality's equitable share allocation for 2025/2026 below CPI which effectively means that, there has only been R 10,561,000 or 3.41% growth from 2024/2025 to current 2025/2026 and the SDM salary bill is currently higher than the total equitable share received. This calls for Parliamentary and Financial and Fiscal Commission and SALGA to engage on review towards a sustainable equitable share and new financing model for local sphere of government.

- **Underfunded and Unfunded mandates** – These are other subtle challenges, forcing the District to fund these mandates, and further affecting limited SDM budget. For instance, Municipal Health Services.

- **Loss of Revenue** – The lloss of revenue at Municipal buildings, like Theatre and Municipal Halls, are due to their dilapidated status. These are old buildings requiring comprehensive renovations and refurbishments, not cosmetic maintenance currently undertaken from scanty maintenance budget.

Load shedding and unstable electricity supply continue to affect municipal operations, especially at Fresh Produce Market and Licensing Centres which are revenue centres of the municipality. Through the Energy Grant, the municipality has installed solar energy systems to maintain power during loss of electricity.

Through the energy saving programme, the grant of Department of Mineral Resources and Energy was given to the municipality and it was effectively used to address not only the shortcomings at the Fresh Produce Market but covered other areas of the operations of the municipality. The municipality still get this grant and it is still used in the energy space to intervene in the lighting and energy saving programmes.

All in all, Sedibeng District Municipality does not receive MIG nor NDPG but does receive other grants such as: Rural Roads Asset Management System grant utilized in full in the previous year. A total allocation of R3, 352,000 which is inclusive of an additional R619, 000 was spent.

SDM received a R5 million grant funding from the Department of Mineral Resources and Energy for an energy saving progamme. The funding will cover the next 2 outer years with R5 million each year, and also cater for some programmes in local municipalities.

Other grants received to rollout various programmes Financial Management Grant (FMG), and Extended Public Works Programme (EPWP). The R13 million for HIV AIDS provincial grant, which had some challenges and the last tranche of 40% or R5,268,400 was not transferred to the municipality. This was due to non-alignment with some conditions of the grant, and the situation is addressed in the 2025/26 year. This has resulted in an over expense of R2, 383,029.76 for the year ended June 2024.

Then various government departments also supported some programmes in kind, like SALGA and National Department of Tourism supported the development of the Tourism Strategy, COGTA supported the establishment of the automated Performance Management and Development System, and Department of Roads and Transport, the development of the Integrated Transport Plan.

- **Unfunded Irregular Fruitless and Wasteful Expenditure** – The UIF and W are currently tabled before the MPAC for further processing. The unauthorized expenditure increased from R30 704 442 in 2023 to R49 002 078 in the 2024 and a report was tabled in council and referred to MPAC for further investigation.

The Fruitless and wasteful expenditure is at R527 910 from previous financial years. Based on the forensic investigation conducted in the previous term of office, the municipality has paid interest on a civil claim as part of the court judgment to the value of R31,061, while R496,849 resulted in fruitless and wasteful expenditure. The Municipality has not had any Fruitless and Wasteful Expenditure since 2022 to date, and now has no Unauthorized Expenditure.

The Irregular expenditure increased from R113, 775,738 in 2023 to R132, 615,004 in 2024. This was incurred in the financial year based on appointments made in deviating from SCM legislation. The R304 853 incurred on appointment of Section 56 employee-related costs during the financial year, and written off based on the waiver approval by the Minister of COGTA. The MPAC committee continues to look at the UIFWe and make recommendations to Council in order address the current values of UIF&W as indicated above. A final report will now be submitted to Council for adoption and implementation, accordingly.

Factors affecting Audit Outcomes – SDM received an “Unqualified Audit Outcome” in the past 8 years, after three (3) consecutive clean audit opinions.
The current key findings are in the following 4 areas –

- Audit of Annual Financial Statement;
- Audit of Performance Objectives;
- Audit of Compliance with Laws and Regulations;
- Information Technology & Security Management.

COGTA has appointed a service provider, Prosam Consulting Group to assist municipalities in Gauteng on the Audit of Pre-determined Objectives and SDM together with, Merafong and Emfuleni Local Municipalities are benefitting from this intervention.

- **Audit and Risk Management** – The municipality has received an unqualified audit opinion with emphasize of matters, and below is the status of audit opinion from 2021/22 to 2024/25.

Financial Year	Audit Findings
2021/22	116
2022/23	31
2023/24	33
2024/25	31

In 2021/22, there were 116 findings, the highest ever number of findings SDM had received. In 2022/23 this was reduced to 31 findings, and in 2023/24 there were 33 findings. The 5 of these 33 findings related to AFS misstatements and were updated and closed immediately before Annual Report was approved whereas the other 16 findings were also addressed and completed, with 12 others were also addressed and now awaited MPAC and council resolutions to be considered closed.

For the preparation and submission of the Annual Financial Statements, SDM does not utilize consultants since the whole process is done internally. SDM prepares AFS in-house, by Director Budget & Financial Management and the Team. This process is fully supported by an expert allocated to SDM by Treasury.

The Risk Management and Internal Audit Units are capacitated with qualified and capable officials. SDM is engaging both SALGA and DCoG (COGTA) to provide support towards the development of a Business Continuity Plan (BCP) and Disaster Recovery Plan.

Service Delivery Focus:

It should be noted that Sedibeng District Municipality and West Rand, do not exercise the Powers and Functions as per legislation and this anomaly has an impact in the ability and extent to which it is able to discharge certain functions to deliver services. COGTA is involved to attend to the issue with the establishment of a Committee to investigate this matter.

The municipality provides critical service delivery functions, despite being unfunded or underfunded. These challenges on funding model were raised with COGTA, South African Local Government Association (SALGA) and Treasury for constructive and progressive intervention. The following are key service delivery functions provided by our district:

- **Disaster Management Services** – The municipality provides this service excellently despite noticeable lack of human and capital resources.

- **Community Safety Services** – This is an integrated governmental relation service undertaken with SAPS and other stakeholders in the security cluster.

- **Health & Social Development Services** – These services are led by the Provincial Government and supported by the municipality.

- **Sports, Recreation, Arts and Culture and Heritage (Museums)** – SDM supports initiated programmes by the Province, and more leading in the management and coordination of the Heritage sites. SDM is proud that the Sharpeville Monument was declared the World Heritage Site by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

- **Air-Quality Management** – SDM is the only district in SA that has two air quality priority areas, namely the Vaal Triangle Airshed Priority Area (VTAPA) and the Highveld Priority Area (HPA).SDM has two ambient air quality monitoring stations, Vanderbijlpark and Meyerton. Low cost air sensor has been installed and launched by the DFFE in partnership with Clean Air Fund (NGO).SDM has installed air quality monitoring devices at strategic locations to monitor emissions from local businesses, and advise accordingly in cases of non-compliance with set standards. It is in extreme cases that some companies will be penalised for non-compliance, and none in the year under review.

- **Municipal Health Services (MHS)** – This service is effectively provided with local municipalities, and it is extremely underfunded. There is government to government engagements to find a long-lasting solution to this challenge.

- **Rural Road Asset Management Systems (RRAMS)** – This is a grant funded service, and it is rolled out with the use of a service provider and qualified graduates in the relevant engineering fields. Local municipalities have significantly benefited from this service and used the collated data to improve their roads and related services.

- **Licensing Function (Agency basis)** – The SDM and Gauteng Department of Roads and Transport entered into a Service Level Agreement that SDM will provide licensing services to the department, and manage all 4 Licensing Centres of Vanderbijlpark, Vereeniging, Meyerton and Heidelberg. These services are undertaken under extreme difficult conditions of leased buildings from local municipalities. The buildings are forever subjected to Occupational Health and Safety inspections by the Department of Labour, and continued maintenance is required. SDM end up using its limited resources to undertake such maintenance demands, as the relevant landlords do not respond accordingly. The SLA between SDM and GDRT prescribes a 80/20% split agency fee on revenue, with SDM getting the 20% commission, which is not adequate to for the intensive work undertaken. SDM ends up subsidising GDRT as the commission is certainly not adequate. COGTA and SALGA are involved towards a more profitable solution for municipalities.

- **Administration of Transportation and Taxi Ranks in the region** – SDM is rolling out management and maintenance of these facilities through the general transportation requirements with the GDRT. This is a high-demand service, and it is managed with great caution and law enforcement of required compliance.

- **Fresh Produce Market (FPM)** – The FMP is one of the income generation services of the municipality. The SDM appointed a service provider to bring a turnaround solution to operations and functionality of the market.

- **Airport Services** – This is one asset with great potential towards enhancing revenue of the municipality. The municipal council resolved to source an independent Partner/s on PPP, thus provide alternative revenue for the Municipality. This partnership agreement will be finalised in the current 2025/26 financial year.

- **Waste Management** - Sedibeng DM is responding to waste challenges through the provision of the Doornkuil landfill site, for Midvaal LM landfill site, and the process is currently undergoing Environmental Authorization approval.

Sedibeng DM, in partnership with Arcelor Mittal through the Offset project, is establishing a new landfill site, and the process is currently undergoing Environmental Authorization approval and continues to support local municipalities through cleaning campaigns and Awareness. SDM entered into SLAs and Land Availability Agreement (LAA) with Midvaal for the development of the Regional cemetery and Landfill site, on profit sharing arrangement.

SDM completed Feasibility Studies on: Vereeniging Fresh Produce Market; Government Precinct; Doornkuil Land and has appointed 7 various Investors/Developers against these Feasibility Studies, and other opportunities: Bill Boards, 50 MW Solar Plant, Agro-Processing.

Agricultural Project – Hydroponics method to work towards food production: this is to create food security in a controlled environment. This project will create work in the downstream, and at the Fresh Produce Market. Total estimated amount of jobs to be created is 273. Funding is required to start the project.

Current Interventions by the Province and National:

- DFFE Grant, EPWP and Graduate intervention for 41 participants
- Public Works Grant, EPWP 65 participants
- DMRE Grant, Ènergy Saving Project for the region
- Department of Health Grant, 200 HIV/AIDS Coordinators
- Cogta (Provincial), Establishment of Technical Task Team Municipal Powers & Functions and Single-Tier System Local Government
- Cogta (Provincial), Establishment and funding the DDM Hub
- Cogta (National), DDM Partnership DDM Partnership with Private Public Growth Initiative (PPGI)
- Treasury (Provincial), Assistance with the AFS, SCM and Financial Governance matters. A warm body deployed full time to SDM and ELM.
- Operational Clean Audit (OPCA) support for Sedibeng and Local Municipalities.
- Cogta appointed Prosam Consulting Group to assist SDM, Lesedi and Emfuleni with Audit of Performance Objectives.
- SALGA, ongoing capacity building sessions for both Councillors and officials. And also the development of Sedibeng Tourism Strategy.
- GDRT – Development and Reviewal of the Integrated Transport Plan

Political Intervention Sought

- Review of the Agency Agreement Model between SDM and Department of Roads & Transport.
- Revisit a decision on Powers and Functions in terms of Section 84 of Municipal Structures Act, 117 of 1998.
- Infrastructure cost of ICT for Sedibeng District Municipality as a regional connectivity hub.
- Capital funding needed for the upgrade of facilities i.e. Sharpeville Hall, Vereeniging Civic Theatre, Civic Hall, Mphatlatsane Hall, Vaal Teknorama Museum, Taxi Ranks.
- Emfuleni to prioritise and upgrade Licensing Centres (as the Landlord).

- A need for adequate funding allocation for underfunded mandates, like Municipal Health Services (MHS) and Air Quality Management.
- Political-Administration interface. Separation of powers in local government.
- The provision of a Grant to High Priority Air Quality Areas such as the Vaal Triangle Airshed Priority Area (VTAPA) and the Highveld Priority Area (HPA) within the Sedibeng Region.
- Project Preparation funding / support for the following:
  - Doornkuil Regional Cemetery and Landfill site
- Project Implementation support / funding for the following DDM Catalytic Projects:
  - Sedibeng Regional Sewer Scheme
  - Vaal River City
  - Vaal Aerotropolis
- Additional Technical Support, Development and establishment of:
  - Disaster Management Centre for the region
  - The Integrated Local Economic Development Strategy
  - The Integrated Municipal Transport Master Plan
- Neighbourhood Development Partnership Grant (NDPG), which was originally at the District to be gazetted back to the district, and Specialised grants to be gazette to the DM for each unfunded mandate functions.

Administrative and Corporate Analysis Overview:

Human Capital:

Table: Human Capital of Sedibeng District various categories.

Human Capital Categories	
Councilors	**48**
Agency function staff motor vehicle licensing	**145**
Finance Interns	**0**
Section 56 and 57 Staff on a fixed term contract	**6**
Fixed Term Contract Staff	**22**
Core functions staff	**307**
Total	**528**

The Sedibeng District Municipality's human capital consists of 528 employees and councilors distributed across six categories, with core function staff dominating the workforce. The organizational structure adheres to an approved organogram and promotes gender diversity, especially in senior 56 & 57 appointments.

The absence of finance interns and the intake are a notable area for programme enhancement and management focus. Given the resource s from Treasury, Sedibeng District municipality can explore options to establish further programmes in the finance department to promote skilled and motivated workforce, driving improved service delivery and development.

Figure: High Level Organizational Structure:

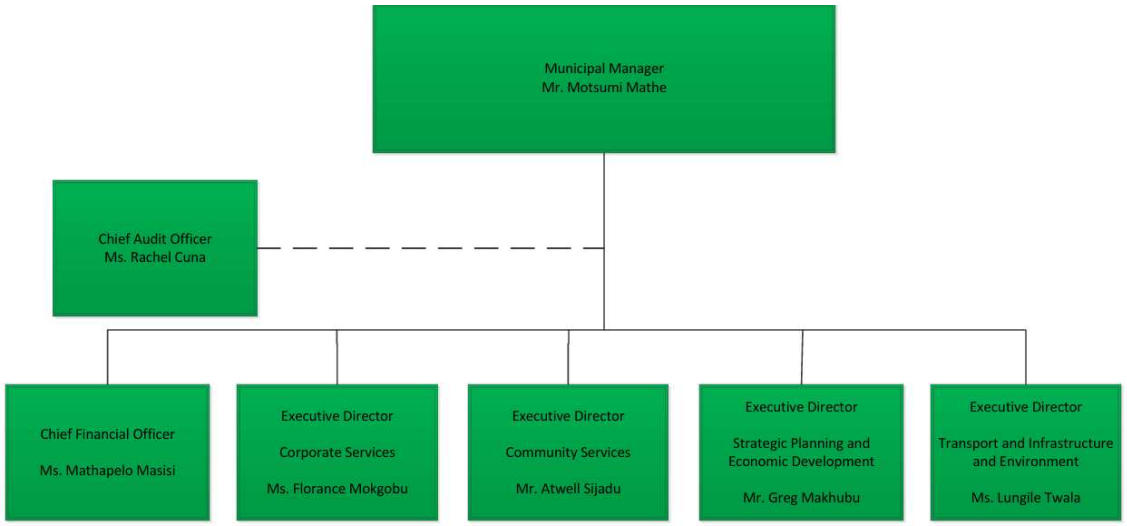


Table: SDM Human Capital

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	3	0	0	0	0	0	6
Senior management	20	0	1	3	11	0	1	1	0	0	37
Professionally qualified and experienced specialists and mid-management	32	1	1	4	31	0	0	2		0	71
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	35	2	0	1	49	2	0	5	0	0	94
Semi-skilled and discretionary decision making	70	0	0	0	134	1	0	1	0	0	206
Unskilled and defined decision making	28	0	0	0	38	0	0	0	0	0	66
TOTAL PERMANENT	**188**	**3**	**2**	**8**	**266**	**3**	**1**	**9**			**480**
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	**188**	**3**	**2**	**8**	**266**	**3**	**1**	**9**	**0**	**0**	**480**

Capacity Issues

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

The municipality has successfully achieved and managed to overcome a challenge of restructuring the organisation, the process for amending the institutional organogram was adopted and approved by Council. The organizational structure was amended to ensure effective service delivery as well as accommodating new functions the municipality is expected to perform in line with the constitutional mandate.

Human Resource Development:

In pursuit of a capable and developmental local government as envisaged in the Constitution of the Republic of South Africa and the Municipal Systems Act, the Sedibeng District Municipality continues to prioritise Human Resource Development (HRD) as a strategic enabler of effective service delivery and institutional sustainability.

Capacity-building initiatives within the Municipality are deliberately structured to respond to prevailing governance, infrastructure, economic development, and social challenges within the district. These initiatives aim to enhance the skills, knowledge, and competencies of municipal officials, while simultaneously strengthening collaboration with external stakeholders such as community-based organisations, the private sector, academic institutions, and sector departments. The overarching objective is to build a professional, ethical, and responsive administration capable of meeting the needs of Sedibeng's diverse communities.

Skills Development:

The Municipality prioritises structured training programmes and skills development interventions aligned to its Workplace Skills Plan (WSP) and Service Delivery and Budget Implementation Plan (SDBIP). These interventions are designed to improve employee performance, ensure regulatory compliance, and support career pathing. Key focus areas include:

- Accredited skills programmes and occupational qualifications
- Leadership and management development initiatives
- Professional development interventions
- Allocation of bursaries to employees for further studies aligned to municipal competencies

These initiatives are aimed at strengthening internal capacity, improving productivity, and fostering a culture of continuous learning and professional excellence.

Institutional Strengthening:

Beyond individual skills development, capacity-building efforts extend to strengthening institutional systems and governance frameworks. This includes:

- Enhancing governance systems and oversight mechanisms
- Streamlining administrative processes to improve efficiency
- Promoting transparency, accountability, and ethical leadership
- Aligning organisational structures with strategic priorities and legislative requirements

These measures contribute to administrative stability and improved organisational performance.

Resource Management:

Effective resource management remains integral to institutional capacity. Through the MFMP programme the Municipality continues to strengthen:

- Sound financial management practices in line with applicable legislation
- Strategic asset and infrastructure management
- Optimal human capital deployment
- Leveraging of technology and digital systems to improve operational efficiency and service delivery

Through these measures, the Municipality seeks to ensure sustainability, value for money, and improved developmental impact.

Collaborative Partnerships:

The Sedibeng District Municipality recognises that sustainable capacity development requires collaborative partnerships. The Municipality works closely with National and Provincial Government

Departments, Sector Education and Training Authorities (SETAs), non-governmental organisations (NGOs), academic institutions, and private sector entities. These partnerships facilitate:

- Knowledge sharing and technical support
- Resource mobilisation and grant funding
- Implementation of accredited training programmes
- Exchange of best practices

Such collaborations enhance institutional capacity and expand opportunities for both municipal employees and community members.

Occupational Health and Safety: (OHS)

The Sedibeng District Municipality remains committed to ensuring a safe and healthy working environment in compliance with the Occupational Health and Safety Act and other applicable regulatory frameworks governing workplace safety. Occupational Health and Safety (OHS) forms a critical component of the Municipality's risk management and governance framework, aimed at safeguarding employees, service providers, and members of the public who access municipal facilities.

Incident Reporting and Management:

For the period under review, Council did not record any fatal occupational incidents. Two (2) non-disabling incidents were reported. In both instances, the affected employees received immediate medical attention at Netcare Vaalpark Hospital (Vereeniging Medi-Clinic), and the matters were managed in accordance with established incident reporting and investigation procedures.

The absence of fatal incidents reflects progress in promoting workplace safety awareness; however, the occurrence of non-disabling incidents underscores the need for continued vigilance, preventative maintenance, and proactive hazard mitigation measures.

Organisational Development:

Sedibeng District Municipality subscribes to the principle that *effective and efficient service delivery requires an organisation that is adaptable, responsive, and committed to continuous improvement of its systems and processes*. Organisational Development (OD) therefore remains a strategic priority within the Institutional Development and Transformation agenda of the Integrated Development Plan (IDP).

During the period under review, the Municipality undertook a comprehensive review of its organisational structure to ensure alignment with its strategic objectives, service delivery mandate, and legislative prescripts, including the Local Government: Municipal Systems Act and the Local Government: Municipal Staff Regulations.

The review process culminated in the adoption of a revised organisational structure and staff establishment. The process was conducted in accordance with prescribed governance and consultation requirements and incorporated the following key elements:

- Alignment of the organisational structure with strategic priorities and service delivery imperatives.

- Review and alignment of all job descriptions in accordance with the approved staff establishment.
- Migration and placement processes to ensure fair and transparent staff allocation.
- Job evaluation processes to confirm appropriate grading and internal equity.
- Consultation with organised labour and relevant stakeholders.

This structured approach ensures that the Municipality maintains administrative stability, promotes role clarity, strengthens accountability, and enhances organisational performance. The revised structure positions the Municipality to respond more effectively to developmental challenges while improving operational efficiency and institutional resilience.

Employee Wellness:

The Employee Wellness Programme (EWP) at Sedibeng District Municipality is designed to promote the psychological, emotional, social, and physical well-being of employees. Recognising that employee wellness directly impacts productivity, morale, and service delivery outcomes, the programme adopts a holistic and preventative approach to addressing personal and work-related challenges affecting employees and their immediate family members.

Employee Wellness Trends:

During the reporting period, employees accessed wellness services primarily for the following concerns:

- Work-related stress and burnout
- Ill-health
- Financial strain and debt-related anxiety
- Marital and relationship conflict
- Bereavement and unresolved grief
- Trauma-related symptoms (including exposure to workplace incidents)
- Substance misuse challenges
- Adjustment difficulties related to organisational changes

The analysis conducted indicates that workplace pressures, financial constraints, lifestyle-related health challenges, interpersonal conflict, and external socio-economic stressors contributed significantly to emotional distress and diminished work performance. These trends underscore the importance of proactive and integrated wellness interventions.

Incapacity Issues Management:

The Employee Assistance Programme (EAP) Unit plays a critical role in incapacity management, supporting employees who are temporarily or permanently unable to perform their duties due to ill-health, injury, or psychological distress. In cases of temporary incapacity, the EAP Unit facilitates early intervention and recommends reasonable accommodation measures, including:

- Reduced workloads
- Flexible working arrangements
- Temporary reassignment of duties

Such recommendations are guided by medical advice and implemented in consultation with the HR Directorate and line management. In cases of permanent incapacity, the EAP Unit provides psychosocial support throughout processes such as medical boarding or ill-health retirement, ensuring that employees are treated with dignity, fairness, and compassion, while maintaining compliance with applicable labour legislation.

Labour Relations:

During the period under review, Sedibeng District Municipality successfully maintained stable and harmonious labour relations. The Municipality proactively engaged organised labour and workplace stakeholders to prevent disputes and minimise disruptive workplace activities.

Key focus areas included:

- Consistent application and interpretation of the Main Collective Agreement on Conditions of Service
- Adherence to the Disciplinary Code and Procedures
- Promotion of procedural and substantive fairness in disciplinary matters
- Effective utilisation of dispute resolution mechanisms
- Ensuring consequence management in instances of misconduct

Through continuous engagement, consultation, and adherence to fair labour practices, the Municipality has strengthened workplace stability, enhanced mutual trust, and reduced the incidence of protracted disputes.

Municipal Archives & Records Management Applications and Compliance:

The section highlights the importance efforts by Sedibeng in modernizing its archives and records management through digitization (Quidity software) driven by the need for efficiency and legal compliance. The municipality aim to manage the transition very carefully to maintain accountability and adhere to the national and provincial archives act.

Some of the key aspect of SDM of Archives and Records management are as follows:

- Digital shift: the municipality is moving from paper-based approach files to digital records using quiddity to boost efficiency and service delivery.
- Legal compliance: The municipality does follow the relevant acts;
  - National Archives & Records Services Act, No. 43 of 1996 (amended).
  - Gauteng Provincial Archives & Records Services Act, No 5 of 2013
- Transition phase: The municipality is managing a legacy paper system while adopting digital solutions, which creates implementing challenges.

CHAPTER 03:

Strategic Report – 2022/27 IDP Implementation

Introduction:

There are **Seven Key Priority Areas (KPAs) that were adopted in the five years IDP 2022 – 27** for the Sedibeng region. Subsequently, a number of strategies and deliverables were formulated to deliver on these KPAs. During the IDP review of 2024 – 25, key deliverables were revised and identified towards the realisation of these strategies. In this section, we report on the progress made on the KPA's for 2025 – 26 IDP review of 2022 – 27 IDP.

3.1 Progress on Strategies & Key Deliverables

Below is the summary of progress made in the implementation of the Strategies and Deliverables per KPA as adopted in the previous 2025 – 26 IDP.

IDP Pillar	Progress	Reasons	Way Forward
Reinventing our Economy	**Limited Progress**	• Weakened steel industry and the regional economy heavily reliant on the declining manufacturing sector, • Bad road (East/West axis) and bulk infrastructure • Lack of targeted efforts towards investment drive into the region	• Diversify the economy – Bring on stream strategic and catalytic projects in the IDP (revenue enhancement) and the Vaal SEZ planned project pipeline, Logistics, Agriculture, Tourism, Smart city, light and component manufacturing and property (Riverfront Development). Road infrastructure and regional sewer/ sanitation scheme.
Renewing our Communities	**Limited Progress**	• Basic services remain a challenge especially WWTW and sanitation. • Moratorium on development • Poor service delivery • Lack of payment for services	• Infrastructure development to unlock development • Improve rates and taxes collection rate to render services • Resolve Powers and Functions of the district in terms of the MSA • Improved service delivery and capitalise land availability for development • Plan, strengthen and coordinate integrated development across all spheres of Government
Reviving a Sustainable Environment	**Satisfactory Progress**	• Cleaning and Greening energy programmes have been implemented • Air quality monitoring	• Address Skills shortage • Access benefits of Just Energy Transition • Climate Change adaptation • Focus on wetlands and recycling initiatives

IDP Pillar	Progress	Reasons	Way Forward
Reintegrating the Region	**Satisfactory Progress**	• Corridor development concept and cross border planning in all Regional Spatial Development Framework. • Integrated Transport Management Plan • Spatial justice to build settlements closer to economic corridors	• Support the logistics projects (logistics hub and airports). • Develop Vereeniging Intermodal Transport Node to regional intermodal hub • Strengthening East/West axis and corridor • Sedibeng RSDF process • Extend Gautrain to the South and expand R82 multi – purpose corridor • Revitalisation of Central Business Districts
Releasing Human Potential	**Satisfactory Progress**	• Declining facilities for Arts, Sport and Recreation • Mismatch between skills acquisition and qualification to the needs of the economy • Unemployment and Health challenges • Programmes to build Social cohesion very poor • Dilapidation of social and community facilities • Crime	• Partner with institutions of Higher Learning and setup incubation hubs. • Build strong Arts, sport and creative industry pipeline and events • Investment in social and community facilities • Map future developments and investments to skill requirement to create jobs now and in the future • Strong Health and crime prevention interventions
Good and Financially Sustainable Governance	**Limited Progress**	• Audit opinions stagnant, • Municipalities drifting towards financial distress • Poor service delivery • Political instability and poor management of coalition governance • Poor revenue enhancement	• Stable governance with clear and consistent plans • Joint planning and spatial development to accommodate/ absorb developments • Alternative (PPP) revenue streams • Effective Credit control measures • Improve public participation and stakeholder management
Vibrant Democracy	**Satisfactory Progress**	• Revitalise and innovate public participation processes • Declining interest of general public to governance	• Promote democratic culture and transparency in governance • Stability and management of coalition governance (Legal framework) • Planning with the community and proper consultation • Stronger support for Ward Committees for Ward based planning. • Effective Stakeholder management & Partnerships (Coordination)

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

Strategic Planning and Economic Development:

- Local Economic Development (LED, Agriculture and Tourism)

Delivery Agenda	Projects/Programme	Strategic Progress	Intervention/ Remedial Action
Integrated and Inclusive regional economy	• LED Framework	• Issued public notice about review of the SGDS and engaging with Gauteng DED, Vaal SEZ and North West University (Vaal Campus) for the development of Sedibeng long term economic plan.	• Finalise MOU with North West University • Request support from Gauteng DED and GGDA in the development of SGDS.
	• Coordinate the agricultural sector in the region	• Created opportunities for small scale farmers to access fresh produce market and agro processing. • Hosting annual market day to promote agricultural activities in the region.	• Link small scale farmers to market agents and retail stores. • Training and capacity building to promote the growth and development of the agricultural sector, including, workshops and networking with private sector and SMMEs. • Improve access to Agricultural markets for growing SMMEs in the agriculture for both livestock and crop production.
	• Vereeniging Fresh Produce market policy	• Finalisation of section 33 process by national Treasury to revitalise market infrastructure and commercialise/corporatize FPM.	• Unlocking private sector participation through PPP model including capitalisation of land adjacent to FPM. • Coordinate public access of the VFPM through linking route from the highway and to promote as well as marketing activities and events. • Recruit additional Market agents to use the VFPM trading floor space to increase revenue (commission and rental revenue)
Tourism Demand: Effective marketing of tourism products in the region.	• Create tourism demand through targeted tourism marketing initiatives	• SDM working in partnership with SALGA, GTA, NWU and NDT to develop comprehensive Sedibeng Tourism Strategy.	• Conclude MOU with NWU and GTA to finalise SDM Tourism strategy.

Delivery Agenda	Projects/Programme	Strategic Progress	Intervention/ Remedial Action
Tourism Supply: Promote quality assurance and compliance of products and skills in the tourism industry.	• Develop tourism supply through skills and product development	• Enterprise and development training for arts and crafters to access large and small-scale markets. • Tour operators development business intervention training	• Regular website updates, review the Tourism promotional and marketing material (digitise brochure, business cards, QR codes, etc.)
Spatial development for rural spaces	• Implement the Rural Development Plan.	• Adjudication of the allocation of two (2) farms in the region to support agricultural activities and rural development. • Audit and development of rural roads to enhance accessibility of rural areas in the three local municipalities.	• Facilitate the conclusion and promulgation of Vaal Regional SDF to promote rural development. • Consolidated register of completed rural roads and outstanding projects.
Develop and review the Growth and Development Strategy	• Sedibeng Growth & Development Strategy	• Issued public notice about review of the SGDS and engaging with Gauteng DED, Vaal SEZ and North West University (Vaal Campus) for the development of Sedibeng long term economic plan.	• Finalise MOU with North West University • Request support from Gauteng DED and GGDA in the development of SGDS.

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

- Development Planning and Human Settlements:

Delivery Agenda	Projects/Programme	Strategic Progress	Intervention/ Remedial Action
Redress past spatial imbalances	• Review the Spatial Development Framework Chapter of the IDP • Implementation of the Local Spatial Development Frameworks (Precinct Plans)	• Draft SDF included in the draft IDP 2026/27	• Conduct gap analysis and data audit (land availability, development patterns, and growth trends). • Identify new legislation and ensure alignment to new and existing legislation (SPLUMA, provincial policies. • Establish monitoring dashboards for implementation of projects in each precinct
Spatial information management	• Manage the Geographic Information System (GIS)	• SDM added capacity with the appointment of GIS Specialist and there are regular updates of the system.	• Document user needs and update as required. • Strengthen GIS governance and ensure GIS IGR (participation in provincial GIS Forum). • Build capacity through training and user support for all departments. • Procure a bigger server to act as repository to store data sets of the entire region (Soft and Hardware)

Delivery Agenda	Projects/Programme	Strategic Progress	Intervention/ Remedial Action
			• Procurement of a system to monitor and track all IDP and DDM projects that are implemented.
	• Coordinate the Spatial Planning and GIS Management Forum	• SDM together with Local Municipalities are monitoring and tracking the development of land in the region and identify changes in land use.	• Procurement of a system to monitor and track all IDP and DDM projects that are implemented. • Use the forum to resolve planning bottlenecks and improve compliance with SPLUMA.
Sustainable Human Settlements in the region	• Coordinate and monitor the implementation of Human Settlements development projects	Monitoring and reporting of the implementation of Human Settlements development projects in the region	• Pursue in partnership with ELM for housing delivery accreditation • Identify and locate beneficiaries of RDP Houses to issue Tittle Deeds for billing by Local Municipalities.
Monitor the implementation of key Catalytic Projects in the region	• Southern Corridor Regional Implementation Plan	Reviewed project list in the Southern Corridor regional implementation plan and develop bankable projects	• Obtain concrete commitments from relevant Sector Departments for the implementation and rollout of projects.
	• Vaal Aerotropolis	• A tripartite partnership between private partner, Sedibeng, Emfuleni, Lesedi Local Municipality and Vaal SEZ has been established. • MTP Aerodrome are potential investors on Heidelberg Aerodrome and there are various stages of development which are expected to reach financial close within the next 12 -18 months. • Heidelberg Ext 24 (35 Ha) - EIA approved. Proclaimed township. Bulk designs completed. Bulk construction to start in Oct 2025	• Unlock all the bottlenecks in the implementation of the Vaal Aerotropolis.
Promote sustainable development in the Region	• Establishment of Sedibeng Development Agency Project Steering Committee.	Identify suitable development projects that can be included in the Vaal SEZ portfolio so as to unlock potential Infrastructure and related projects.	• Loading of infrastructure and related projects to the Vaal SEZ project book

3.1.3 KEY PERFORMANCE AREA: Reviving a Sustainable Environment by increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city;

Environment:

Delivery Agenda	Projects/Programme	Strategic Progress	Remedial Action/Intervention
Effective and sustainable municipal health services in the district	• Transfer back Municipal Health Services function to SDM	• The reassignment of MHS back to SDM process has been delayed. Currently the function is performed by the locals on behalf of the district.	• The local municipalities must not fill new attrition posts but be filled at the district level • The district must build internal capacity to discharge

Delivery Agenda	Projects/Programme	Strategic Progress	Remedial Action/Intervention
			its direct MHS function.
	• Render Municipal Health Services	• The municipality is rendering Municipal Health Services function through service legal agreement with the local municipalities. • The local municipalities in performing this function are under capacitated and under resourced	• The district must apply for the increase of MHS grant as it is currently insufficient to cater for the performance of this function by the locals.
	• Develop Municipal Health Services By- laws	• The municipality is in the process of developing Municipality Health Services By- laws.	• Conclude the SLA with local municipalities on district By-Laws enforcement
Effective and sustainable environmental management in the district	• Environmental empowerment services	• The district has successfully facilitated the celebration of annual Arbor day and conducted environmental education, awareness and clean up campaigns.	• Increase in number of schools participating in environmental programmes.
	• Greening and Cleaning Programme	• The new grant of Energy Efficiency Demand Side management is now implemented in TIE. • The program has installed energy saving bulbs across all licensing centres in the district and installed solar plants at Vereeniging Fresh Produce Market.	• Conclude the Maintenance SLA with the local municipalities.
	• Biodiversity Protection	• The development of the Inventory of wetlands in the district is to be finalised at the end of financial year.	• The district to apply for DFFE grant for the upkeep of wetlands. • Land use management units in local municipalities should not approve applications in environmentally sensitive areas.
	• Regional Waste Management	• The Sedibeng Integrated Waste Management Plan is currently under review	• Implementation of Sedibeng Integrated Waste Management Plan.
	• Air Quality Management	• All identified section 21 Listed activities are regulated and monitored in terms of compliance and enforcement with the assistance of local and Provincial compliance and enforcement teams. • Vanderbijlpark ambient monitoring station is reporting live data to SAAQIS.. • Sedibeng Air quality team join hand in hand with other relevant stakeholders to address illegal landfills which results in burning of waste. • The air quality section continues to address air quality complaints	• The district must strengthen monitoring, inspections and enforcement that is managed through SLA with the locals and other spheres of government.

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Delivery Agenda	Projects/Programme	Strategic Progress	Remedial Action/Intervention
		as and when lodged by community members and other stakeholders. • The Air quality section continues to audit the annual NAEIS reports to enhance quality emission inventory reported to national Department of Forestry, Fisheries and the Environment.	
	• Air Quality By-Laws	• Sedibeng is in the process of developing air quality By-Laws which will assist in regulating air pollution non-point sources.	• Conclude SLA with Local Municipalities and other Spheres of government to enforce Air Quality By-Laws
	• Energy efficiency	• Supply and deliver of energy efficiency lights across the Region	• Conclude the Maintenance SLA with the local municipalities.

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

Infrastructure:

Delivery Agenda	Projects/Programme	Strategic Progress	Remedial Action/Intervention
Sustainable and efficient Regional Infrastructure	• Rural Roads Asset Management System (RRAMS)		
	• Management of Airports.	• The municipality has developed terms of reference for leasing of Vereeniging airport. The municipality is currently in process of advertising for Private sector involvement.	• Vereeniging airport will require a PPP model for its sustainability and revenue generation for municipality.

Transport:

Delivery Agenda	Projects/ Programme	Strategic Progress	Remedial Action/Intervention
Efficient transport System in the region	• Integrated Transport Plan	• The Department of Roads and Transport has appointed a service provider (CSIR) to review SDM ITP for 2026/30. The process will be concluded by June 2026.	• Review Integrated Transport plan 2026 - 2030
	• Devolve Bus Services to SDM	• Recall the function back to the District • Process Plan for the District to take over the function and implement it commercially viable.	• Build capacity in the District.
Ensure effective and efficient licensing services	• Render uninterrupted licensing services	• Improve the quality of services and identify pilot sites for modernization program to increase revenue generation. • Comply with relevant legislation and policies	• Rendering best quality of services in licensing department. • Modernisation of all licensing centres. • Conclude a new Agency SLA with DRT and revise the profit splitting formula

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

Disaster Management:

Delivery Agenda	Projects/ Programme	Strategic Progress	Remedial Action/Intervention
Promote Disaster resilient communities	• Review and Implement Disaster Management Plan Strategy	• The Sedibeng Disaster Management Plan was reviewed during the 2024/2025 financial year and adopted by Council in July 2025.	• Implementation of the Disaster Management Plan (2025 – 2030)

Community Safety:

Delivery Agenda	Projects/ Programme	Strategic Progress	Remedial Action/Intervention
Promote and build safer communities	Implementation of Community Safety Strategy 2023 – 27 focusing on; • Multi-sectoral activities on violence and crime prevention within the communities.	• The district has a functional and effective Community Safety Forum. SDM is also in a process of assisting the Local Municipalities to revive their respective Local Community Safety Forums for mobilization of intra-departmental support and participation.	• Political Intervention through Premier Coordinating Forum for reinvestment and revitalization of Sedibeng CCTV infrastructure.

Delivery Agenda	Projects/ Programme	Strategic Progress	Remedial Action/Intervention
	• Gender Based Violence and Femicide (GBVF) across the region. • Schools Safety promotion program; and • Road Safety	• GBVF programmes are implemented through a "365 Days" approach. • Schools' safety programmes are consistently conducted at schools across in the region. This includes among others; schools' safety talks, search and seizure operations, including correctional facilities tours. • Moral regeneration and social cohesion programmes were conducted. This includes among others visit to churches, and hosting of sports against crime, GBVF & Substance Abuse programmes. • Outreach programmes are continuously at identified areas in order to engage residents on issues of road safety. – Road safety awareness campaigns. – Arrive alive road safety campaigns.	• None

Health and Social development:

Delivery Agenda	Projects/ Programme	Strategic Progress	Remedial Action/Intervention
Promote efficient delivery of Primary Health Care Services	• District Health Council	• District Health Council (DHC) is functional, chaired by the District MMC for Health and it is convened on quarterly basis.	• Speed up the appointment of Chief Director Health in Sedibeng. • The revised district health plan should make provision for mental health wards in the district supported with budget.
	• Door to door Ward based HIV, STI and TB Programmes	• Door-to-door Ward based HIV, STI and TB Programmes are reported on monthly/quarterly basis with the annual target of 400, 000 household visits. • The programme has a minimum annual target of 400,000 household visits. However, this target was not achieved due to	• Timely disbursement of HIV and AIDS grant from the Provincial Department of Health. • Fixed term contracts for Ward Based Educators.

Delivery Agenda	Projects/ Programme	Strategic Progress	Remedial Action/Intervention
		delayed implementation.	
Promote social development of our communities	• Implement GEYODI programmes	• Sedibeng People with Disabilities interim forum was established. HIV/AIDS health talk and economic empowerment data registration are in progress for implementation.	• Institutionalize, coordinate and reporting of GEYODI programmes located in different directorate
Protect the customary practice of initiation school in terms of the constitution and other legislative prescripts	• Initiation Schools Compliance program	• A total number of 103 Initiation schools were identified and in compliant in terms of the constitution and other legislative prescripts.	• Monitoring of Initiation Schools compliance with all legal prescripts.

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

Information Technology:

Delivery Agenda	Projects/Programmes	Strategic Progress	Interventions/ Remedial Actions
Effective ICT connectivity and systems	Centralized printing project	• The draft central printing policy was workshopped with Councillors in October 2025, will now serve before Council for final approval. • A draft tender document was submitted to SCM in September 2025 for processing	• Improved SCM turnaround times on tender submissions
	ICT risk reduction program	• Operational risk registers for 2025/2026 was approved and reported on monthly. • Mitigation and monitoring of risks continue. • Risk mitigation strategy hampered by the allocation of capital and operation budget constraint to treat operational risks.	Additional funding to: • Establish infrastructure for an ICT Disaster Recovery site (off-site location). • Sedibeng District is a regional hub connecting facilities of Provincial Government and need to increase connectivity and infrastructure capacity • Roll-out fire and water detection system in the ICT environment

Legal Services:

Delivery Agenda	Projects/ Programme	Strategic Progress	Interventions/ Remedial Actions
Efficient Accountable Cooperative Governance	Contract Management Register	• The Contract Management meetings are held on a monthly basis and with the Register also being updated.	• Develop and monitor a plan to remediate AG findings on contract management register.
	Litigation Register	• The Cases are proceeding well and the Register is updated on a quarterly basis.	• Build capacity to manage Litigation and Labour relations cases
	Legislative Compliance	• The administration and council are compliant with applicable legislation. • Participating through SALGA in the revision of White Paper on Local Government and in the process of reviewal of Local Government funding.	• Appointment of Legal Researcher.
	Archives & Records Management	• Council's Registry office, Repository Centre is full compliance with the NARSA Act, as amended	• Final determination of Quidity contract • Improve security and management of Council Records.
	Secretariat for Committee Section	• Council sittings are compliant and Agendas, minutes are produced and resolutions are recorded	• Improving management of Council business • Adherence to Corporate Calendar for Council, Mayoral and its committees • Timeous and accurate recording of Council proceedings, approval of current minutes and resolutions
Develop Communications Strategy	Communications Strategy	• Communication Strategy has been approved by Council.	• Implementation of Communications Strategy and action plan.

Delivery Agenda	Projects/ Programme	Strategic Progress	Interventions/ Remedial Actions
			• Coordinate and report on the activities and event of the District Communications Forum (DCF). • Produce a quarterly Newsletter

Facilities and Fleet Management:

Delivery Agenda	Projects/Programme	Strategic Progress	Interventions/ Remedial Actions
Fleet management policy	• Reviewed fleet management policy	• Fleet Policy reviewed in 23/ 24 financial year. SOP developed and during the 24/ 25 financial year and adopted.	• Centralization and management of Fleet in accordance with Systems, Policies and SOP
Effective maintenance and repairs plan for municipal facilities	• Maintenance and repairs plan for municipal facilities	• Scheduled maintenance is implemented as planned. Procurement plan for scheduled and planned maintenance is utilized as a guideline.	• Appointment of internal Plumbers, Electricians and Handymen.

Protection Services:

Delivery Agenda	Projects/Programme	Strategic Progress	Interventions / Remedial Actions
Access and egress control of municipality facilities and buildings	• Safety and security of Employees, Councillors and users.	• Monitoring of current security service provider on a 3-year period to provide municipal safety and security. • CCTV cameras have been installed at SDM Main Building. • Others buildings will be revisited for CCTV installation.	• Installation of CCTV cameras in other identified municipal facilities and buildings. • Erection of guard houses at municipal service points. • Improve access to municipal buildings.

3.1 6 KEY PERFORMANCE AREA: Good and Financially Sustainable Governance: *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*

Finance:

Delivery Agenda	Projects/ Programmes	Strategic Progress	Interventions/ Remedial Actions
Maintain monthly internal processes that verify and support credible financial reporting in line with MFMA;	• In-Year-Monitoring Reporting	• Monthly and Quarterly reports are being submitted within the prescribed timeframes.	• Proper alignment and integration of financial and performance information.
Compile a realistic and funded 3-year budget in line with IDP priorities;	• 3-Year Medium Term Revenue & Expenditure Framework (MTREF)	• The municipality has adopted a funded budget with a financial recovery plan in order to address the sustainability factor of the municipality	• Resolve VAT treatment and allocation in SDM budget • Finalise with national Treasury SDM section 33 submission • Revenue enhancement and grant funding mobilisation
Maintain comprehensive asset register;	• Fixed Asset Register	• All new assets capitalised on the assets register and comprehensive short-term insurance in place.	• Maintain accurate assets registers and provision of depreciation.
Maintain and implement effective internal controls in respond to internal and external audit reports, and recommendations and risk register;	• Internal Control Environment	• Standard operating procedures developed and implemented within SCM to deal with UIF and WEs	• Finalised MPAC process to write off justified and explained UIF&WEs with consequences. • Timeous referrals of UIF&Wes for investigation and recommendation by Financial Misconduct Disciplinary Board.
Improve cost reduction and containment strategy and regulations	• Cost Containment Strategy	• Delays in the implementation of revenue enhancement initiatives • Policy in place and quarterly reporting as part of section 52 (d) are taking place.	• The unfunded and underfunded mandates need to be funded by other spheres of government through grant funding.
Implement GEYODI programmes	• Implement GEYODI programmes	• There is an SCM set aside procurement targets to benefit women and youth enterprises.	• Institutionalize, coordinate and reporting of GEYODI programmes located in different directorate

Office of the Municipal Manager:

Delivery Agenda	Projects/ Programmes	Strategic Progress	Interventions/ Remedial Actions
Improve the state of internal control of a municipality.	• Implement the Internal Audit Plan	• Audit Action Plan is implemented and monitored by senior management and Audit Committee on quarterly basis.	• Resolve all findings by AG and avoid repeat findings to obtain clean audit.
	• Implement the Enterprise Risk Management Strategy	• Risk Management Strategy developed and approved.	• Support by senior management in the implementation of Risk Management strategy. • Risk Management be included as a deliverable for senior management.
	• Implement an Anti-fraud and Corruption Plan.	• Anti-Fraud and Corruption Plan developed, to be reviewed by Council before year end.	• Anti-Fraud and Corruption Plan to be reviewed and approved by Council by year end. • Explore shared service model with the locals about independent Anti-fraud and Corruption hotline.
Promote Corporate and Inclusive Governance with other spheres of Government	• Develop Intergovernmental Relations strategy	• SDM is participating in various workstreams and task teams in all spheres of government.	• Approval of IGR strategy • Coordination of reporting on and implementation of IGR activities • Establishment of district wide IGR forum
Develop and review the Growth and Development Strategy	• Sedibeng Growth and development strategy (SGDS)	• Issued public notice about review of the SGDS and engaging with Gauteng DED, Vaal SEZ and North West University (Vaal Campus) for the development of Sedibeng long term economic plan.	• Finalise MOU with North West University • Request support from Gauteng DED and GGDA in the development of SGDS.
Develop and review 5 years Integrated Development Plan (IDP 2022-27)	• Review IDP Framework 2022/27, Process Plan & Budget 2026/27	• Reviewed IDP Framework 2022/27, Process Plan and Budget 2026/27 was developed and approved by Council in the first quarter of 2025/26 financial year.	• Council approval of schedule of key deadlines (IDP and Budget Process Plan) at prescribed time. • Adoption of one year IDP of transition period between concluding five years and the new administration
	• Reviewed Integrated Development Plan 2026/ 27.	• Integrated Development Plan 2026/27 is currently under review. The draft IDP will be submitted in March and the final in May for Council approval.	• Digitisation of IDP document.

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

Office of the Executive Mayor:

Delivery Agenda	Projects/ Programme	Progress	Interventions/ Remedial Actions
Coordinate Stakeholders Relations, Public and Community Participation Processes	• IDP and Budget Stakeholders Engagements	• Three IDP and Budget Stakeholder engagements were conducted and achieved in the previous financial year 2024 – 25.	• Secure attendance of key industry and sector players through timeous invitations at key municipal events. • Include key events in municipal calendar and prepare for updates/ implementation of IDP. • Invitation and participation of local municipalities PMT and senior managers in IDP stakeholder engagements.
	• Nthirisano	• Four (4) Nthirisano, Service Delivery Outreach programme were achieved during the financial year 2025/26.	• Participation of key sector departments and consolidated reporting on service delivery programmes.
	• District Wide Lekgotla	• SDM should consider hosting District Wide Lekgotla with minimum costs.	• District Wide Lekgotla hosted at municipal facilities due to budget constrains including requesting SOEs/ private sector to host in their facilities.
	• State of the District Address (SODA)	• One SODA successfully held in 2025/26 financial year	• Council approved project plan to host SODA and scale down on the cost of the event.
	• District Aids Council,	• Two District Aids Council successfully held	• Build internal capacity including technical support by committee section in hosting District Aids Council secretariat.
	• GEYODI Programmes	• Fragmented reporting and coordination of GEYODI programmes	• Institutionalize, coordinate and reporting of GEYODI programmes located in different directorate

Office of the Speaker:

Delivery Agenda	2025/26 Financial Year	Strategic Progress	Interventions/ Remedial Actions

Delivery Agenda	2025/26 Financial Year	Strategic Progress	Interventions/ Remedial Actions
Improve Stakeholders' relations, Public and Community participation through a refined participatory model	Stakeholders' relations, Public and Community participation model and processes; • IDP and Budget Public Participation • Women's Month programme • Petition management system • District Speaker's Forum • Section 79 committees. • Council Sittings	• Three IDP and Budget Stakeholder engagements were conducted and achieved in the previous financial year 2024 – 25. • SDM to unify Women's Month program. • Petition management committee established and meeting as and when there are petitions or business to consider. • DSF meetings are held and Council sittings between district and locals are synchronised to avoid clashes and Councillors absenteeism. • All section 79 Committtees have been established and are meeting as and when there are items or business to consider. • Regular and scheduled Council meetings are held.	• Secure attendance of key industry and sector players through timeous invitations at key municipal events. • Include key events in municipal calendar and prepare for updates/ implementation of IDP. • Invitation and participation of local municipalities PMT and senior managers in IDP stakeholder engagements. • Adherence to corporate calendar for the scheduled meetings especially Audit and MPAC to discharge their statutory responsibilities and advice. • Improving management of Council business • Adherence to Corporate Calendar for Council, Mayoral and its committees. • Timeous and accurate recording of Council proceedings, approval of current minutes and resolutions.

Office of the Chief Whip:

Delivery Agenda	Projects/Programme	Strategic Progress	Interventions/Remedial Actions
Ensure good governance and sound political practices	District wide Lekgotla	• District Wide successfully held. Sthe second District Wide Lekgotla will be held in between April and May 2026	N/A
	Joint Whippery Lekgotla	• No progress can be reported	N/A
	Multi-Party Whippery Strategic Session.	• Multi-Party Whippery Strategic Session was successfully	N/A

		held in the second quarter of 2025/26 financial year.	
	Councillor's research and development program,	Councillor's research and development program has been conducted in the first quarter of 2025/26 financial year.	N/A

Progress on the Implementation of Southern Corridor Development Projects (SCRIP):

The below mentioned key strategic and catalytic projects were both agreed upon by the Gauteng Provincial Administration, Sedibeng District municipality and its three (3) local municipalities. These projects were deemed as pivotal towards changing the current socio-economic impasse of the region. The projects would both impact locally and in the province in line with the Gauteng City Region vision and are included in the Sedibeng DDM (One Plan).

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
1	Heidelberg Aerodrome	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing.	Catalytic	• Spatial Re-structuring • Infrastructure Development • Economic positioning	Lesedi	VAAL SEZ ; Lesedi Municipality	No figures	Tripartite partnership between GIFA, LLM and MTP Aviation has been finalized.
2	Broadband/fibre rollout in towns and townships.	To roll out fibre in all key and major townships to create universal access to connectivity	Catalytic	• People development	ALL	Private sector; GDED; Local Municipalities	N/A	No progress
3	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.	Catalytic	• Spatial Re-structuring • Infrastructure engineering • Economic positioning	Midvaal	Midvaal Municipality and GGDA	R1.3bn	Midvaal LED strategy in public participation stage. The strategy has identified catalytic projects ie UJ island that will trigger development in the area.
4	Cannabis and Hemp	Support large scale cannabis projects	Strategic	• Economic positioning • People Development	Sedibeng	Office of the Premier; SDM; VSEZ	N/A	
5	Vereeniging Fresh Produce Market (VFPM)	To re-establish the VFPM that will attract producers to take advantage of the large customer base (between Jo'burg and Bloemfontein), enable customers of fresh produce to purchase their goods within the market's catchment rather than travelling to remote markets.	Catalytic	• Economic positioning • People Development	Emfuleni	SDM (Project Owner); GIFA; GDARD; GDID	R1bn	TVR2A received from both GPT and NT. RFQ sent for comments before we can advertise. Awaiting feedback from NT. GDARD has committed R23m for refurbishment and upgrades, however appointed service provider has quoted more than available funding.

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Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
6	Gauteng Highlands	To develop a city characterized by mixed uses such as mixed typology residential uses, an industrial park and commercial uses.	Strategic	• Spatial Restructuring • Infrastructure engineering	Midvaal	Private developers (Diego)	Not available	No progress
7	Heidelberg CBD	Regenerate the Heidelberg CDB and provide business functions for itself and surrounding areas. Address access challenges and enhance amenities which will in turn create a more conducive environment for business development.	Strategic	• Integrated Service provisioning • People Development	Lesedi	Lesedi	R14.9m to address access challenges and enhance amenities.	No progress
8	Inner-City urban regeneration of Vanderbijlpark and Vereeniging	To revitalize the urban town center's 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.	Major	• Integrated Service provisioning • People Development	Emfuleni	Emfuleni Municipality	Not available	No progress
9	Sedibeng Regional Sewer Scheme	Repair the sewer networks to mitigate spillages into the Vaal River and Expand WWTW capacity to open up the river for Tourism attraction activities and for public use.	Strategic	• People development • Infrastructure engineering • Integrated Service Provisioning	Sedibeng	DWS; Rand Water; GPG	R7.2 billion	Project underway with Rand Water as the implementing agent
10	Vaal River City Commercial and Residential Development	To develop a Smart River City that will be characterized by mixed land uses, i.e residential, commercial, light industrial etc.	Major / Catalytic	• Spatial Restructuring • Integrated Service Provisioning	Emfuleni	Office of the Premier GDED; Emfuleni Municipality	R 500 Million for phase 1 bulk infrastructure: Electricity estimated at	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
				• People Development • Economic positioning			R95 million, roads R250 million, water 40 million. Sewer 100 million. Rand Water is the implementing agency for the sewer (Leeukuil wastewater works) increasing the capacity by 25 Mega liters.	
11	Doornkuil Precinct	Located adjacent to the Savannah City mega housing development. The proposed precinct will be comprised of a regional hospital, agricultural and medical training (educational) facilities, recreational facilities, business and commercial facilities and a transport node.	Strategic	• People Development • Integrated Service Provisioning	Midvaal	Midvaal Municipality	"Not available	"Feasibility for cemetery complete.
12	R59 corridor development	The aim is to transform the functionality and develop into a major connecting freeway and economic gateway. The R59 connects metropolitan and local Gauteng municipalities with each other and Sasolburg in the Free State.	Major	• Spatial Restructuring	Midvaal	Midvaal Municipality	PPP option to be considered "	Draft pre-feasibility completed in 2021"

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Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
13	Sicelo Precinct	To promote economic and social growth, and development. Develop industrial and business uses, with specific focus on the metal and ceramic manufacturing industry. Formalise informal settlement, which accommodates approximately 2500 families and expand residential capacity.	Major	• Spatial Re-structuring • Infrastructure Development • Economic positioning • People Development	Midvaal	Midvaal Municipality	Not available	No progress
14	Langzeekoeigat Precinct (Agri Village)	To develop an agri-village to support the growth of local enterprises, self-sustainability and the development of agri-based economic activities.	Strategic	• Spatial Re-structuring • Infrastructure engineering • Economic positioning	Lesedi	Lesedi; DRDLR	Not available	Precinct plan concluded in 2021
15	K 174 interchange	To construct an interchange at the convergence of R42 and R59 that will open up access to the Vaal River City	Strategic	• Spatial Res-structuring	Sedibeng	GDRT	Not available	Pre-feasibility study commissioned Sept 2021
16	Student accommodation	To develop decent student accommodation to address the shortfall of about 10 000 students near the University center's of NWU and VUT.	Major	• People Development • Infrastructure engineering	Emfuleni	Emfuleni Municipality, SDM; Private Sector facilitated by the GGDA.	R320 Million	Contractor has been appointed and is currently finalising sub-contractor partnership with local business. Expected to break ground before end 2022.
17	Sedibeng Government Precinct	To create a one-stop service area, where most government services and civic facilities can be easily accessed by the community of the Sedibeng District. It will form the core of a rejuvenated, mixed-use CBD and propel the Vereeniging Inner	Strategic	• People development • Integrated Service Provisioning	Sedibeng	SDM; DPW; GDID; GIDA	R120 million	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
		City Regeneration programme.						
18	Rietspruit	Portions 2&3 of Farm Rietspruit 583 IQ 697ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Emfuleni	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
19	Swartkoppies	Portion 25 of Farm Zwartkopjes 143IR 500ha in extent Owned by Rand Water SOC	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Confirmation of Board approval received in writing Land Availability Agreement subject to the conclusion of the prescribed public consultation processes The project has been put on hold
20	Kookfontein	Remaining Extent of Portion 2 and Remaining Extent of Portion 64 Kookfontein 545-IQ 100ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
21	Heildberg x24	Heidelberg Ext 24 Township 20ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
								annum
22	Langlaagte	Portion 5 of Farm Langlaagte 186 149ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
23	Vaal Aerotropolis*	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing. The project includes the development of the Vaal International Airport, to be developed, operated, and managed by Vaal Aerozone (Pty) Ltd. It will be the only airport in Gauteng where integrated air cargo services are designed and planned as a priority. It includes an Airport City, Agri-Zone, Cargo Terminal and a Trade Zone. The Aerotropolis will be managed through a SEZ.	Catalytic	• Spatial Re-structuring • Infrastructure Development • Economic positioning	Emfuleni	Vaal Aerozone (Pty) Ltd	R 29.3 billion	Draft LSDF has been submitted to Emfuleni. Waiting for public participation to be initiated. Submission of town planning and E.I.A applications will take place during March as most of the technical studies have been completed. Construction to start in 2028 and will be completed in 2032.

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CHAPTER 04:

Regional Spatial Development Framework

1. Background and Introduction:

The Sedibeng District Municipal Spatial Development Framework was developed in line with the requirements of Section 12 of the Spatial Planning and Land Use Management Act, 16 of 2013 and adopted by the municipal Council in October 2019.

Municipalities around the world need effective planning tools to meet the demand for medium-to long-term planning. In South Africa, both the IDP and SDF are deemed as the main tools to help with the task of forward planning, a system mandated by the Municipal Systems Act 32 of 2000.

The IDP is an integrated and strategic plan created for a newly elected council's tenure in office and the SDF provides a visual long-term framework for development of the municipal area.

The main objective of the district SDF is to provide spatial planning guidelines for the Sedibeng region that is composed of Emfuleni, Midvaal and Lesedi local municipalities (refer to Figure 1, SDF 2030). The SDF addresses spatial, environmental, infrastructure and socio-economic issues confronting both the urban and rural spaces. The District Municipality is characterised by a dispersed spatial structure, with various towns and informal settlements spread across the urban footprint of the municipal jurisdiction, while the rural hinterlands consist of mainly farms and agricultural holdings.

The 2026-2027 SDF chapter gives impetus to the following key aspects:

- Updating the spatial foresight according to current socio-economic conditions.
- Aligning forward planning with the vision and objectives of the IDP.
- Refining the Capital Investment/Implementation Programme.
- Giving effect to existing and new programmes/projects.

2. Legislative and Policy Context:

The national and provincial legislative and policy frameworks, along with the local policy backdrop, are listed for reference purposes in this section of the chapter. Detailed information pertaining to the relationship of the SDF and each legislative or policy framework can be found in the comprehensive document.

- Constitution of the Republic of South Africa 108 of 1996
- Municipal Systems Act 32 of 2000
- Spatial Planning and Land Use Management Act 16 of 2013(SPLUMA)
- National Development Plan 2030
- National Environmental Management Act107 of 1998
- Medium Term Strategic Framework 2014-2019
- Integrated Urban Development Framework and Implementation Plan 2016-2019
- National Biodiversity Strategy and Action Plan 2005, Biodiversity Assessment 2011
- Agricultural Policy Action Plan 2015
- National Comprehensive Rural Development Programme 2009
- Industrial Policy Action Plan 2014-2015

- National Infrastructure Development Plan 2012
- National Transport Master Plan 2005-2050
- Integrated Resource Plan for Electricity 2010-2030
- Development of Sustainable Human Settlements (Breaking New Ground) 2004
- Neighbourhood Development Partnership Grant 2006
- Gauteng Global City Region and Vision 2055
- Gauteng Rural Development Plan 2015
- Provincial Mega Human Settlements
- Gauteng City-Region Integrated Infrastructure Master Plan 2030

The Relationship Between SDF and IDP

As a high-level, essential part of the IDP, the SDF helps to realize the IDP's Vision, Goals, and Objectives by directing how present and future land uses are distributed spatially within the region. In addition to providing space for the realization of the priorities outlined in the five-year IDP, the SDF must prevent land dissipation but direct the overall land configuration to be sustainable over a longer planning horizon (15 to 25 years). The IDP is responsible for budget allocation and prioritization decisions based on the Capital Expenditure Framework (CEF) and a rolling five-year development plan. At the same time, the SDF places the IDP within a long-term spatial vision for the region that aims to implement the spatial vision, principles, and policy directives outlined in national and provincial legislation, strategies, policies, and plans. The SDF is a spatial expression of business, community and public needs.

3. Spatial Structuring/ Formgiving Elements:

From the situational analysis the following salient features of the Sedibeng District were identified

- Sedibeng represents the Southern Corridor of the Gauteng City Region with the primary focus directed at diversifying the economy (*Tourism, Agriculture, Logistics and Manufacturing*), creating new sustainable urban and rural nodes and promoting the local economy.
    - Several tourism routes and precincts have been defined within the region and this sector poses significant potential for future expansion of the economy.
    - An estimated 229 329 ha of land is utilised for agricultural purposes (47% of total SDM area). The dominant commodities are beef, poultry, maize and vegetables.
    - An Agri Park was identified for Sebokeng, an Agri Hub for Rietkuil and 15 Farmer Production Support Units (FPSUs).
- The area holds significant natural features which present opportunities to promote tourism (Suikerbosrand, Vaal River and Vaal Dam/Marina).
- The region has a rich heritage legacy by being host to Townships that played a pivotal role in the liberation struggle of the country (Sharpeville, Ratanda and Boipatong).
- Four functional rural areas are located within the SDM wherein agriculture should be promoted.
- Manufacturing, Finance and Government Services are the strongest sectors (GVA) while Trade contributes highest to job opportunities.
- Agriculture is relatively strong in Lesedi and Midvaal municipalities.

- Several larger and vibrant industrial areas drive the district economy with the proposed Vaal Aerotropolis, Vaal River City SEZ projects aimed at strengthening this function even more.
- Business activity is concentrated around the CBDs of Heidelberg, Meyerton, Vereeniging and Vanderbijlpark with several smaller nodes developing in townships such as Sebokeng and Ratanda.
- The SDM has an efficient and integrated transport network linking all the major nodal points to one another and to the cross-border economic nodes such as Sasolburg, Johannesburg and Kempton Park.
    - The Southern Corridor is strategically located relative to the N1-Cape Town, N3-Durban-eThekwini and N17-Swazilnd/ Richards Bay Corridors.
- There are approximately 25 490 informal structures in the SDM with a total Housing Demand of 56 189 units (based on Housing Demand Database).
- The SDM holds a diverse range of community facilities serving the urban and rural parts of the district.
- The provision of water and electricity is satisfactory, however the bulk sewer network in the region needs serious upgrading.

4. Spatial Vision:

The Vision for the Sedibeng District as contained in the Sedibeng IDP (which the SDF forms part of) is confirmed as:

Building Towards a Developmental Metropolitan River City of Choice

There are important aspects of the above Vision that have a direct bearing on the development of the Sedibeng Spatial Development Framework:

- "**Developmental city**" - A busy region that is rapidly expanding and evolving.
- "**Metropolitan City**"- Expansive, crowded city with a varied and intricate economy.
- "**River City**" - Built along or near a river.

The Sedibeng SDF is thus focussed on attracting large populations and economic power. The objective is to generate a substantial amount of economic activity, including important firms, industries, and job possibilities. Sharing services including planning, infrastructure, and service delivery within the region is essential to the effectiveness of such initiatives. The cities' success will be demonstrated by its acceptance of a diverse range of socioeconomic origins, cultures, and nationalities.

6. Land Use Budget:

The total projected incremental population for the Sedibeng District Municipality for the period 2016-2037 is about 421 697 people. This implies an annual increment of about 20 080 people in the region. In terms of number of households, it translates to an additional 161 317 households to be accommodated within Sedibeng District during the period 2016 up to 2037 at a rate of about 7681 households per annum.

The total land size required for expansion of the urban footprint in the SDM between 2016 and 2037 stands at 10 434 ha of land of which the bulk (4954 ha) are to be allocated in the Emfuleni Municipality, 4117 ha in Midvaal and 1363 ha in the Lesedi Local Municipality

7. Spatial Development Framework:

The Sedibeng Forward Plan is reflected on **Figure 1** and is based on the following twelve (12) principles:

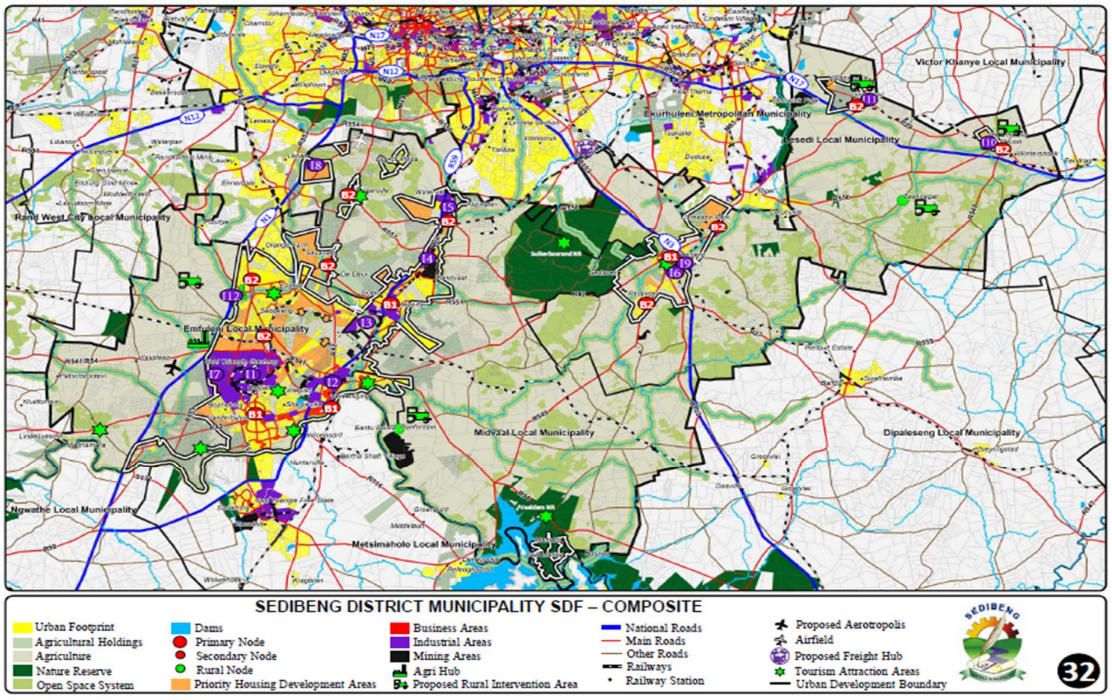


Figure 1: Sedibeng District Municipality SDF - Composite

Principle 1: Effective environmental and land use management to achieve a sustainable equilibrium between the ecosystem and biodiversity conservation, and urban related development within the district.

The management and maintenance of the natural environment is a key element towards the future sustainable development of the Sedibeng District Municipality. The district contains Critical Biodiversity Areas (CBAs), Ecological Support Areas (ESAs) and Protected Areas (Pas) within urban and rural environments that should be protected and preserved. Both the urban and rural communities are dependent on environmental resources located within the district for income generation, air quality, health preservation and their own existence. It is thus of critical importance that a balance be achieved between development and associated utilisation of resources, and the permanent conservation of certain environmental features within the district.

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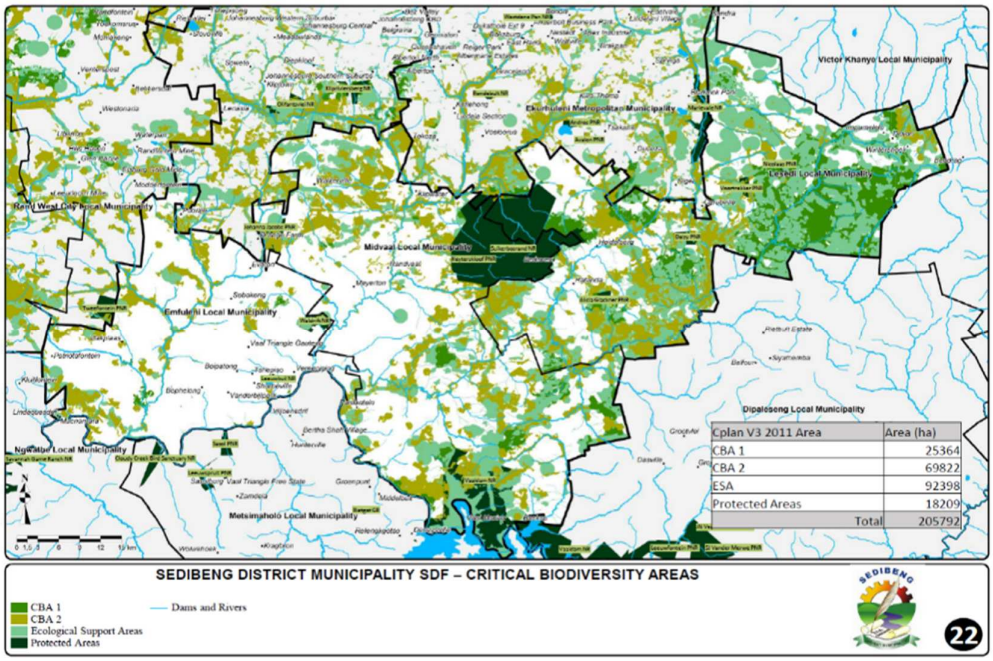


Figure 2: Sedibeng District Municipality SDF –C-PLAN

The municipality must guarantee that environmental planning methods are used in conservation planning through the alignment of environmental frameworks and environmental planning tools such as the Gauteng Provincial Environmental Management Framework (GPEMF) and C-PLAN to identify environmental sensitivities.

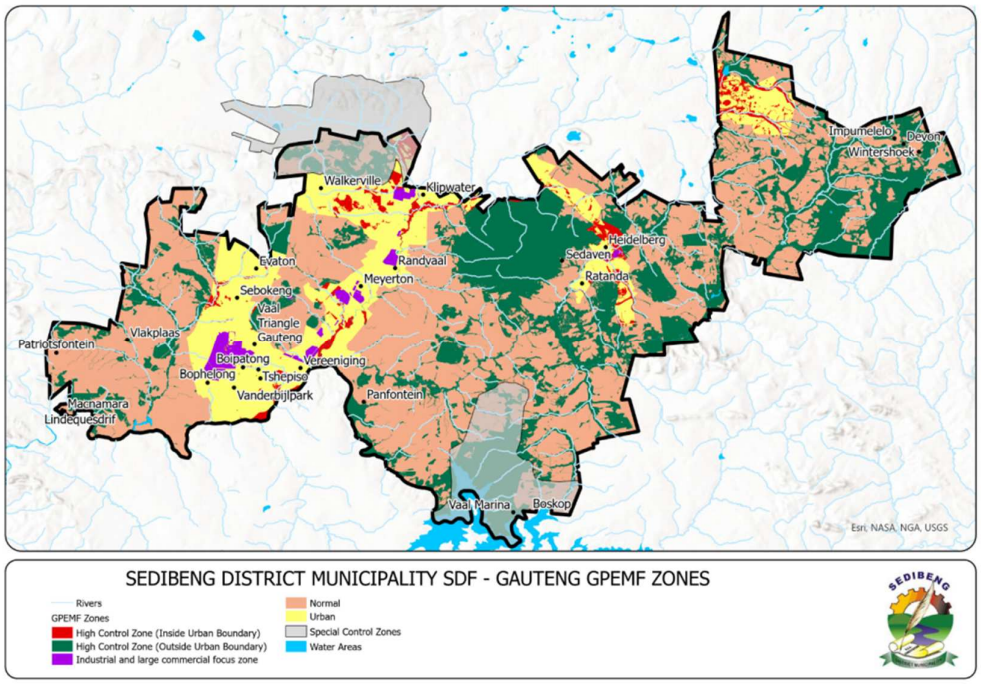


Figure 3: GPEMF Zones

To safeguard the environment, human health, and general quality of life, air quality control is essential. Inadequate air quality can lead to lung cancer, heart disease, respiratory conditions, impaired brain function which may result in premature death. Climate change, caused by excess

greenhouse gases, contributes to air pollution from acid rain, which damages plants, water, and soil. Pollution reduction increases visibility, which helps with tourism, outdoor activities, transportation and overall quality of life. Investment, travel, and real estate development are all boosted by clean air. It is thus imperative that the district implements stricter emissions regulations for industries and vehicles. The forward planning is to also consider allocating land for clean energy industries like wind, solar and vehicles. Figure 4 is an illustration of pollutants in the region and impact of the different industries per class category.

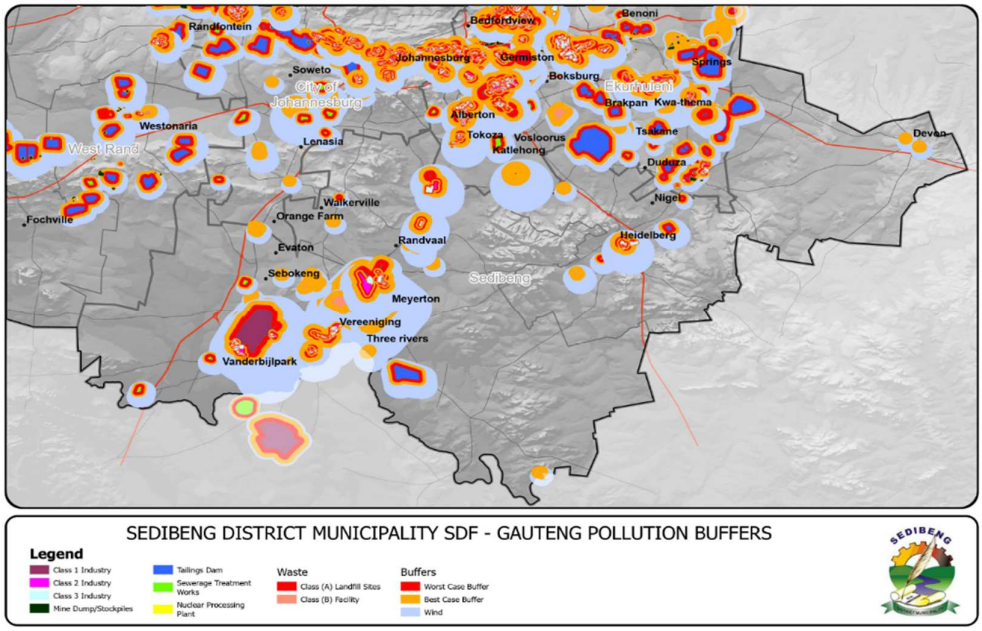


Figure 4: Gauteng Pollution Buffers

Principle 2: Enhanced spatial efficiency through a defined range of urban and rural nodes in the district around which to consolidate economic development and infrastructure investment (spatial targeting).

In order to minimize the impact on natural resources, it is essential that human settlement and economic activities be consolidated around a number of strategically located nodal points within the district, thereby minimizing the urban footprint as far as possible. (Refer to **Figure 5** and **Table 1** below).

Table 1: Sedibeng District Priority Nodal Hierarchy
Primary Nodes
• Vereeniging, • Vanderbijlpark • Meyerton • Heidelberg
Secondary Nodes
• Sebokeng • Evaton • De Deur • Walkerville • Savannah City • Waterval • Ratanda • Jameson Park • Devon/ Impumelelo • Kwazenzele/ Vischkuil

Rural Nodes
• Langzeekoegat • Bantu Bonke

These nodal points should comprise a diverse range of land uses including housing, community facilities, economic activities (job opportunities), basic engineering services like water, sanitation and electricity, a comprehensive movement network and local open space systems.

The size, function and associated range of land uses and activities provided by the nodes would differ based on factors such as historic development, location, economic potential and environmental constraints.

The urban fabric within nodal points should generally be compact to facilitate social and economic integration; to promote efficient and sustainable service delivery; and to create the “critical mass” required to stimulate local economic development within walking distance from where people reside.

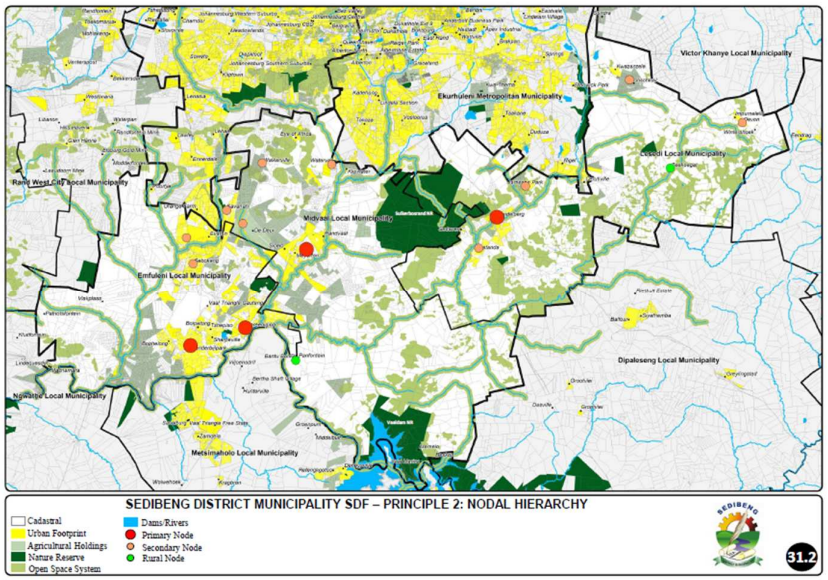


Figure 5: Sedibeng District Municipality SDF - Principle 2

Principle 3: **Enhancement of four Strategic Development Corridors supplemented by an extensive local transport network providing linkages between urban and rural nodes.**

The four corridors (N1, R59, N3 and N17) represent the most significant structuring elements in the Sedibeng region, hence the emphasis on creating activity nodes and supporting transport infrastructure along and around each of these.The main objective with the SDM transport network is to ensure that all the nodes in the district are linked to one another and to the surrounding regional economies via the four regional and national corridors traversing the district.

Activities capitalizing on the economic opportunities associated with these corridors should be encouraged to be situated within strategic areas adjacent to the corridors. This could include industrialization, commercialization, agro-processing and hospitality uses. The significance of railway lines in the district in terms of export opportunities to the Maputo, Richards Bay and Durban harbours should also be taken advantage of. This network also forms the basis of the public transport network in the district and in principle all nodal points should be provided with modal transfer facilities to facilitate movement of commuters, goods and services in the region.

The intention is to develop high-density, mixed-use areas around the existing andproposed railway stations along the Sedibeng District commuter rail network;and to incorporate the concept of Multi-Purpose Community Centres (Social Services), residential (including subsidised housing) development, as well as commercial, retail and even light industrial uses in these developments. The number of people residing within or near these TOD's will then create a "critical mass" to sustain the economic and social activities within the area and promote Local Economic Development (LED).

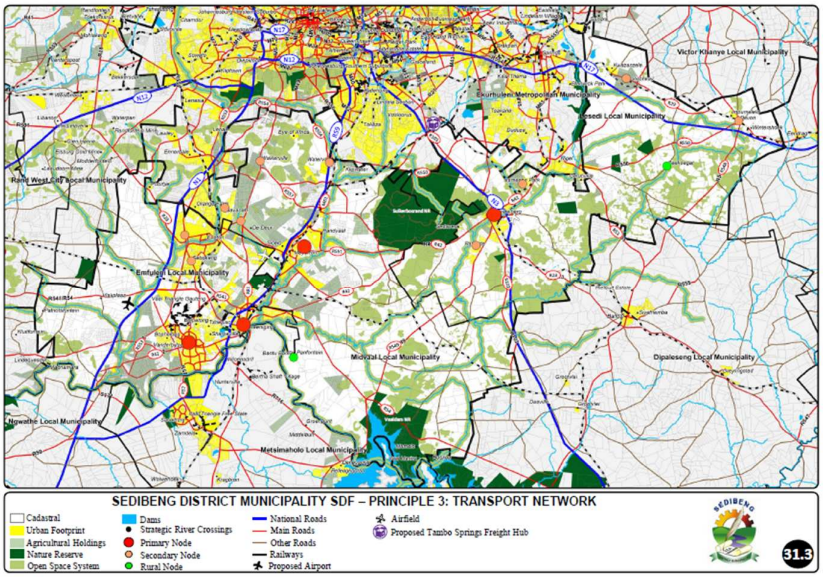


Figure 6: Sedibeng District Municipality SDF - Principle 3

Principle 4: Consolidation of the urban structure of the District around the nodal points by way of infill development and densification in identified Priority Housing Development Areas (PHDAs).

It is essential that each of the towns and settlements within the District be developed in a manner aimed at consolidating the urban form and limiting further expansion by enforcing the urban development boundary. By so doing, the spatial plan of the district will be correcting the irregular development patterns of the past.

All the Municipal Spatial Development Frameworks in the region support this principle, but it is important that development is in line with these guidelines. It is furthermore advised that land acquisition processes target land located within earmarked Priority Housing Development Areas (PHDA), as depicted in **Figure 7**.

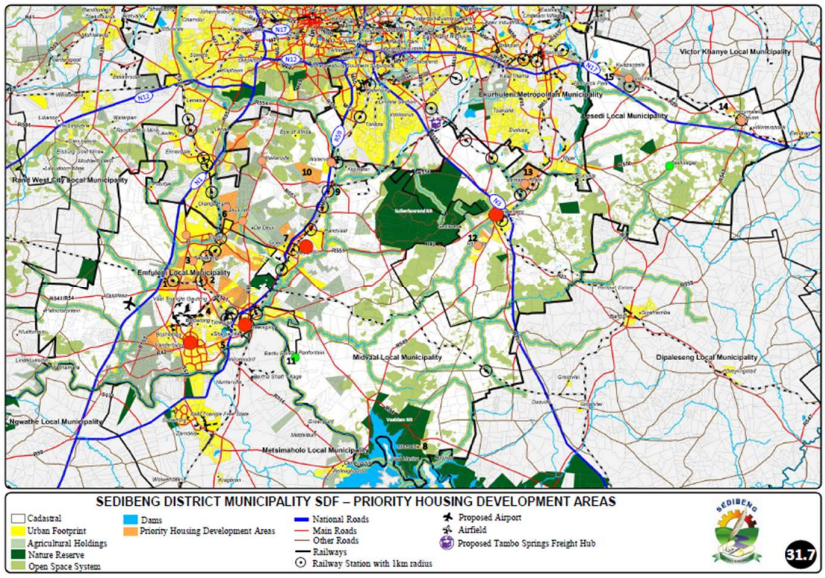


Figure 7: Sedibeng District Municipality SDF - Priority Housing Development Areas

Housing, and more specifically subsidised housing, is a very powerful instrument at the disposal of government to influence development patterns in and around towns, and to give effect to the spatial restructuring objectives of municipalities. It is vital that these housing units be developed strictly in accordance with the spatial planning guidelines provided in the local SDFs, and more specifically in the PHDAs identified on these plans as these areas comply with the development principles contained in SPLUMA.

In order to enhance the overall sustainability of human settlements within the SDM, each township should be developed in accordance with Smart Growth Principles as summarised below:

- Provide for a mix of different kinds of land uses, e.g. residential, retail, business, and recreational opportunities.
- Create well-designed, compact neighbourhoods where the different activities are in close proximity to each other.
- Provide a variety of transportation choices, including private, public and non-motorised transport opportunities that are safe.
- Create a variety of housing opportunities, i.e. in terms of function, form and affordability.
- Encourage growth in existing communities through infrastructure upgrade, urban renewal, new amenities and densification. Implementation of the Township Economic Development Act 2 of 2022 is of paramount importance.
- Preserve open spaces, natural beauty, and environmentally sensitive areas in terms of the Gauteng Provincial Environmental Management Framework (GPEMF) standard.
- Protect and enhance agricultural land and secure as productive land base for food security, job creation and link small scale farmers to the market.
- Utilise smarter, cheaper infrastructure and alternative building technologies.
- Foster a unique neighbourhood identity building on the unique and diverse characteristics of each community.

- Engaged citizenry through creating spaces that provide for quality lifestyle, economic opportunities and entertainment.
- Engage citizens to participate in community development programmes and decision-making processes via the stakeholder engagement sessions.

Principle 5: Consolidate community facilities at urban and rural nodal points to enhance "one-stop" access to such facilities for the community, and to contribute towards creating "critical mass" required to stimulate local economic development.

The fragmented settlement structure of the Sedibeng District has resulted in both a lack of and need for costly duplication of essential social services, community facilities and engineering infrastructure. In principle, the objective is to provide a full range of social services and community facilities within a reasonable distance of all communities (urban and rural) in the region. These services need to be agglomerated in precincts and Thusong Centres for maximum efficiency as there are spin-off benefits to be derived from such consolidation, for instance enhanced access to services; increased economic potential ("critical mass") in surrounding areas; and greater sense of "community identity" around such centres.

Principle 6: Enhance business activities (formal and informal) at each of the identified nodal points in the Sedibeng District and incorporate informal and emerging business activities into Thusong Centres and modal transfer facilities.

The SDF proposes a two tier Business Node Hierarchy for SDM. It comprises the Central Business District (B1) of Vereeniging, Vanderbijlpark, Meyerton and Heidelberg and the lower order Regional Business Nodes (B2) which are intended to serve the second order activity nodes in the district and surrounding rural communities. Business nodes play an important role in serving the retail and office needs of communities, but also represent significant opportunities for economic development and job creation in the informal sector.

These areas should be treated as special precincts requiring dedicated management to prevent urban decay and the excessive relocation of economic activities to decentralised business nodes. The CBD revitalization programme provides an opportunity for innovative long-lasting solutions to address prevalent socio-economic challenges in the Business Nodes. The idea is to manage scarce resources and respond to pressing public demands such as water, housing, safety, and jobs.

It is also recommended that a developmental approach towards informal trade and the broader "Township Economy" be followed. This should be as much about minimising barriers to entry into this sector for the unemployed as it is about assisting people in this group to grow their enterprise – especially in former township areas.

Informal trading, skills training of informal traders, and proper management and regulation of designated informal trade areas within these business nodes should be dealt with as a consolidated programme aimed at economic empowerment of the poor in Sedibeng District assisting informal traders to continuously "upscale" towards and within the formal economy.

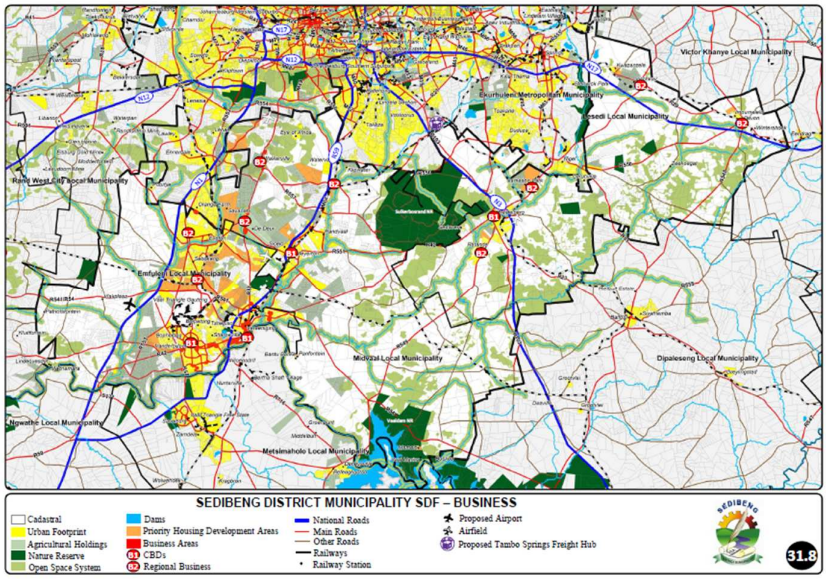


Figure 8: Sedibeng District Municipality SDF –Principle 6 Business

Principle 7: Concentrate industrial and agro-processing activities at the higher order nodes or along the major development corridors in the District where infrastructure is available.

The following industrial development objectives should inform and guide future industrial development in the Sedibeng District:

- Strengthen the functionality and performance of existing industrial nodes at **Duncanville** and **Powerville** (I1), Mittal Steel (I2), **Meydustria** (I3), **Daleside** (I4), **Waterval** (I5) and **Heidelberg-Springfield** (I6).
- Diversify the existing industrial base of the industrial nodes and unlock local resources by developing and expanding industrial activity where potential exists, especially along the N1 corridor in the vicinity of Mittal Steel as part of the Vaal Logistics Hub and the Vaal Aerotropolis (I7), the Elandsfontein interchange north of **Savannah City** (I8) and at **Heidelberg Showgrounds** (I9) as a logistics centre along N3 corridor.
- Exploit opportunities offered by existing strong agricultural base through encouraging development of agro-processing and related downstream activities and industries around the **Devon/ Impumelelo** (I10) and **Kwazenzele** (I11) rural node with functional linkages to the higher order agro industries located at Delmas (Victor Khanye) to the north-east and to Heidelberg-N3 corridor to the south.
- Ensure Development of the proposed **Agri Hub** (I12) at Rietkuil.
- Strengthen existing agglomeration advantages which would contribute to the establishment of sustainable clusters.
- Contribute to industry related skills development and capacity building of the local labour force and contribute to SMME development.
- Promote the incorporation of green industries and technology in all industrial areas.
- Ensure availability and sustainability of engineering services and related infrastructure serving industrial areas.
- Support development objectives of the Vaal Special Economic Zone.

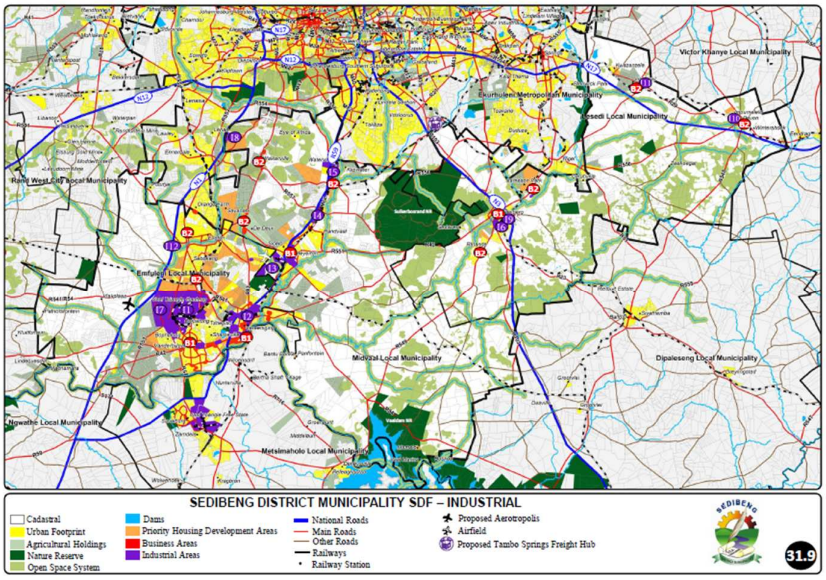


Figure 9: Sedibeng District Municipality SDF - Principle 7 Industrial

Principle 8: Optimally utilise the mining potential in the District in such a way that a sustainable balance is maintained between mining, agriculture and the natural environment.

Mining is a temporary land use which contributes to the economy for a limited period of time. Therefore measures need to be put in place to ensure that the agricultural and tourism potential of mining areas are restored once the mining activities are terminated. Mining activities contribute to job creation for low skilled people. Hence the limited mining activity and potential present in the region should be exploited where possible. The mining sector in Sedibeng and Lesedi had a strong rebound in 2021, where mining in the district grew by an estimated 34.2%, while in Lesedi mining grew by 268.8%.

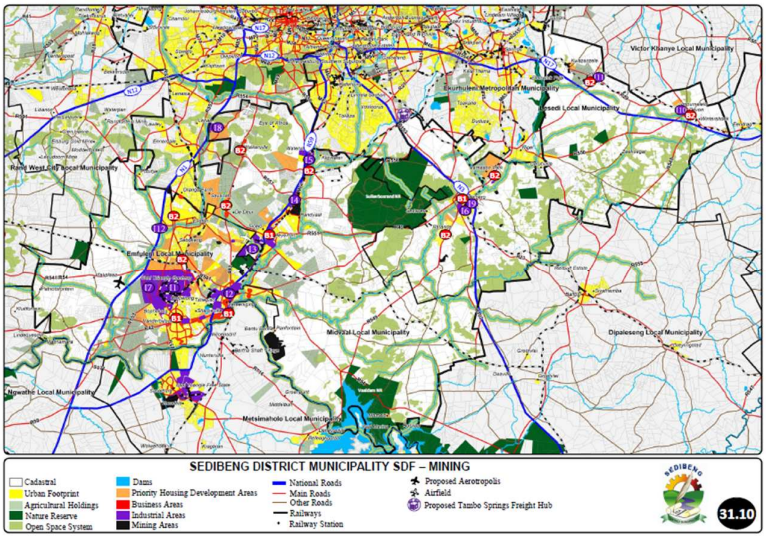


Figure 10: Sedibeng District Municipality SDF - Principle 8 Mining

Principle 9: Promote commercial farming activities throughout the District and establishment of the Agri Park.

Agriculture is an important economic activity in the Sedibeng District which should be protected and enhanced through the development of downstream activities such as agro-processing which add value to produce and create significant numbers of job opportunities.

It is recommended that the following areas be earmarked as potential Rural Intervention Areas (RIA) in terms of National Outcome 7 (Rural Development) objectives:

- The existing Doornkuil area as a potential agrotropolis/agri-city.
- The existing Langzeekoegat area as a potential Agri Village.
- The existing Bantu Bonke/Panfontein area as a potential Agri Village.
- The broader Kwazenzele-Vischkuil precinct which comprises a large “rural poor” population amid an area of high agricultural potential.
- The broader Devon-Impumelelo precinct which comprises a large “rural poor” population amid an area of high agricultural potential.
- The agricultural area to the west of the N1 corridor in the vicinity of the proposed Rietkuil Agri Hub.

These areas should be developed based on the competitive advantages of each, and should create linkages to complement each other and assist in dissemination and allocation of resources. Maximise on the homogeneity and heterogeneity opportunities where present to support rural development in the region.

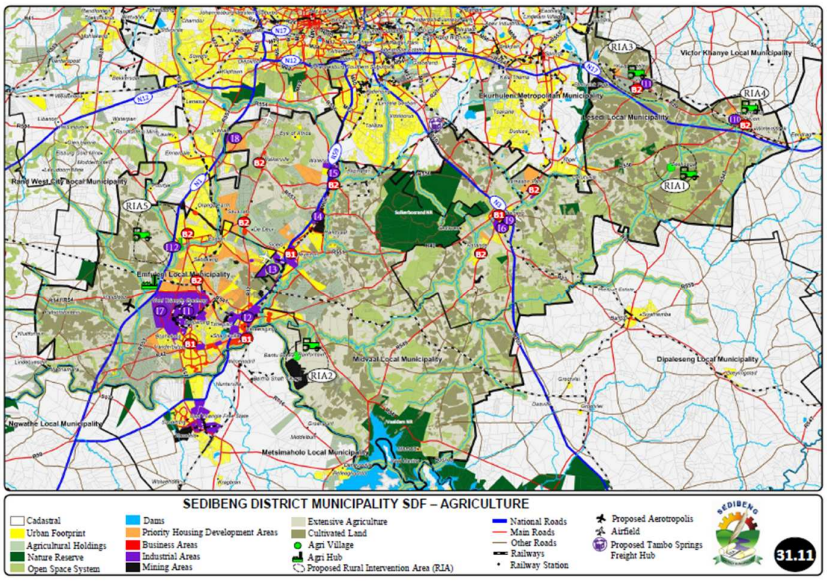


Figure 11: Sedibeng District Municipality SDF - Principle 9 Agriculture

Principle 10: **Utilise the existing natural, cultural-historic and man-made resources towards the development of Tourism Precincts and Tourism Corridors throughout the District.**

The proposed objectives towards tourism development in the Sedibeng Region are as follow:

- Focused (prioritised) tourism development growing from the core of the Vaal River, Vaal Dam and the Suikerbosrand Nature Reserve as anchors from where the benefits of the tourism economy are spread across the district;
- To diversify the current tourism base through providing for various types of tourism such as agri-tourism, eco-and educational tourism, cultural-historic tourism and adventure tourism etc.
- Work in partnership with the Sports, Recreation, Arts and Culture and Heritage department to provide tourists with safe, high quality and authentic experiences and service excellence;
- Growing both overnight and day visitor numbers and visitor yields in all the Tourism Precincts;
- Promote public and private sector collaboration in developing tourism services and facilities;
- Responsible tourism ensuring environmental and economic sustainability and benefits for all.
- Utilising the Vaal River for water sports and activities and to attract more visitors to the region.
- Investing in the Maritime potential presented by existing water resources.

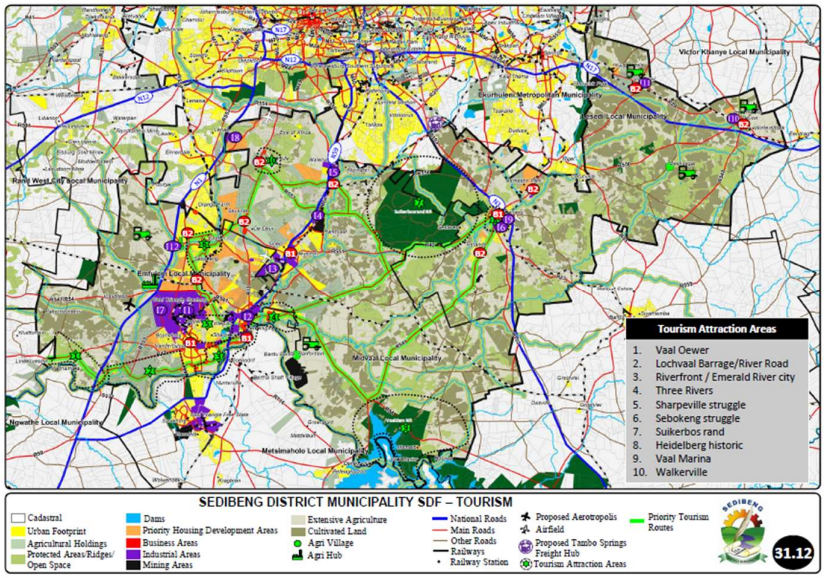


Figure 12: Sedibeng District Municipality SDF - Principle 10 Tourism

Principle 11: Ensure that all communities (urban and rural) have access to at least the minimum levels of services as enshrined in the Constitution and to direct infrastructure investment towards the economic activity nodes in the district, priority housing development areas earmarked for residential development and communities with excessive service backlogs.

Engineering services play a pivotal role towards the establishment of sustainable human settlements, facilitating economic development and accelerating land development.

Infrastructure investment should be primarily directed towards serving the identified urban and rural nodes within the district. More specifically, the economic activity areas, PHDAs and municipal owned land. This should be informed by the Capital Investment Framework of the district SDF and Southern Corridor Regional Implementation Plan.

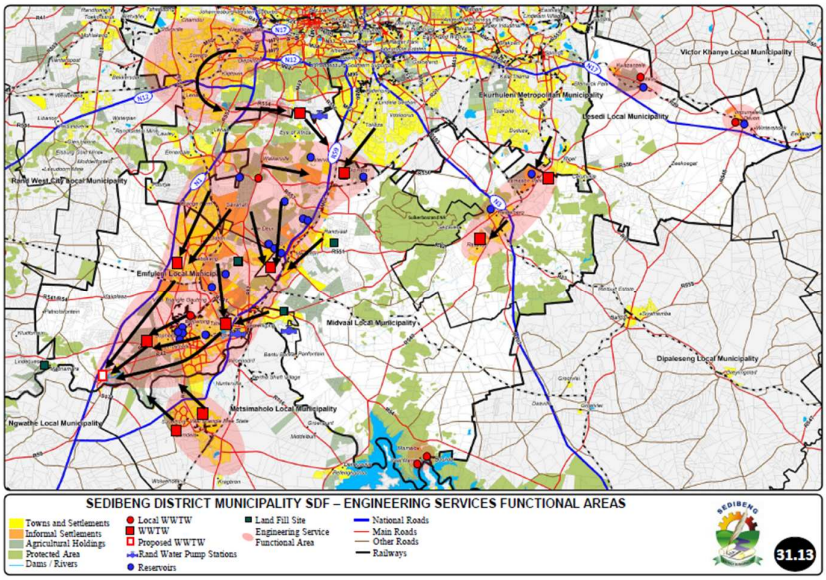


Figure 7: Sedibeng District Municipality SDF - Principle 11 Engineering Services Functional Areas

Principle 12: Implement a district-wide Growth Management Strategy to ensure spatial manifestation of the SDF Development Principles

The last principle (Principle 12) deals with the implementation of the SDF which calls for active Growth Management which is an approach widely used internationally to ensure that growth in population and the economy is supported by the necessary services and infrastructure and at the same time meet spatial and socio-economic objectives of towns and cities. In the case of the Sedibeng District Municipality the Growth Management Strategy needs to go a step further, by incorporating important interventions that are critical for a sustainable future in the region. This principle should be read in line with the District Development Model (One Plan) objectives that seek to align plans and programmes of both the public and private sectors to ensure maximum impact of projects.

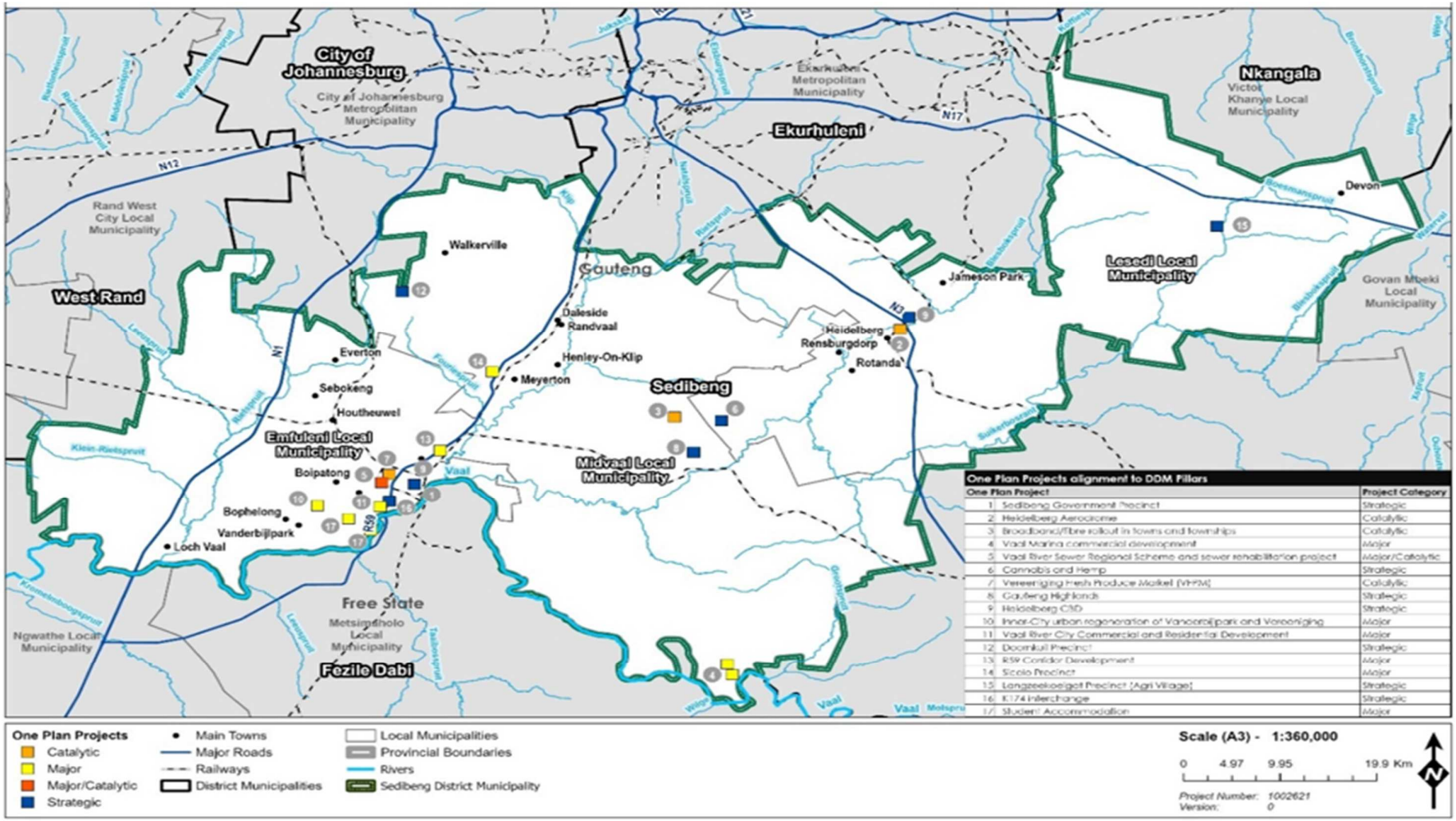


Figure 14: Spatial Location of DDM One Plan Projects

8. Sectoral Alignment:

Diagram 1 Illustrates the context of the Sedibeng SDF within the broader municipal institutional environment which is briefly summarized as follows:

- The Sedibeng District Municipality (and Local Municipalities) has a set of legally mandated powers, duties and functions assigned to it in terms of the provisions of the Municipal Structures Act 117 of 1998.
- Council Officials represent the human resources required to perform and execute these powers, duties and functions whileCouncillors (Political Representatives) need to oversee such activities.
- The funding required to perform the powers, duties and functions is acquired from a number of sources including national and provincial government grant allocations, municipal rates and taxes and private sector contributions.
- The powers, duties and functions of a municipality translate into a number of development sectors or departmentslike land use, transport, housing, environment, engineering services, economic development etc. within the municipality. Most of these sectors are guided by sector plans to be compiled in line with sector specific policies and / or legislation. For example, an Integrated Transport Plan (ITP) is compiled in terms of the requirements of the National Land Transport Act and a Water Services Development Plan (WSDP) in terms of the Water Services Act.
- Sector Plans deal with the existing environment within the municipality (status quo), and the planned or proposed future environment (3, 5, 10 years or longer into the future).

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CHAPTER 05:

Development Strategies and Projects

Introduction:

The IDP Vision Elements are derived from the National Development Plan Vision 2030, Growing Gauteng Together (GGT 2030) approach interventions, Sedibeng Growth and Development Strategy identified pillars and are taken up in the IDP as Strategic Focus Areas In the five years IDP 2022 – 2027 period covering annual reviews.

These focus areas serve as the "**HEART"** of the IDP since they spell on what the SDM will be doing in the five (5) years IDP 2022– 27 and throughout the annual IDP reviews of the said five years period. For these focus areas to work, certain prerequisites need to be fulfilled. These include an important role to be played by all spheres of government, good and sound financial governance and high level of participation by our communities and stakeholders.

4.1 Key Priority Areas, Strategies and Projects:

4.1.1 **Reinventing our Economy:** *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*

4.1.2 **Renewing Our Communities:** *from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for all.*

4.1.3 **Reviving a Sustainable Environment:** by increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city;

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

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

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

4.1.7 **Vibrant Democracy:** *through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom.* To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community-based structures such as ward

committees, police forums, school governing bodies are legislatively supported to function effectively.

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

NKPA: Local Economic Development			
NDP Vision: An economy that will create more jobs, building capabilities and Improving infrastructure.			
GGT Approach and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
GGT Approach: • Expansion and sustainability of SMMEs • A growing labour absorbing, inclusive, innovative, sustainable and globally competitive economy **13 Priorities:** • Unemployment; Creating jobs and promoting economic growth	Sectoral support and development: Manufacturing and re-industrialization.	• Create a conducive environment for the creation of job opportunities to alleviate unemployment, poverty and inequalities.	• Integrated and Inclusive regional economy • Create an environment for efficient and responsive economic infrastructure network • Coordinate and facilitate Vaal Special Economic Zones programmes • Serve as a vital economic hub connecting Farmers and Suppliers with local communities • Coordinate and facilitate rural development projects and programmes.
	Sectoral support and development: Agriculture and rural development (Agritropolis concept focus in Gauteng)	• Promote and support Agricultural sector • Ensure that adequate support is provided to SMMEs (emerging farmers and Cooperatives).	
	Sectoral support and development: Tourism development and environmental management	• Promote and support the Tourism sector in the region.	• Effective marketing of the region • Effective Tourism Strategy • Quality Tourism products and skills • Tourism Demand: Effective marketing of tourism products in the region. • Tourism Supply: Promote quality assurance of products and skills in the tourism industry

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

NKPA: Basic Service Delivery			
NDP Vision: Transforming spatial arrangements and spatial governance which conforms to spatial justice, sustainability, resilience, quality and efficiency.			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
GGT Approach: Address spatial distortions through coordinated and holistic planning **13 Priorities:** Failing Infrastructure and Deteriorating CBDs	Facilitation of spatial structural change, nodal and corridor development (Incl housing and land)	Redress past spatial imbalances	• Develop and review the Spatial Development Framework. • Manage the Geographic Information System
			• Reparation of past spatial inconsistencies through the implementation of Special and Catalytic Projects

4.1.3 KEY PERFORMANCE AREA: Reviving a Sustainable Environment by increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city;

NKPA: Basic Service Delivery			
NDP Vision: Transforming Human Settlement and the national space			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
GGT Approach: Manage and protect the environment and eco-systems, including rehabilitating degraded areas.	Sectoral support and development: environmental management	Create healthy environment through implementation of effective environmental municipal health management in Sedibeng District.	• Implement Effective and efficient municipal health services in the district
			• Effective and sustainable environment in the district though; – Implementation of Environmental Health Management – Environmental Awareness, Planning and Management

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

NKPA: Basic Service Delivery and Infrastructure			
NDP Vision: Improve access to adequate and affordable public transport			
GGT 2030 and 13 Priorities:	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
GGT Approach: Affordable, reliable integrated public transport system **13 Priorities:** • Deteriorating Road Conditions; fixing potholes and upgrading roads • **Unemployment;** Creating jobs and promoting economic growth	Improve regional infrastructure development	Plan, promote and provide for effective, efficient and sustainable transport system	• Develop and Review Integrated Transport Plan
		Plan for effective, efficient and sustainable infrastructural projects,	• Support the implementation of regional Infrastructural projects
		Render effective, efficient and customer-oriented licensing services in the region.	• Provision of efficient licensing service in all licensing stations throughout the district

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

NKPA: Municipal Institutional Development and Transformation			
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
• ICT and digital services with a focus on the gig economy. • A Capable, Ethical and Developmental State	• Promotion of shared services • Institutional capacity development (good governance, accountability, effectiveness, sustainable,	• To harness the use of technology and artificial intelligence	• High uptime and availability of ICT resources
		• Ensure effective, competent and motivated staff	• Ensure equal opportunities, fair recruitment and employees' capacity and wellness in the workplace
		• Effective Management of Council Business	• Efficient Accountable Cooperative Governance Staff awareness on code of conduct
		• Ensure effective and efficient fleet management	• Integrated Fleet management plan

NKPA: Municipal Institutional Development and Transformation			
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
	leadership, partnership, participation.	• Improve Council image and access to Municipality's Buildings and Facilities	• Effective maintenance and repairs plan for municipal facilities
		• Ensure safety and security of the users of the municipal facilities and buildings	• Access and egress control of municipal facilities and buildings.

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

- Be effectively involved in their communities through ward committees and related structures;
- Protect women and children from abuse;
- Have effective crime prevention programmes;
- Be involved in volunteerism;

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

NKPA: Basic Service Delivery			
NDP Vision: Improving the quality of education, quality health care for all and building safer communities.			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
GGT Approach: • Broadening access to quality public healthcare. **13 Priorities:** • Inadequate Healthcare Services; Improving Healthcare. • Gender Based Violence and Femicide • Escalating Crime Rates; Tackling crime and lawlessness	Township social and economic development (infrastructure, industrial hubs, indigenous knowledge, access to markets revitalization and community development (incl youth development) (Gauteng township revitalization strategy	Efficient and effective Primary Health Care and Social Development Services	• Promote efficient delivery of Primary Health Care Services
			• Promote social development of our communities
		Promote and preserve Sports, Heritage, Museums, Arts and Culture in the Region	• Efficient Heritage, Arts and Culture services in the Region. • Support and implement identified Heritage, Arts and Cultural programmes in the region in partnership with other spheres of government.
		Promote the development of Sports and Recreation	• Support and Implement integrated Sports and Recreational programmes in the region
		Promote Disaster Resilient Communities	• Review and Implement Sedibeng Disaster Management Plan Strategy – Integrated Institutional Capacity for Disaster Management – Arrangements for disaster management stakeholders' participation – Roll out the Disaster Risk Reduction plan – Disaster relief and response efforts

NKPA: Basic Service Delivery			
NDP Vision: Improving the quality of education, quality health care for all and building safer communities.			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
		Secure and safer communities	• Review and Implement Sedibeng Community Safety Strategy

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

NKPA: Good Governance and Public Participation			
NDP Vision: Building a capable and developmental state with sound financial and administrative management and a resilient anti-corruption system			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
GGT 2030: A Capable, Ethical and Developmental State	Facilitation of business support and development (Including skills, entrepreneurship, finance and youth development	Promote and maintain good corporate governance	• Maintain monthly internal processes that verify and support credible financial reporting in line with MFMA; • Compile a realistic and funded 3-year budget in line with IDP priorities; • Maintain comprehensive asset register; • Maintain and implement effective internal controls in respond to internal and external audit reports and recommendations and risk register; • Improve cost reduction and containment strategy and regulations
			• Ensure measurable performance and transparent monitoring of the municipality • Maintain Internal controls in response to internal audit reports and recommendations. • Implement Enterprise Risk Management Strategy • Implement Anti-fraud and Corruption Plan. • Participate in various IGR activities with various spheres of Government. • Approved Financial Disciplinary and Misconduct Board by Council. • Annual Review of five years Integrated Development Plan 2022 - 27 • Develop and Review long term SGDS

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

NKPA: Good Governance and Public Participation			
NDP 2030: Building a capable and developmental state with sound financial and administrative management and stabilise the political-administrative Interface.			
GGT 2030 and 13 Priorities	**GDS Strategy**	**IDP Strategy**	**Deliverable/s**
GGT 2030: A Capable, Ethical and Developmental State	Institutional capacity development (good governance, accountability, effectiveness, sustainable, leadership, partnership, participation)	Promote stakeholder relations through public and stakeholders' participation processes, effective communication and branding	• Develop and Implement Communications Strategy • Improve Stakeholders' relations, Public and Community participation processes through a refine participatory model • Ensure good governance and sound political practices

Identified Projects and Programmes for 2026 – 27:

From the above deliverables and in line with the approach spelt out the beginning of our strategies, various departments within Sedibeng District Municipality have revised and identified their key projects and programmes for 2026 - 27 financial year. It is also important to reflect the budget implications or resources

that will enable the Cluster Departments to implement these key plans effectively and efficiently. It is worth noting that as all departments in SDM bear a responsibility for the implementation of each and every project and programme.

A) OFFICE OF THE POLITICAL MANAGEMENT TEAM

- **Office of the Executive Mayor**

Delivery Agenda	Projects/Programme	Description of Projects/Programmes	2026 – 27 Financial Year	Budget Funding
Improve Stakeholders' relations, Public and Community participation processes	• **Stakeholders' relations, Public and Community participation processes**	• Joint Mayors Forum. • SODA, IDP Engagements, Nthirisano, Aids Council, District Wide Lekgotla, Establishment of partnership programme • Game Changer Projects • To implement Youth Development and GEYODI Programmes.	• Coordinate and conduct stakeholder relations, Public and Community participation processes	Opex

- **Office of the Speaker**

Delivery Agenda	Projects/Programme	Description of Projects/Programme	20226 – 27 Financial Year	Budget Funding
Improve Stakeholders' relations, Public and Community participation through a refined participatory model	• **Stakeholders' relations, Public and Community participation processes**	• Stakeholders and Public Participation strategy • IDP and Budget Public Participation • Women's Month programme	• Improve Stakeholders' relations, Public and Community participation model and processes	Opex
	• **Oversight and Accountability**	• Petition management system • District Speaker's Forum • Section 79 committees. • Council Sittings		

- **Office of the Chief Whip**

Delivery Agenda	Projects/Programme	Description of projects/Programme	2026 – 2027 Financial Year	Budget Funding
Ensure good governance and sound political practices	• **District wide Lekgotla**	• Coordinate local municipalities	• Monitor the progress on lekgotla resolutions	Opex
	• **Joint Whippery Lekgotla**	• Coordinate Whippery Lekgotla with local municipalities	• Monitor Whippery Lekgotla Resolutions	
	• **Multi-Party Whippery Strategic**	• Coordinate Multi Party Whippery Strategic Session.	• Monitor Multi Party Whippery Strategic	

	Session.		Session resolutions	
	• **Councillor's research and development program,**	• Facilitate Councillors research and development program,	• Monitor progress on the research and development program	

B) OFFICE OF THE MUNICIPAL MANAGER

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026 – 27 Financial Year	Budget Funding
Improve the state of internal control of the municipality.	• **Develop a three-year rolling Internal Audit Plan.**	• Ensure adequacy and effectiveness of managing the strategic objectives of the municipality.	• Implement the Internal Audit Plan	Opex
	• **Develop a risk management strategy**	• Ensure adequacy and effectiveness of managing risks and controls of the municipality.	• Implement the Enterprise Risk Management Strategy	
	• **Review the Anti-fraud and Corruption Plan.**	• Ensure adequacy and effectiveness of managing anti-fraud and corruption of the municipality.	• Implement the Anti-fraud and Corruption Plan.	
	• **Anti-Fraud & Corruption Plan**	• Anti-Fraud & Corruption Plan to be reviewed.	• Implement the Anti-fraud and Corruption Plan.	
Promote Corporate and Inclusive Governance with other spheres of Government	• **Develop an Intergovernmental Relations strategy**	• Improve corporate governance with other spheres of government.	• Develop Intergovernmental Relations strategy	
Develop and review the Growth and Development Strategy	• **Sedibeng Growth and Development Strategy**	• Develop long term Sedibeng Growth & development strategy (SGDS)	• Sedibeng Growth and development strategy (SGDS)	Opex
Develop and review 5 years Integrated Development Plan (IDP 2022-27)	• **IDP Framework 2022 - 27, Process Plan and Budget 2026 - 27** • **Integrated Development Plan 2026 - 27**	• Develop IDP Framework 2022/27, Process Plan and Budget 2026 - 27 • Review the Integrated Development Plan. (IDP)	• Review IDP Framework 2022/27, Process Plan & Budget 2026 - 27 • Reviewed Integrated Development Plan (IDP) 2026 – 27.	Opex
Ensure measurable performance and transparent monitoring of the municipality	• **Develop Service Delivery and Budget Implementation Plan 2026 – 27**	• Monitor the implementation of SDBIP • Ensure municipal Performance Management reporting system	• Implementation of the SDBIP 2026 – 27	Opex

C) CORPORATE SERVICES

- **Information Technology:**

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Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026 – 27 Financial Year	Budget Funding
Effective ICT connectivity and systems	• **Centralized Printing**	• Reduce the number of printers in SDM • Facilitate the use of shared resources in an effort to reduce cost and improve efficiencies	• Centralized printing project	Opex
	• **Integrated ICT Governance framework**	• ICT Strategy, ICT Security controls, ICT Risks and ICT Policies workshops	• Implementation of Integrated ICT Governance framework	Opex

- **Legal Services:**

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026 – 27 Financial Year	Budget Funding
Efficient Accountable Cooperative Governance	• **Contract Management Register**	• Keep updated contract management register and monitor contract management dashboard	• Review and Monitor contract management Register	Opex
	• **Litigation** • **Register**	• Proactive management and monitoring of Litigation Register.	• Review, and Monitor Litigation Register on a quarterly basis	Opex
	• **Improve Compliance with relevant legislative frameworks**	• Research and subscribe to relevant legislative resources	• Compliance with relevant Legislative frameworks.	Opex
	• **Archives & Records Management**	• To maintain high level of Records Management Applications & General Compliance	• Monitor the implementation Records Management Applications & General Compliance	Opex
	• **Secretariat for Committee Section**	• Compile Mayoral & Council Agenda • Edit reports from different portfolios. • Recording and provide minutes for MAYCO and Council. • Provision of certified Extracts of minutes of Council	• Provide secretarial support to MAYCO and Council programs and activities	Opex

- **Human Resources:**

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026 - 27 Financial Year	Budget Funding
Recruitment and employees' capacity and wellness in the workplace Put in place a comprehensive plan for Equity, Capacity Building and Wellness in the	• **Human Resource Strategy**	• Align Capacity building, wellness and occupational health and safety initiatives with the HR Strategy	• Implementation of the Human Resource Strategy	Opex
	• **Capacity Building**	• Workplace Skills Plan to enhance insight and knowledge of employee's respective jobs; – Identification of critical and scarce skills within the organisation – Rolling out capacity building interventions	• Implement and Review Workplace Skills Plan by	Opex

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026 - 27 Financial Year	Budget Funding
workplace	• **Employees Wellness Programme**	• Empower and support employees on various wellness programme; – Wellness and mental health – Trauma and crisis management – Substance Abuse programmes – Financial Literacy	• Implement Employees Wellness Programs:	Opex
Effective health and safety environment in compliance with OHSA Ensure safe and secure working environment in compliance with OHSA standard.	• **Occupational Health and Safety Plan**	Occupational Health and Safety measures for users of municipality facilities and buildings	• Implementation of occupational Health and Safety Plan.	Opex

- **Protection Services:**

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026 - 27 Financial Year	Budget Funding
Access and egress control of municipality facilities and buildings	• **Safety and Security of Municipal Employees and Users**	• Installation of walk through metal scanners • Procurement of additional fire arms for VIP protection • Procurement of Uniform for Sergeant at Arms • Education and Training for VIP and Sergeant at Arms	• Monitor and implement Safety and security measures within the municipality. • Installation of the guardhouse in identified	Opex

- **Facilities and Fleet Management:**

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026 - 27 Financial Year	Budget Funding
Rendering the effective use of municipality fleet Services	• **Review fleet management policy**	• Proper management of all municipal fleet	• Implement and monitor Integrated Fleet Management policy	Opex
Effective maintenance and repairs plan for municipal facilities	• **Maintenance and repairs plan for municipal facilities**	• Maintenance and repairs of municipal facilities	• Implement and monitor the Maintenance and repairs plan for municipal facilities	Opex

- **Communications:**

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026 - 27 Financial Year	Budget Funding
Ensure Effective Communications and Marketing of the Sedibeng District municipality	• **Sedibeng Communications Strategy**	• Marketing and Branding of Sedibeng District Municipality • Establish Communications plan and schedule. • Establish Internal Communications Forum (ICF). Develop and table ICF terms of references	• Implementation of Sedibeng District Municipality Communications Strategy	Opex

D) STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT

- **Local Economic Development: (LED, Agriculture and Tourism)**

Delivery Agenda	Projects/Programme	Description of Project/ Programme	2026 – 27 Financial Year	Budget Funding
Integrated and Inclusive regional economy	• **LED Framework**	• Alignment with Legislation, policies and strategies; • Establish relationships with current and prospective investors. • Support SMME participation in the regional economy. • Facilitation of the Township Economy.	• Implementation, Monitoring and Evaluation of the Framework	Opex
	• **Coordinate the agricultural sector in the region**	• Facilitate training of small holder farmers. • Facilitate the involvement of emerging and small-scale farmers in the economy • Provide support, capacity, and farming inputs for emerging and small-scale farmers	• Monitor the coordination of agricultural activities • Promote market access for both livestock and crop production	Opex
	• **Vereeniging Fresh Produce market policy**	• Provide guidelines on the standard operating procedures of the market • Improve access to the market • Maximise revenue generation • Promote Fresh Produce market to prospective clients	• Implement Vereeniging Fresh Produce market policy • Improve operations of the Fresh Produce Market	Opex/Capex
Tourism Demand: Effective marketing of tourism products in the region.	• **Create tourism demand through targeted tourism marketing initiatives**	• Identify and participate in exhibitions and marketing initiatives; • Collate and distribute information on regional tourism events and packages to stakeholders continuously;	• Create tourism demand through targeted tourism marketing initiatives	Opex

Delivery Agenda	Projects/Programme	Description of Project/ Programme	2026 – 27 Financial Year	Budget Funding
		• Continuous market research; • Tourism Product packaging.		
Promote quality assurance and compliance of products and skills in the tourism industry.	• **Tourism supply through skills and product development**	• Facilitate skills development programmes; • Identify training and capacity needs in the industry; • Facilitate tourism awareness programmes	• Develop tourism supply through skills and product development	Opex/ External funding
Spatial development for rural spaces	• **Rural Development Plan.**	• Provide an integrated framework for the development of rural land. • Alignment with National and Provincial objectives pertaining to development of rural spaces and support future rural projects and land reform programmes.	• Coordinate and facilitate the implementation of the rural development plan	Opex
Develop and review the Growth and Development Strategy	• **Sedibeng Growth & Development Strategy**	• Develop long term Sedibeng Growth and development strategy (SGDS)	• Develop and implement long term Sedibeng Growth & development strategy (SGDS)	Opex

Development Planning and Human Settlement:

Delivery Agenda	Projects/Programme	Description of Project/ Programme	2026 – 27 Financial Year	Funding Model
Redress past spatial imbalances	• **Spatial Development Framework Chapter of the IDP** • **Local Spatial Development Frameworks (Precinct Plans)**	• Alignment with key strategic legislation and policies such as the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) and the Municipal Systems Act 32 of 2000 (MSA). • Support the plan with regards to the distribution of land, infrastructure, and activities. Plan for economic, environmental, cultural, and technological opportunities in and between areas.	• Collate data and facilitate the review SDF process • Coordinate and facilitate the implementation of precinct plans; - Doornkuil Precinct - Government Precinct - Waterfront Precinct - Vereeniging Fresh Produce Market Precinct	Opex
Spatial information management	• **Geographic Information System (GIS)**	• Promote effective use and sharing of spatial information. • Collate and manage spatial planning data. • Develop maps to guide decision making of the municipality based on evidence.	• Facilitate the implementation of the Geographic Information System (GIS).	Opex/Capex
	• **Spatial Planning and GIS institutional framework**	• Monitor the use of land in the region. • Support local municipalities where capacity is required. • Ensure equitable distribution of land, infrastructure and	• Track the development of land in the region and identify changes in land use. • Facilitate the implementation of SPLUMA.	Opex

Delivery Agenda	Projects/Programme	Description of Project/ Programme	2026 – 27 Financial Year	Funding Model
		services in the region.	• Coordinate district GIS Forum	
Sustainable Human Settlements in the region	• **Human Settlements development projects**	• Intervention in alleviating project bottle necks. • Dysfunctional settlement patterns across the district. • Housing and land policies that accommodate diverse household types and circumstances. • Stronger measures to reconfigure towns and cities towards more efficient and equitable urban forms	• Coordinate and monitor the implementation of Human Settlements development projects	Opex
Monitor the implementation of key Catalytic Projects in the region	• **Southern Corridor Regional Implementation Plan**	• Identify Game Changer Projects. • Align with GCR Vision 2055. • Accelerate development.	• Review projects, leverage funding and manage project development.	Opex
	• **Cannabis and hemp project** • **Vaal Aerotropolis**	• To support cannabis industry as a developing economic sector in the region. • To diversify the economy and support logistics by creating a cargo airport.	• Manage the implementation of Southern Corridor Regional Implementation Plan projects	Opex
Promote sustainable development in the Region	• **Establishment of Sedibeng Development Agency Project Steering Committee.**	• To obtain a Legal Opinion on Sedibeng Development Agency establishment & stakeholder engagements	• Benchmark the establishment of the Sedibeng Development Agency in line with the other established Agencies towards the potential to unlock the infrastructure investment in the Region.	Opex

E) FINANCE

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026/27 Financial Year	Funding Model
Monthly internal processes that verify and support credible financial reporting in line with MFMA;	• **In-Year-Monitoring Reporting**	Maintain financial reporting requirements of MFMA sections 52 (d) and 71	• Compliance with reporting requirements of MFMA relevant sections	Opex (Equitable Share)
3-year funded budget in line with IDP priorities;	• **3-Year Medium Term Revenue & Expenditure Framework (MTREF)**	Realistic and funded 3-year budget in line with IDP priorities	• Compile and submit an annual budget in line with IDP priorities for financial year 2026/27	Opex (Equitable Share)
Comprehensive asset register;	• **Fixed Asset Register**	Maintain comprehensive fixed asset register	• Updated comprehensive fixed asset register for financial year 2026/27	Opex (Equitable Share)
Effective internal controls in response to internal and external audit reports, and recommendations and risk register;	• **Internal Control Environment**	Improve internal controls and remediate internal and external audit reports and mitigate and risk exposure	• Maintain and implement effective internal controls in response to internal and external audit reports and recommendations and risk register for financial year 2026/27	Opex (Equitable Share)

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026/27 Financial Year	Funding Model
Develop Annual Procurement Plan	• **Procurement Plan**		•	
Cost reduction and containment strategy and Financial Recovery Plan.	• **Cost Containment Strategy**	Improve cost reduction and containment strategy and Financial Recovery Plan	• Implement cost reduction and containment strategy and Financial Recovery Plan for financial year 2026/27	Opex (Equitable Share)

F) COMMUNITY SERVICES:

- **Disaster Management:**

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026 – 27 Financial Year	Budget Funding
Promote Disaster resilient communities	• **Disaster Management Plan Strategy**	• Arrangements for disaster management stakeholders' participation • Ensure sittings of the Disaster Management Advisory Forum • Roll out the Disaster Risk Reduction initiatives • Disaster relief and response efforts	• Review and Implement Disaster Management Plan Strategy – Disaster Management Advisory Forum – education and awareness campaigns – Post-incident Impact assessment and coordinate emergency response and relief efforts	Opex

- **Health and Social Development:**

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026 – 27 Financial Year	Budget Funding
Promote efficient delivery of Primary Health Care Services	• **District Health Council**	• Provide oversight and support on the implementation of primary Health Care Services • Coordination of Clinic Health Committees (CHC's)	• District Health Council	Opex
	• **Door to door Ward based HIV, STI and TB Programmes**	• Prevent and Reduce new HIV, STI and TB infections through dissemination of information. • Ward Based Educator (WBE) Programme • Coordinate Municipal Multi -Disciplinary Collaboration Programmes. • Implement District Wide Campaign with Locals.	• Monitor the implementation of Door to door Ward based HIV, STI and TB Programmes	Grant Funding

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026 – 27 Financial Year	Budget Funding
Promote social development of our communities	• **GEYODI programmes**	• Coordinate and support the facilitation of Persons with Disabilities programmes. Launch of Sedibeng Disability Coordination Committee (SDCC) • Coordinate and support the implementation of GEYODI programmes through various intervention.	• Implement GEYODI programmes	Opex

- **Heritage, Arts and Culture:**

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026/27 Financial Year	Budget Funding
Efficient Heritage, Arts and Culture services in the Region.	• **Heritage, Arts and Cultural programmes in the Region**	• Hosting of Commemorative Events • Coordinate Geographical Name Changes Process • Facilitate declaration and management of Heritage sites. • Facilitate Arts and Culture Partnerships.	• Coordinate and support Heritage, Arts and Cultural programmes. – Signing of the Constitution, Night Vigil Massacre, Human Rights and Boipatong Massacre (4 Commemorative Events) – Adoption of the District GNC Policy – Establishment of the District GNC Committee – Public awareness through Oral History Programmes and hosting of upliftment workshops programmes – Maintain UNESCO status of Sharpeville Human Rights memorial site – Coordinate Arts and Culture stakeholders into partnerships and fora – Coordinate Arts to the People Programme	Opex

- **Sports and Recreation:**

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026/27 Financial Year	Budget Funding
Inclusive and integrated sporting activities in the Region	• **Regional Sports and Recreation Programmes**	• Sports and Recreational Programme and Activities.	• Coordinate and support regional Sports and activities Coordinate Sport and Recreation stakeholders and forums • Facilitate and support Recreational programmes in partnerships with relevant stakeholders.	Opex

- **Community Safety:**

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026/27 Financial Year	Budget Funding
Promote and build safer communities	• **Community Safety Strategy 2023 - 2028**	• Promote Community Participation • Improve on Crime and Violence Prevention • Road Safety Promotion	Implementation of Community Safety Strategy 2023 – 2028 – Improve on Crime and Violence Prevention – Promote Community Participation and Stakeholders involvement – Promote Road Safety	Opex

G) TRANSPORT, INFRASTRUCTURE AND ENVIRONMENT:

- **Transport:**

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026/27 Financial Year	Budget Funding
Efficient transport System in the region	• **District Integrated Transport Plan 2025 - 2030**	• To promote access to infrastructure to all spheres of the community and establish an integrated environment; • To have optimum utilization of an integrated public transport system; • To provide a transport system that will enhance economic development; and • To promote transport that is friendly to the environment.	• Coordinate and Implement District Integrated Transport plan 2025 – 2030	Opex

Delivery Agenda	Projects/ Programme	Description of Projects/Programme	2026/27 Financial Year	Budget Funding
	• **Transfer of Bus Services to SDM**	• To improve Service Delivery. • To align with Legislative Imperatives. • To increase job opportunities. .	• Implement a project plan to recall rendering of buses within the district.	Opex
Ensure effective and efficient licensing services	• **Render uninterrupted licensing services in the district.**	• Improve the quality of services • Increase revenue generation • Comply with relevant legislation and policies	• Rendering best quality of services in licensing department. • Conclude and sign new SLA with revised profit-sharing model	Opex

- **Infrastructure:**

Delivery Agenda	Projects/Programme	Description of Project/ Programme	2026/27 Financial Year	Budget Funding
Sustainable and efficient Regional Infrastructure	• **Rural Roads Asset Management System (RRAMS)**	• To collect roads infrastructure data for usage by local municipalities in order to improve accessibility and mobility in the region.	• Implement RRAMS Project Plan	GRANT
	• **Management of Airports.**	• Maintenance and operations of Airport • PPP's, leasing and sourcing of investors	• Implementation of operations and maintenance plan of Airports.	Opex
Create decent work opportunities and sustainable livelihoods, education, Health; rural development; food security and land Reform	• **Expanded Public Works Programme (EPWP)**	• Creation of Job Opportunities	• Implement Expanded Public Works Programme (EPWP)	Opex

- **Environment:**

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026/27 Financial Year	Budget Funding
Effective and sustainable municipal health services in the district	• **Transfer back Municipal Health Services function to SDM**	• Alignment with legislation • To manage and control MHS • Standardization of the MHS • Ensure adequate budget allocation • To optimize service delivery	Implement project plan to bring back MHS to the district and build district capacity for the function	Opex
	• **Render Municipal Health Services**	• Water quality monitoring, Food Control • Surveillance of Premises, Surveillance of communicable diseases, Waste Management • Environmental Pollution Control, Disposal of the dead, Vector Control, Chemical Safety	Monitor and evaluate the rendering MHS in line with norms and standards	Opex

Delivery Agenda	Projects/Programme	Description of Projects/Programme	2026/27 Financial Year	Budget Funding
	• **Municipal Health Services By-laws**	• Generate Revenue • Regulate Operations • Ensure Enforcement and Compliance	Gazette of Municipal Health Services By- laws	Opex
Effective and sustainable environmental management in the district	• **Environmental empowerment services**	• To create awareness. • To capacitate communities	Facilitate environmental awareness programmes	Opex
	• **Greening and Cleaning Programme**	• To promote greening and sustainable ecosystem • To mitigate against Climate Change	Implement Greening and Cleaning Programme	Opex
	• **Biodiversity Protection**	• Ensure sustainability • To preserve critical biodiversity areas	Development of wetland inventory	Opex
	• **Integrated Waste Management**	To ensure Integrated Waste Management System	Implementation of Integrated Waste Management Plan	Opex
	• **Emission Reduction Management Plan**	• To promote sustainable transport and waste practices. • To monitor and report emissions annually.	Development of Emission Reduction and Management Plan	Opex
	• **Transport and Air Quality Policy**	• To develop a Vehicle Emissions Control Strategy and Action Plan. • To minimize the adverse effects of transport activities on the environment.	Development of Transport and Air Quality Policy	Opex
	• **Air Quality Management**	• Compliance and enforcement listed activities as Air Quality Act. • Regulate listed activities as per the act. • Monitor the ambient air • Addressing waste management that result in poor air quality	Monitor and evaluate the implementation of VTAPA Air Quality Management Plan	OPEX & CAPEX
	• **Air Quality By-Laws**	• Regulate Air Quality activities as defined by the Air quality Act,	Gazetting of Air Quality By-Laws	Opex

One Plan key Programmes and Projects:

The process of identifying programs and projects involves a careful consideration of the unique characteristics and needs of the Sedibeng region, ensuring that each initiative contributes meaningfully to the overall vision. From infrastructure development to social and economic programs, the selected projects are aimed at fostering sustainable growth, improving the quality of life for residents, and positioning Sedibeng as an accessible economic development region. The programs and projects flow from the strategies to ensure a cohesive and targeted approach towards achieving the envisioned future for the Sedibeng study area.

The One Plan projects were grouped into pre-define project definitions to categorise the projects according to their potential impact on the study area. Four definitions were developed, the table below provides more detail.

Table: Project categories and definitions

Project Category	Project Definition
Catalytic	These projects kickstart economic developments and stimulate investment in a particular area. Catalytic projects are intended to generate development momentum and attract further investment. **KEY QUESTIONS TO CONSIDER** • Is the primary purpose to kickstart economic development, attract private sector investment and create sustainable jobs? • **OR** alternatively: Will this project remove a significant bottleneck that will kickstart economic development, unblock private sector investment and create sustainable jobs? **SUCCESS METRICS** • Create economic impact (measured through GDP) • Create sustainable jobs, after construction • Attract private sector investment.
Strategic	These projects are aligned with broader social development goals and priorities. They are driven by government policy direction, regardless of direct economic return. **KEY QUESTION** • Is the primary purpose to deliver on a national, provincial or local government policy directive? **SUCCESS METRICS** Policy directive met (*yes/no*) • Positive perception of public policy delivery • Social impact.

Project Category	Project Definition
Major	These complex projects are very large in scale and requires substantial resources and coordination. By nature, they are either social or economic infrastructure projects, and can be either public or privately funded. **KEY QUESTIONS TO CONSIDER** • Is the size of the CAPEX bigger than R1 billion? • Does it require a substantial coordination of resources and stakeholders? **SUCCESS METRICS** • Number of people benefiting from the project.
Service Delivery	These projects aim to remove the local service delivery backlog, providing better basic services to communities. **KEY QUESTION TO CONSIDER** • Is the primary purpose to reduce the service delivery backlog at local municipal level? **SUCCESS METRICS** • Level of service delivery improvement.

The list of 20 projects have been assessed and 3 projects were removed that are no longer relevant. These 3 projects are indicated in a table below the projects list. The projects list is currently in review; 2 additional projects that are located in the Midvaal Local Municipal area has been identified which would be added before the completion of the plan.

Table: One Plan list of Projects:

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
1	Heidelberg Aerodrome	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing.	Catalytic	• Spatial Re-structuring • Infrastructure Development	Lesedi	VAAL SEZ ; Lesedi Municipality	No figures	Tripartite partnership between GIFA, LLM and MTP Aviation has been finalized.

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
				• Economic positioning				
2	Broadband/fibre rollout in towns and townships.	To roll out fibre in all key and major townships to create universal access to connectivity	Catalytic	• People development	ALL	Private sector; GDED; Local Municipalities	N/A	No progress
3	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.	Catalytic	• Spatial Re-structuring • Infrastructure engineering • Economic positioning	Midvaal	Midvaal Municipality and GGDA	R1.3bn	Midvaal LED strategy in public participation stage. The strategy has identified catalytic projects ie UJ island that will trigger development in the area.
4	Cannabis and Hemp	Support large scale cannabis projects	Strategic	• Economic positioning • People Development	Sedibeng	Office of the Premier; SDM; VSEZ	N/A	
5	Vereeniging Fresh Produce Market (VFPM)	To re-establish the VFPM that will attract producers to take advantage of the large customer base (between Johannesburg and Bloemfontein), enable customers of fresh produce to purchase their goods within the market's catchment rather than travelling to remote markets.	Catalytic	• Economic positioning • People Development	Emfuleni	SDM (Project Owner); GIFA; GDARD; GDID	R1bn	TVR2A received from both GPT and NT. RFQ sent for comments before we can advertise. Awaiting feedback from NT. GDARD has committed R23m for refurbishment and upgrades, however appointed service provider has quoted more than available funding.

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
6	Gauteng Highlands	To develop a city characterized by mixed uses such as mixed typology residential uses, an industrial park and commercial uses.	Strategic	• Spatial Restructuring • Infrastructure engineering	Midvaal	Private developers (Diego)	Not available	No progress
7	Heidelberg CBD	Regenerate the Heidelberg CDB and provide business functions for itself and surrounding areas. Address access challenges and enhance amenities which will in turn create a more conducive environment for business development.	Strategic	• Integrated Service provisioning • People Development	Lesedi	Lesedi	R14.9m to address access challenges and enhance amenities.	No progress
8	Inner-City urban regeneration of Vanderbijlpark and Vereeniging	To revitalize the urban town center's 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.	Major	• Integrated Service provisioning • People Development	Emfuleni	Emfuleni Municipality	Not available	No progress
9	Sedibeng Regional Sewer Scheme	Repair the sewer networks to mitigate spillages into the Vaal River and Expand WWTW capacity to open up the river for Tourism attraction activities and for public use.	Strategic	• People development • Infrastructure engineering • Integrated Service Provisioning	Sedibeng	DWS; Rand Water; GPG	R7.2 billion	Project underway with Rand Water as the implementing agent
10	Vaal River City Commercial and Residential Development	To develop a Smart River City that will be characterized by mixed land uses, i.e residential, commercial, light industrial etc.	Major / Catalytic	• Spatial Restructuring • Integrated Service Provisioning	Emfuleni	Office of the Premier GDED; Emfuleni Municipality	R 500 Million for phase 1 bulk infrastructure: Electricity estimated at	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
				• People Development • Economic positioning			R95 million, roads R250 million, water 40 million. Sewer 100 million. Rand Water is the implementing agency for the sewer (Leeukuil wastewater works) increasing the capacity by 25 Mega liters.	
11	Doornkuil Precinct	Located adjacent to the Savannah City mega housing development. The proposed precinct will be comprised of a regional hospital, agricultural and medical training (educational) facilities, recreational facilities, business and commercial facilities and a transport node.	Strategic	• People Development • Integrated Service Provisioning	Midvaal	Midvaal Municipality	"Not available	"Feasibility for cemetery complete.
12	R59 corridor development	The aim is to transform the functionality and develop into a major connecting freeway and economic gateway. The R59 connects metropolitan and local Gauteng municipalities with each other and Sasolburg in the Free State.	Major	• Spatial Restructuring	Midvaal	Midvaal Municipality	PPP option to be considered "	Draft pre-feasibility completed in 2021"

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
13	Sicelo Precinct	To promote economic and social growth, and development. Develop industrial and business uses, with specific focus on the metal and ceramic manufacturing industry. Formalise informal settlement, which accommodates approximately 2500 families and expand residential capacity.	Major	• Spatial Re-structuring • Infrastructure Development • Economic positioning • People Development	Midvaal	Midvaal Municipality	Not available	No progress
14	Langzeekoeigat Precinct (Agri Village)	To develop an agri-village to support the growth of local enterprises, self-sustainability and the development of agri-based economic activities.	Strategic	• Spatial Re-structuring • Infrastructure engineering and • Economic positioning	Lesedi	Lesedi; DRDLR	Not available	Precinct plan concluded in 2021
15	K 174 interchange	To construct an interchange at the convergence of R42 and R59 that will open up access to the Vaal River City	Strategic	• Spatial Res-structuring	Sedibeng	GDRT	Not available	Pre-feasibility study commissioned Sept 2021
16	Student accommodation	To develop decent student accommodation to address the shortfall of about 10 000 students near the University center's of NWU and VUT.	Major	• People Development • Infrastructure engineering	Emfuleni	Emfuleni Municipality, SDM; Private Sector facilitated by the GGDA.	R320 Million	Contractor has been appointed and is currently finalising sub-contractor partnership with local business. Expected to break ground before end 2022.

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Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
17	Sedibeng Government Precinct	To create a one-stop service area, where most government services and civic facilities can be easily accessed by the community of the Sedibeng District. It will form the core of a rejuvenated, mixed-use CBD and propel the Vereeniging Inner City Regeneration programme.	Strategic	• People development • Integrated Service Provisioning	Sedibeng	SDM; DPW; GDID; GIDA	R120 million	No progress
18	Rietspruit	Portions 2&3 of Farm Rietspruit 583 IQ 697ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Emfuleni	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
19	Swartkoppies	Portion 25 of Farm Zwartkopjes 143IR 500ha in extent Owned by Rand Water SOC	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Confirmation of Board approval received in writing Land Availability Agreement subject to the conclusion of the prescribed public consultation processes The project has been put on hold
20	Kookfontein	Remaining Extent of Portion 2 and Remaining Extent of Portion 64 Kookfontein 545-IQ 100ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
21	Heildberg x24	Heidelberg Ext 24 Township 20ha in extent	Catalytic	• Infrastructure engineering • Economic	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease

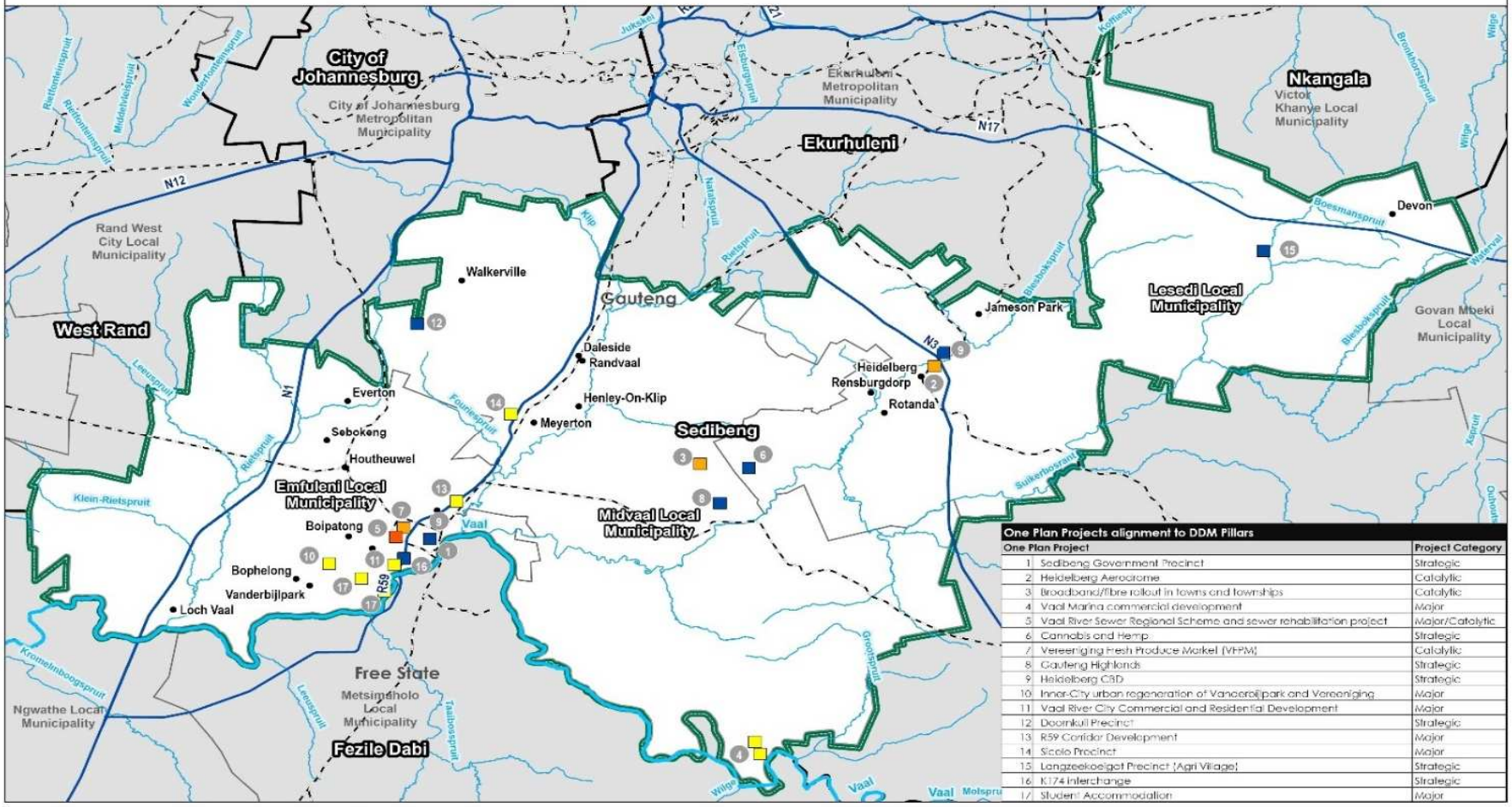
Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
				positioning				R100 rental payable per annum
22	Langlaagte	Portion 5 of Farm Langlaagte 186 149ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
23	Vaal Aerotropolis*	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing. The project includes the development of the Vaal International Airport, to be developed, operated, and managed by Vaal Aerozone (Pty) Ltd. It will be the only airport in Gauteng where integrated air cargo services are designed and planned as a priority. It includes an Airport City, Agri-Zone, Cargo Terminal and a Trade Zone. The Aerotropolis will be managed through a SEZ.	Catalytic	• Spatial Re-structuring • Infrastructure Development • Economic positioning	Emfuleni	Vaal Aerozone (Pty) Ltd	R 29.3 billion	Draft LSDF has been submitted to Emfuleni. Waiting for public participation to be initiated. Submission of town planning and E.I.A applications will take place during March as most of the technical studies have been completed. Construction to start in 2028 and will be completed in 2032.

Project number 23, the Vaal Aerotropolis has been included after the project was accepted by the SDM council. The project categorisation and inclusion in the SDM One Plan was finalised on 22 April 2025 as part of the DDM Hub, SDM and Local Municipal Steering Committee meeting.

Map: Geographical location of the One Plan projects in the Sedibeng District area which will be updated when new information becomes available.

ONE PLAN PROJECTS

Sedibeng District Municipality



One Plan Projects alignment to DDM Pillars

	One Plan Project	Project Category
1	Sedibeng Government Precinct	Strategic
2	Heidelberg Aerodrome	Catalytic
3	Broadband/fibre rollout in towns and townships	Catalytic
4	Vaal Marina commercial development	Major
5	Vaal River Sewer Regional Scheme and sewer rehabilitation project	Major/Catalytic
6	Cannabis and Hemp	Strategic
7	Vereeniging Fresh Produce Market (VFPM)	Catalytic
8	Gauteng Highlands	Strategic
9	Heidelberg CBD	Strategic
10	Inner-City urban regeneration of Vanderbijlpark and Vereeniging	Major
11	Vaal River City Commercial and Residential Development	Major
12	Doornkuil Precinct	Strategic
13	R59 Corridor Development	Major
14	Sicelo Precinct	Major
15	Langzeekoegat Precinct (Agri Village)	Strategic
16	K174 Interchange	Strategic
17	Student Accommodation	Major

One Plan Projects
- Catalytic
- Major
- Major/Catalytic
- Strategic

- Main Towns
- Major Roads
- Railways
- District Municipalities
- Local Municipalities
- Provincial Boundaries
- Rivers
- Sedibeng District Municipality

Scale (A3) - 1:360,000

0 4.97 9.95 19.9 Km

Project Number: 1002621
Version: 0

CHAPTER 06:

District Development Model

Background of the District Development Model

The District Development Model (DDM) puts a focus on the implementation of longer-term priority projects, stabilisation of local government and long-term institutionalisation of integrated planning, budgeting and delivery through the development and implementation of the “One Plan”. It is guided by the long-term objectives of the National Development Plan 2030 (NDP) and provides South Africa with long-term perspective through providing broad objectives to eliminate poverty and reduce the levels inequality and unemployment. The success of the NDP is supported through the implementation of long-term sector strategies which are implemented through short, medium and long-term plans.

The DDM was officially endorsed and supported at various levels of government. After the President's announcement, it gained backing from the Local Government Ministerial and Members of the Executive Council (MINMEC), received approval from the President's Co-ordinating Council (PCC), and was ultimately approved by Cabinet in August 2019. In the context of the Gauteng Provincial Government, the Premier's Co-ordinating Forum (PCF) endorsed the DDM approach in December 2019, and the Gauteng Provincial Government EXCO granted approval for its implementation in June 2020.

Introduction:

The 3rd generation One Plan - Updates form the 2nd generation. The development of the 3rd Generation One Plan was initiated in August 2025 to align with the findings of the Rapid Assessments undertaken by DCoG. While the SDM One Plan scored above average overall, governance was identified as a key area of weakness requiring urgent improvement.

Key Updates:

Governance Strengthening. The Rapid Assessment (2024) noted that, although the One Plan sets out a clear vision and diagnostic analysis, it lacks:

- Concrete implementation commitments.
- Clear mechanisms for coordination across the three spheres of government.
- Defined accountability structures to drive developmental impact.

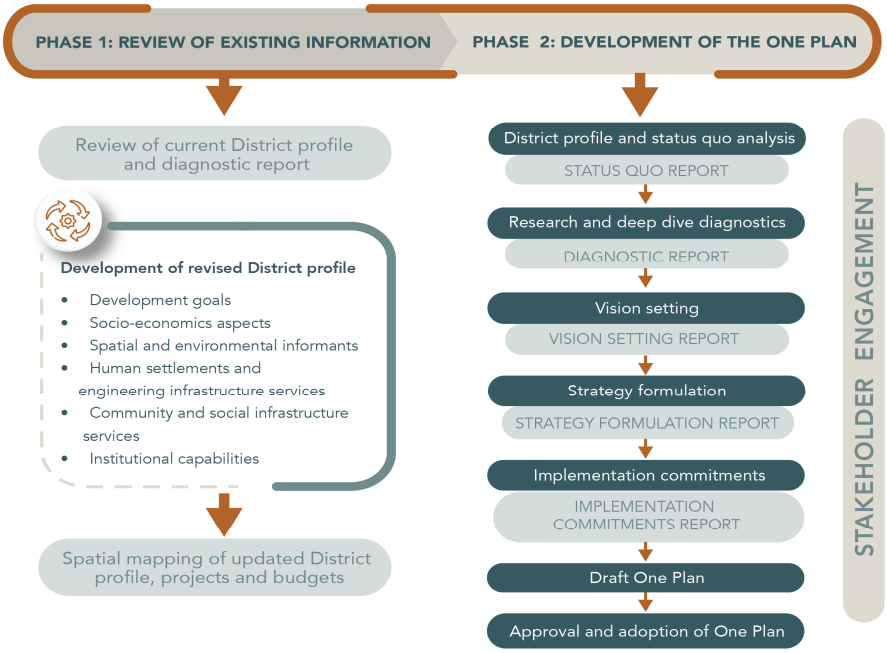
The main aim is to lock in stronger institutional setups, clarify roles and responsibilities, boost coordination, unlock service delivery, pull in investment and rebuild institutional credibility.

Inclusion of Women, Children, and People with Disabilities. The updated One Plan must explicitly integrate the perspectives and needs of women, children, and people with disabilities. This requires:

- Expanding the scope of the social sector within the Plan.
- Establishing oversight mechanisms to ensure inclusivity in both planning and implementation.
- Embedding gender equity and social protection principles as part of developmental outcomes.

Approach:

The figure below outlines the methodology followed in the development of the One Plan.



Alignment of the DDM with Key Role Players:

This section addresses the alignment between national, provincial, and local strategic documents with the One Plan. It encompasses various engagements within the IGR DDM reach, comprising national, provincial, and local interactions pertinent to the One Plan.

Alignment to the DDM Impact Development Areas:

The Sedibeng One Plan was developed in alignment to the national and provincial strategic drivers:

- National Development Plan (NDP 2030)
- Growing Gauteng Together (GGT 2030)
- Sedibeng Growth & Development Strategy (SGDS)

Table: DDM goals and linkages to the SGDS, GGT 2030 and NDP

DDM	GGT 2030	NDP 2030	SGDS
Spatial Restructuring and Environmental Sustainability: Spatial integration, human settlements, climate change	Integrated Human Settlements, Basic Services and Land Release	Capabilities that include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners.	• Re-investment (retain, attract, expand)
People development: Poverty levels, unemployment, child and women headed households, health	Social Cohesion and Safe Communities	Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality	• Re-new community services (Inclusive rural economy (inclusive growth)

DDM	GGT 2030	NDP 2030	SGDS
Infrastructure engineering: Integrated infrastructure delivery, human settlements, water, sanitation, electricity, waste management	Sustainable Development for future generation	Environmental sustainability and resilience	• Revive through sustainable development (waste, pollution, green economy)
Economic positioning: Economic performance, diversification, beneficiation, comparative advantages, green economy	Economy, Jobs and Infrastructure	Raising economic growth, promoting exports and making the economy more labour absorbing	• Re-integrate the regional economy
Integrated service provisioning: Integrated and sustainable service delivery, 4IR, innovation	Education, Skills Revolution and Health	Focusing on key capabilities of both people and the country	• Realising human capital potential
Governance: Accountability, audit performance, financial performance, vacancies, ward committees, stability of the administration	Building a Capable, Ethical and Developmental State	Building a capable and developmental state	• Good governance
	A better Africa and World	Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable	• Deeping democracy

One Plan Vision:

The Sedibeng One Plan vision was developed by synthesising insights derived from the status quo analysis and the subsequent development of a diagnostic analysis, both rooted in the information gathered during the assessment of the current state of the region. The vision emerged as a result of an understanding of the existing conditions, challenges, and opportunities identified through the status quo analysis. This informed and enriched the diagnostic analysis, which delved into the root causes and dynamic factors influencing the development landscape of the Sedibeng area. By leveraging the knowledge obtained from these analyses, the vision was formulated to articulate a forward-looking and aspirational trajectory for the Sedibeng region, grounded in a nuanced understanding of its present realities and future potential.

During a consultative workshop held on November 15, 2023, attended by municipal, provincial, and national representatives, a vision was formulated for the Sedibeng One Plan to articulate the future state of the study area. Various elements aligning with the DDM Impact Development Areas were identified and discussed to craft a vision statement that captures the area's potential in the forthcoming years.

Development of the Vision Statement:

The DDM Pillars was used as the basis of the statement to ensure alignment of all-important elements are made. Due to the findings from the status quo assessment and diagnostic analysis the Pillars of people, the economy, supporting infrastructure and governance was focussed on. The intergovernmental programmes, projects and budgets aimed at growing the economy, improving service delivery and promoting institutional stability was included in the focus:

- Capturing information on key catalytic projects planned by all three spheres of government
- Outlining planned intergovernmental local government stabilization initiatives
- Detailing short-term service delivery improvement actions or interventions to be undertaken by all of government

- Laying a solid foundation for developing the fully-fledged One Plan according to the One Plan Process & Content Guidelines issued by DCOG (National Department of Cooperative Governance) as part of the DDM Implementation Framework Circular.

From the analysis. the following vision statement was agreed upon:

"Fostering Sedibeng as an accessible economic development region."

The vision was developed to attend to the identified current challenges, including the identified opportunities within the study area. The approach is developed around the economic potential of the area, the available infrastructure and well as the skilled available labour to develop the region into an economic hub that favours development and attracts private investment and as a result provide job opportunities for the communities within the area.

One Plan Strategies:

The future development of the Sedibeng study area is defined through the identified vision discussed in the previous section. In order to realise the vision, strategies are required that support the vision through a multifaceted approach, including various key elements. These strategies are crafted to address the specific goals and aspirations outlined in the vision, taking into consideration the unique characteristics and challenges of the region. Emphasising a holistic and coordinated approach, the strategies are intricately aligned with the designated DDM Pillars, ensuring seamless integration with the principles of the DDM. This alignment facilitates a synergistic relationship between the overarching vision, the development strategies, and the targeted DDM Pillars, fostering a comprehensive and sustainable path forward for the Sedibeng study area.

The following sections indicate the strategies that has been identified to be used as guiding principles to identify programmes and projects.

Pillar 1: Economic positioning

Strategies	Guiding Principles
Develop strategies to improve overall economic performance.	Emphasises the need to optimise existing resources and infrastructure to bolster economic activities across various sectors. By identifying key areas for improvement and investment, Sedibeng can create an environment conducive to economic growth and innovation.
Promote economic diversification and value addition.	By encouraging the expansion of industries and the development of new economic sectors, Sedibeng can reduce dependency on specific industries and foster a more resilient and diverse economy. This approach not only enhances economic stability but also creates opportunities for job creation and skill development.
Explore opportunities for beneficiation of local resources.	By adding value to raw materials and natural resources found within the region, Sedibeng can tap into new revenue streams and promote sustainable utilisation of its resources.
Leverage comparative advantages for sustainable economic growth.	By identifying and capitalising on Sedibeng's unique strengths, such as geographic location, infrastructure, and human capital, the region can position itself competitively in the global marketplace and attract investments and business opportunities.
Foster the development of a green economy through sustainable practices.	This underscores Sedibeng's commitment to environmental stewardship and long-term sustainability. By integrating environmentally friendly practices into economic activities and infrastructure development, Sedibeng can mitigate environmental risks while promoting responsible and sustainable growth.

Pillar 2: People development

Strategies	Guiding Principles
Implement programs to reduce poverty levels through targeted	By identifying vulnerable communities and implementing targeted interventions such as social welfare programs, skills development initiatives, and access to basic services, Sedibeng can

interventions.	effectively alleviate poverty and improve the quality of life for its residents.
Introduce initiatives to address unemployment and promote job creation.	By fostering an environment conducive to economic growth and investment, Sedibeng can stimulate job creation across various sectors and provide opportunities for employment and entrepreneurship, particularly for its youth population.
Develop support systems for child and women-headed households.	By implementing social support programs, access to education, healthcare services, and economic empowerment initiatives, Sedibeng can enhance the well-being and resilience of these households, contributing to overall social development and inclusion.
Women, Children and Persons with Disabilities	Strengthen inclusion and protection of WCPD through targeted support, empowerment initiatives, and accessible public services.
Enhance health services and promote wellness programs.	By investing in healthcare infrastructure, improving access to quality healthcare services, and promoting preventive healthcare measures and wellness programs, Sedibeng aims to improve health outcomes and enhance the overall well-being of its residents.

Pillar 3: Infrastructure engineering

Strategies	Guiding Principles
Provision of additional bulk infrastructure capacity for future developments, public and private.	By anticipating future needs and investing in the expansion of key infrastructure such as water, sanitation, energy, and transportation networks, Sedibeng aims to accommodate anticipated growth and development while ensuring the efficient functioning of essential services.
Implement integrated infrastructure delivery projects.	By adopting a holistic approach to infrastructure development, Sedibeng can optimise resource allocation, streamline project delivery processes, and enhance coordination among stakeholders. Integrated projects that address multiple infrastructure needs simultaneously can maximise efficiency and minimize disruptions, ultimately accelerating progress towards Sedibeng's development objectives.
Focus on human settlements development for improved living conditions.	By prioritising the development of sustainable, inclusive, and well-planned human settlements, Sedibeng aims to create vibrant communities with access to essential services, recreational facilities, and economic opportunities. This strategic focus on human settlements aligns with the broader goal of fostering social cohesion, promoting equity, and enhancing overall viability within the region.

Pillar 04: Governance strategies

Strategies	Guiding Principles
Enhance accountability mechanisms at various levels of governance.	By implementing measures to strengthen oversight, promote ethical conduct, and enhance reporting systems, Sedibeng aims to build trust and confidence among stakeholders while ensuring the efficient use of resources.
Improve audit performance through effective financial management.	By implementing robust financial management practices, Sedibeng can enhance accountability, mitigate financial risks, and demonstrate fiscal responsibility. Effective financial management not only safeguards public funds but also instil confidence in investors, creditors, and other stakeholders, thereby facilitating economic development.
Address staff vacancies to ensure efficient public service delivery.	By prioritising human resource management and addressing staffing gaps, Sedibeng can optimise service delivery, enhance productivity, and meet the evolving needs of its residents. A well-staffed and motivated workforce is crucial for implementing policies, programs, and projects that drive economic development and improve quality of life.
Strengthen ward committees for increased community participation.	By empowering local communities and enhancing grassroots participation in decision-making processes, Sedibeng can ensure that development initiatives are responsive to the needs and aspirations of its diverse population. Community involvement fosters ownership, promotes social cohesion, and enhances the effectiveness of governance structures.

Strategies	Guiding Principles
Ensure stability in the administration for effective governance.	By promoting stability, Sedibeng can minimise disruptions, maintain institutional memory, and sustain momentum in achieving its development objectives. Stable governance provides a conducive environment for policy implementation, program execution, and stakeholder engagement, thereby facilitating progress towards the vision of Sedibeng as a vibrant economic hub.

Pillar 04: Integrated service provision

Strategies	Guiding Principles
Implement innovative approaches to integrated service delivery.	By adopting a holistic approach that considers the interdependencies among various service sectors, Sedibeng can streamline service delivery processes, improve coordination among relevant stakeholders, and maximise the impact of interventions.
Leverage Fourth Industrial Revolution (4IR) technologies to enhance services.	By embracing innovative technologies such as smart infrastructure, digital platforms, and data-driven decision-making tools, Sedibeng can enhance service delivery, optimize resource allocation, and address emerging needs more proactively.
Foster a culture of innovation in service provision.	By nurturing an environment that encourages experimentation, learning, and collaboration, Sedibeng can stimulate the development of innovative solutions, pilot projects, and best practices that address evolving community needs and enhance service outcomes.
Enhance water, sanitation, electricity, and waste management systems.	Enhancing water, sanitation, electricity, and waste management systems is paramount for ensuring the provision of basic services that are essential for human well-being, public health, and environmental sustainability. By investing in infrastructure upgrades, capacity building, and technology adoption, Sedibeng can improve the reliability, efficiency, and resilience of key service systems, thereby enhancing the overall viability and attractiveness of the region for residents, businesses, and investors.

Pillar 06: Spatial restructuring and environmental sustainability

Strategies	Guiding Principles
Implement spatial integration initiatives to optimise land use and connectivity.	By identifying strategic areas for development, improving transportation networks, and promoting mixed-use development, Sedibeng can create vibrant, interconnected communities that foster economic opportunities and enhance quality of life.
Develop sustainable human settlements considering environmental impacts.	By prioritising sustainable building practices, green infrastructure, and eco-friendly design principles, Sedibeng can create resilient, inclusive communities that promote environmental stewardship and enhance resilience to climate change.
Implement climate chang adaptation and mitigatio strategies.	By investing in climate-resilient infrastructure, promoting renewable energy sources, and implementing nature-based solutions, Sedibeng can mitigate the impacts of climate change, enhance ecological resilience, and foster a more sustainable and liveable environment for current and future generations.

In summary, the strategies outlined in the above tables serve as guiding principles for identifying and prioritising programs and projects that align with the DDM Pillars. Through strategic planning and implementation, Sedibeng aims to realise its vision of becoming a vibrant and accessible economic development region.

One Plan Programmes and Projects:

The identification of programs and projects stems directly from the developed strategies and the articulated vision. These strategies serve as the guiding principles and actionable directives that pave the way for the realisation of the vision. Each strategy outlines a specific approach or course of action designed to address the challenges and leverage the opportunities identified in the diagnostic analysis.

In alignment with the DDM Pillars and ensuring integration with the DDM principles, the identified programs and projects are tailored to translate the overarching vision into tangible, implementable initiatives. These initiatives are strategically aligned with the goals and objectives laid out in the One Plan, contributing to the holistic development and enhancement of the Sedibeng study area.

The process of identifying programs and projects involves a careful consideration of the unique characteristics and needs of the Sedibeng region, ensuring that each initiative contributes meaningfully to the overall vision. From infrastructure development to social and economic programs, the selected projects are aimed at fostering sustainable growth, improving the quality of life for residents, and positioning Sedibeng as an accessible economic development region. The programs and projects flow from the strategies to ensure a cohesive and targeted approach towards achieving the envisioned future for the Sedibeng study area.

The One Plan projects were grouped into pre-define project definitions to categorise the projects according to their potential impact on the study area. Four definitions were developed, the table below provides more detail.

Table: Project categories and definitions

Project Category	Project Definition
Catalytic	These projects kickstart economic developments and stimulate investment in a particular area. Catalytic projects are intended to generate development momentum and attract further investment. **KEY QUESTIONS TO CONSIDER** • Is the primary purpose to kickstart economic development, attract private sector investment and create sustainable jobs? • **OR** alternatively: Will this project remove a significant bottleneck that will kickstart economic development, unblock private sector investment and create sustainable jobs? **SUCCESS METRICS** • Create economic impact (measured through GDP) • Create sustainable jobs, after construction • Attract private sector investment.
Strategic	These projects are aligned with broader social development goals and priorities. They are driven by government policy direction, regardless of direct economic return. **KEY QUESTION** • Is the primary purpose to deliver on a national, provincial or local government policy directive? **SUCCESS METRICS** Policy directive met (*yes/no*) • Positive perception of public policy delivery • Social impact.
Major	These complex projects are very large in scale and requires substantial resources and coordination. By nature, they are either social or economic infrastructure projects, and can be either public or privately funded. **KEY QUESTIONS TO CONSIDER** • Is the size of the CAPEX bigger than R1 billion? • Does it require a substantial coordination of resources and stakeholders? **SUCCESS METRICS** • Number of people benefiting from the project.

Project Category	Project Definition
Service Delivery	These projects aim to remove the local service delivery backlog, providing better basic services to communities. **KEY QUESTION TO CONSIDER** • Is the primary purpose to reduce the service delivery backlog at local municipal level? • **SUCCESS METRICS** • Level of service delivery improvement.

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One Plan projects list with their relevant information.

The list of 20 projects have been assessed and 3 projects were removed that are no longer relevant. These 3 projects are indicated in a table below the projects list. The projects list is currently in review; 2 additional projects that are located in the Midvaal Local Municipal area has been identified which would be added before the completion of the plan.

Table: One Plan list of Projects

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
1	Heidelberg Aerodrome	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing.	Catalytic	• Spatial Re-structuring • Infrastructure Development • Economic positioning	Lesedi	VAAL SEZ ; Lesedi Municipality	No figures	Tripartite partnership between GIFA, LLM and MTP Aviation has been finalized.
2	Broadband/fibre rollout in towns and townships.	To roll out fibre in all key and major townships to create universal access to connectivity	Catalytic	• People development	ALL	Private sector; GDED; Local Municipalities	N/A	No progress
3	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.	Catalytic	• Spatial Re-structuring • Infrastructure engineering • Economic positioning	Midvaal	Midvaal Municipality and GGDA	R1.3bn	Midvaal LED strategy in public participation stage. The strategy has identified catalytic projects ie UJ island that will trigger development in the area.
4	Cannabis and Hemp	Support large scale cannabis projects	Strategic	• Economic positioning • People Development	Sedibeng	Office of the Premier; SDM; VSEZ	N/A	

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
5	Vereeniging Fresh Produce Market (VFPM)	To re-establish the VFPM that will attract producers to take advantage of the large customer base (between Jo'burg and Bloemfontein), enable customers of fresh produce to purchase their goods within the market's catchment rather than travelling to remote markets.	Catalytic	• Economic positioning • People Development	Emfuleni	SDM (Project Owner); GIFA; GDARD; GDID	R1bn	TVR2A received from both GPT and NT. RFQ sent for comments before we can advertise. Awaiting feedback from NT. GDARD has committed R23m for refurbishment and upgrades, however appointed service provider has quoted more than available funding.
6	Gauteng Highlands	To develop a city characterized by mixed uses such as mixed typology residential uses, an industrial park and commercial uses.	Strategic	• Spatial Restructuring • Infrastructure engineering	Midvaal	Private developers (Diego)	Not available	No progress
7	Heidelberg CBD	Regenerate the Heidelberg CDB and provide business functions for itself and surrounding areas. Address access challenges and enhance amenities which will in turn create a more conducive environment for business development.	Strategic	• Integrated Service provisioning • People Development	Lesedi	Lesedi	R14.9m to address access challenges and enhance amenities.	No progress
8	Inner-City urban regeneration of Vanderbijlpark and Vereeniging	To revitalize the urban town center's 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.	Major	• Integrated Service provisioning • People Development	Emfuleni	Emfuleni Municipality	Not available	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
9	Sedibeng Regional Sewer Scheme	Repair the sewer networks to mitigate spillages into the Vaal River and Expand WWTW capacity to open up the river for Tourism attraction activities and for public use.	Strategic	• People development • Infrastructure engineering • Integrated Service Provisioning	Sedibeng	DWS; Rand Water; GPG	R7.2 billion	Project underway with Rand Water as the implementing agent
10	Vaal River City Commercial and Residential Development	To develop a Smart River City that will be characterized by mixed land uses, i.e residential, commercial, light industrial etc.	Major / Catalytic	• Spatial Restructuring • Integrated Service Provisioning • People Development • Economic positioning	Emfuleni	Office of the Premier GDED; Emfuleni Municipality	R 500 Million for phase 1 bulk infrastructure: Electricity estimated at R95 million, roads R250 million, water 40 million. Sewer 100 million. Rand Water is the implementing agency for the sewer (Leeukuil wastewater works) increasing the capacity by 25 Mega liters.	No progress

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Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
11	Doornkuil Precinct	Located adjacent to the Savannah City mega housing development. The proposed precinct will be comprised of a regional hospital, agricultural and medical training (educational) facilities, recreational facilities, business and commercial facilities and a transport node.	Strategic	• People Development • Integrated Service Provisioning	Midvaal	Midvaal Municipality	"Not available	"Feasibility for cemetery complete.
12	R59 corridor development	The aim is to transform the functionality and develop into a major connecting freeway and economic gateway. The R59 connects metropolitan and local Gauteng municipalities with each other and Sasolburg in the Free State.	Major	• Spatial Restructuring	Midvaal	Midvaal Municipality	PPP option to be considered "	Draft pre-feasibility completed in 2021"
13	Sicelo Precinct	To promote economic and social growth, and development. Develop industrial and business uses, with specific focus on the metal and ceramic manufacturing industry. Formalise informal settlement, which accommodates approximately 2500 families and expand residential capacity.	Major	• Spatial Re-structuring • Infrastructure Development • Economic positioning • People Development	Midvaal	Midvaal Municipality	Not available	No progress
14	Langzeekoeigat Precinct (Agri Village)	To develop an agri-village to support the growth of local enterprises, self-sustainability and the development of agri-based economic activities.	Strategic	• Spatial Re-structuring • Infrastructure engineering • Economic positioning	Lesedi	Lesedi; DRDLR	Not available	Precinct plan concluded in 2021
15	K 174 interchange	To construct an interchange at the convergence of R42 and R59 that will open up	Strategic	• Spatial Res-structuring	Sedibeng	GDRT	Not available	Pre-feasibility study commissioned Sept 2021

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Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
		access to the Vaal River City						
16	Student accommodation	To develop decent student accommodation to address the shortfall of about 10 000 students near the University center's of NWU and VUT.	Major	• People Development • Infrastructure engineering	Emfuleni	Emfuleni Municipality, SDM; Private Sector facilitated by the GGDA.	R320 Million	Contractor has been appointed and is currently finalising sub-contractor partnership with local business. Expected to break ground before end 2022.
17	Sedibeng Government Precinct	To create a one-stop service area, where most government services and civic facilities can be easily accessed by the community of the Sedibeng District. It will form the core of a rejuvenated, mixed-use CBD and propel the Vereeniging Inner City Regeneration programme.	Strategic	• People development • Integrated Service Provisioning	Sedibeng	SDM; DPW; GDID; GIDA	R120 million	No progress
18	Rietspruit	Portions 2&3 of Farm Rietspruit 583 IQ 697ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Emfuleni	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
19	Swartkoppies	Portion 25 of Farm Zwartkopjes 143IR 500ha in extent Owned by Rand Water SOC	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Confirmation of Board approval received in writing Land Availability Agreement subject to the conclusion of the prescribed public consultation processes The project has been put on hold

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
20	Kookfontein	Remaining Extent of Portion 2 and Remaining Extent of Portion 64 Kookfontein 545-IQ 100ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
21	Heildberg x24	Heidelberg Ext 24 Township 20ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
22	Langlaagte	Portion 5 of Farm Langlaagte 186 149ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
23	Vaal Aerotropolis*	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing. The project includes the development of the Vaal International Airport, to be developed, operated, and managed by Vaal Aerozone (Pty) Ltd. It will be the only airport in Gauteng where integrated air cargo services are designed and planned as a priority. It includes an Airport City, Agri-Zone, Cargo Terminal and a Trade Zone. The Aerotropolis will be managed through a	Catalytic	• Spatial Re-structuring • Infrastructure Development • Economic positioning	Emfuleni	Vaal Aerozone (Pty) Ltd	R 29.3 billion	Draft LSDF has been submitted to Emfuleni. Waiting for public participation to be initiated. Submission of town planning and E.I.A applications will take place during March as most of the technical studies have been completed. Construction to start in 2028 and will be completed in

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
		SEZ.						2032.

*__Project number 23__, the Vaal Aerotropolis has been included after the project was accepted by the SDM council. The project categorisation and inclusion in the SDM One Plan was finalised on 22 April 2025 as part of the DDM Hub, SDM and Local Municipal Steering Committee meeting.

Three Projects Removed from One Plan:

The table below contains the 3 projects that has been removed from the original list of 20 projects. These projects are no longer deemed relevant to the One Plan. The projects will be moved to the Sedibeng IDP.

Table1: Projects not relevant to the One Plan

Pr Nr	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Municipality	Implementing agents	Project Budget	Current progress 2023
~~1~~	~~Regional Bulk Infrastructure to catalyze the SEZ~~	~~To fund all strategic bulk infrastructure requirements to comply with SEZ requirements and drive the economy of the Vaal.~~	~~N/A~~	~~• Infrastructure engineering~~ ~~• Economic positioning~~	~~Emfuleni~~	~~GGDA; Vaal SEZ; SDM; Rand Water~~	~~R12 million for feasibility studies~~	~~The District Municipality has requested support from the Municipal Infrastructure Support Agent and awaiting feedback. The requested support is to develop an Integrated Infrastructure Master Plan for the region.~~
~~5~~	~~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.~~	~~N/A~~	~~• Economic positioning~~	~~Sedibeng~~	~~GGDA; SDM~~	~~N/A~~	
~~13~~	~~Land in township for commercial development.~~	~~To identify municipal/state owned land parcels~~	~~NA~~			~~Emfuleni Municipality~~	~~N/A~~	

Social Sector Interventions:

The section focusses on the initiatives that strengthen support for WCPDs.

Table: WCPD Interventions

Interventions	Description of action
Women	Sedibeng will expand programmes that improve women's economic participation, including enterprise development, ICT and agricultural training. GBVF responses will be strengthened through expanded safe houses, social worker deployment, and improved coordination with SAPS. Leadership training and gender mainstreaming will support greater representation of women in governance. These efforts involve OoP, GDSD, GDED, GDARD, SALGA and local municipalities.
Children	Key interventions include upgrading ECD centres, professionalising practitioners, and expanding child protection through additional social workers and community programmes. After-school services and safe transport routes will support learning and safety. GDSD, GDE, SAPS and local municipalities will lead implementation.
Persons with Disabilities	Universal access upgrades will improve accessibility in public buildings and transport systems. Economic inclusion will be strengthened through support for PWD-owned businesses and workplace accommodation. Expanded provision of assistive devices and improved rehabilitation services will enhance daily functioning. SDM, LMs, GDSD, Health and other departments will lead implementation.

Social Programmes:

By implementing inclusive programmes that focus on safety, social protection, economic empowerment and access to essential services, Sedibeng can significantly improve the well-being of Women, Children and Persons with Disabilities. This includes expanding child protection and ECD services, strengthening GBVF response mechanisms, improving access to healthcare and psychosocial support, and ensuring that public facilities and infrastructure accommodate persons with disabilities. By mainstreaming WCPD needs into planning, budgeting and service delivery, the district can promote dignity, equity and full participation for vulnerable groups, supporting a socially cohesive and inclusive society.

Table: Cross-cutting Social Programmes

Cross-Cutting Intervention	Description	Responsible Departments
Integrated WCPD District Forum	• Establish a district-wide coordination forum to integrate planning, reporting, and implementation for WCPD. • Develop a unified monitoring system to track service access, GBVF cases, child protection outcomes, disability inclusion, and programme performance.	OoP, SDM, LMs, GDSD
Community Awareness & Advocacy Programme, Training for Departments and LMs	• District-wide campaigns on rights, safety, inclusive services, and community support for WCPD groups. • Mainstream gender, disability, and child protection training for municipal staff and frontline workers.	GDSD, OoP, NGOs, SDM, LMs

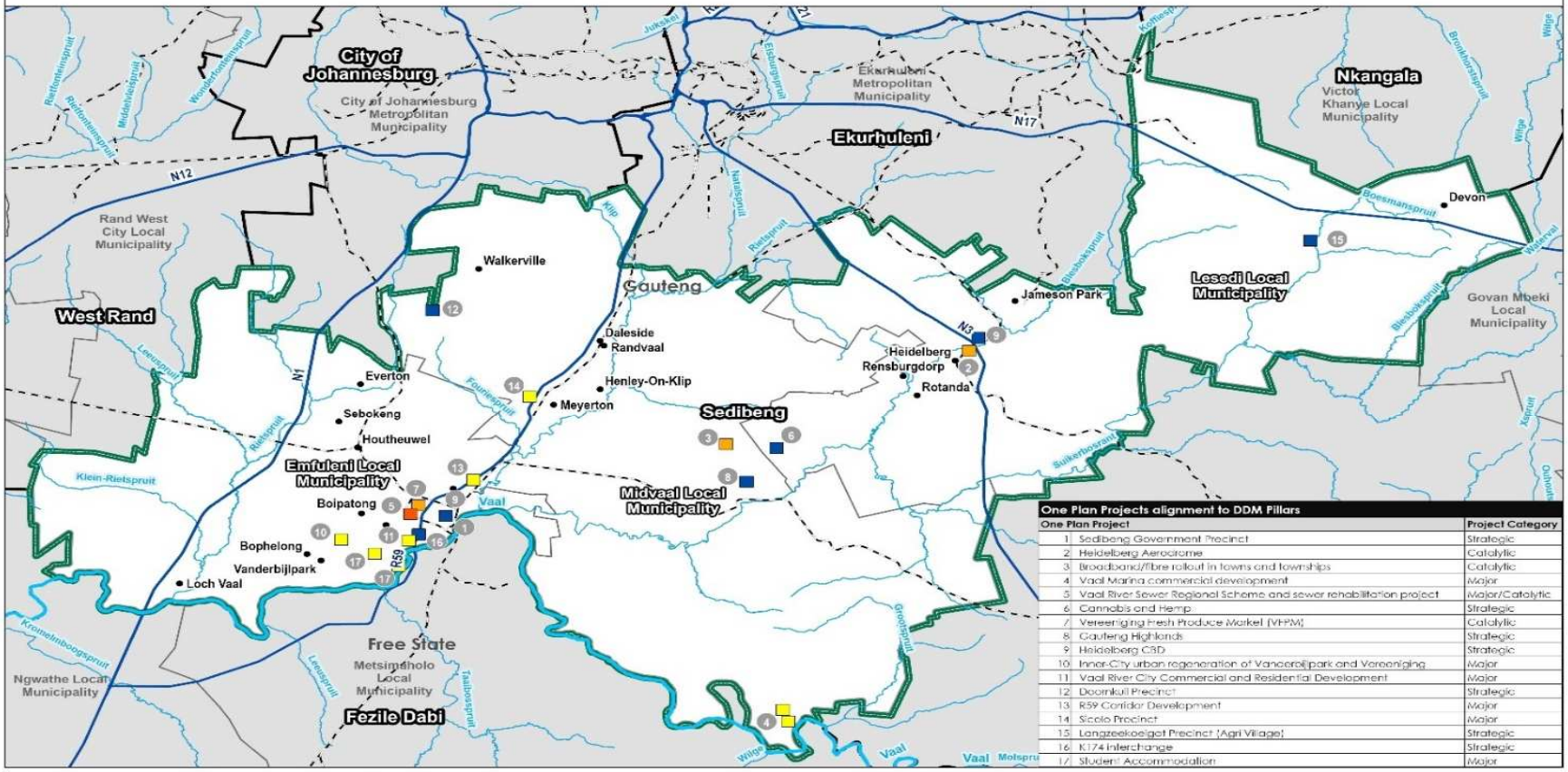
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Map: Spatial location of the One Plan projects in the Sedibeng District area which will be updated when new information becomes available.

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ONE PLAN PROJECTS

Sedibeng District Municipality



One Plan Projects alignment to DDM Pillars

	One Plan Project	Project Category
1	Sedibeng Government Precinct	Strategic
2	Heidelberg Aerodrome	Catalytic
3	Broadband/fibre rollout in towns and townships	Catalytic
4	Vaal Marina commercial development	Major
5	Vaal River Sewer Regional Scheme and sewer rehabilitation project	Major/Catalytic
6	Cannabis and Hemp	Strategic
7	Vereeniging Fresh Produce Market (VFPM)	Catalytic
8	Gauteng Highlands	Strategic
9	Heidelberg CBD	Strategic
10	Inner-City urban regeneration of Vanderbijlpark and Vereeniging	Major
11	Vaal River City Commercial and Residential Development	Major
12	Doornkuil Precinct	Strategic
13	R59 Corridor Development	Major
14	Sicelo Precinct	Major
15	Langzeekoegat Precinct (Agri Village)	Strategic
16	K174 Interchange	Strategic
17	Student Accommodation	Major

One Plan Projects
- Catalytic
- Major
- Major/Catalytic
- Strategic

- Main Towns
- Major Roads
- Railways
- District Municipalities
- Local Municipalities
- Provincial Boundaries
- Rivers
- Sedibeng District Municipality

Scale (A3) - 1:360,000

0 4.97 9.95 19.9 Km

Project Number: 1002621
Version: 0

CHAPTER 07:

Financial Plan

Background:

A municipal financial plan remains a strategic document that guides local governments budgeting and financial management over a medium-term period, normally three years (MTREF), aligning with national and provincial goals as well as the local priorities (IDP and SGDS).

Introduction:

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

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

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

This section of draft budget is disclosed in terms of the MFMA circulars 48, 51, 54, 55, 58, 66, 67, 70, 74, 78, 79, 85, 86, 91, 99, 107, 108, 115, 123,128, 130 and 132 as well as the Municipal Budget and Reporting Regulations (MBRR GN 393 of 2009).

The municipality had to adopt a very conservative approach to budgeting for 2026/2027 MTREF as the municipality's revenue base (primarily composed of grants & subsidies) has shrink, while

operational expenditure continues to grow at a rate of CPI with salaries & employee-related costs growing at above CPI (due to the collective bargaining agreement).

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

Budget Approach:

The budget approach was applied by taking the following principles into account:

- No growth allowed on general expenses
- Programs to be performed in-house first with no use of Consultants by all Clusters;
- Moratorium be placed on all vacancies and attrition positions not to be filled, subject to Accounting Officer approval in conjunction with the Executive Mayor;
- Moratorium on controllable salary line items such as acting, overtime, cell phone allowances and car allowance;

The operational budget for the 2026/27 budget will apply a 4.75% salary increase as per the bargaining council multi-year agreement.

Capital expenses will be limited as a result of the current financial position, taken into consideration that the capital items need to be funded from internally generated fund as only the energy saving grant is available from grant funding.

Financing of Operating Activities:

The budget on financial performance has been drawn up in line with the GRAP (Generally Recognized Accounting Practices) principles of accounting where provision for depreciation has been taken into account.

The following should be noted:

Indicative Macroeconomic Forecasts

Municipalities are expected to levy their tariffs taking into account their local economic conditions, affordability levels and remain broadly in line with macro-economic policy. Municipalities must also take account the policy and recent developments in government sectors relevant to their local communities. Tariff increases must be thoroughly substantiated in the municipal budget documentation for consultation with the community.

Table: Inflation Forecasts

Fiscal year	***2024/25***	***2025/26***	***2026/27***	***2027/28***	***2028/29***
	Actual	***Estimate***	***Forecast***	***Forecast***	***Forecast***
CPI Inflation	4.4%	3.3%	3.7%	3.3%	3.2%

***Source**: MFMA Circular 132*

Impact of funding: The municipality notes that the declining growth of the equitable share from National Treasury, together with the increase towards personnel costs over the past years has negatively affected the municipality short-term obligations towards the operations and programmes of the district.

Equitable Share Allocation: National Treasury funding model for district municipalities has increased the municipality's equitable share allocation for 2026/2027 but there has only been a R10,068,000 or 3.14% growth from 2025/2026 to 2026/2027 which is below CPI. Salaries now exceed the total equitable share received; straining finances as indicated in the table below.

DC42 Sedibeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Sale of Goods and Rendering of Services	2	192	195	183	198	207	207	137	207	214	221
Agency services	2	74,002	76,259	80,571	91,161	91,161	91,161	51,257	95,263	98,407	101,556
Interest earned from Current and Non Current Assets	2	3,932	5,365	6,080	5,392	5,979	5,979	4,289	6,080	6,281	6,482
Rental from Fixed Assets	2	549	580	496	734	494	494	242	494	511	527
Operational Revenue	2	5,241	4,999	5,516	5,494	3,884	3,884	1,591	3,884	4,012	4,140
Non-Exchange Revenue											
Licences or permits	2	212	220	264	1,500	635	635	140	635	656	677
Transfer and subsidies - Operational	2	311,014	322,317	328,246	341,603	343,056	343,056	253,203	354,219	361,676	374,624
Gains on disposal of Fixed and Intangible Assets	2	12	30	447	-	1	1	24	1	1	1
Total Revenue (excluding capital transfers and contribution		**395,154**	**409,965**	**421,803**	**446,081**	**445,417**	**445,417**	**310,883**	**460,783**	**471,757**	**488,228**
Expenditure											
Employee related costs	2	290,100	312,249	326,005	339,137	323,291	323,291	216,947	336,194	347,288	358,402
Remuneration of councillors	2	14,519	14,237	14,935	16,078	15,768	15,768	10,682	16,468	17,011	17,555
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	2,8	3,598	7,091	4,350	3,735	3,212	3,212	2,053	3,212	3,318	3,424
Debt impairment	2,3	53	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment	2	8,663	8,596	5,280	4,782	4,898	4,898	3,255	4,898	4,898	4,898
Interest, Dividends and Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Contracted services	2	36,600	36,101	37,680	41,772	44,564	44,564	23,999	44,618	43,835	45,138
Transfers and subsidies	2	8,089	8,297	3,963	4,562	16,289	16,289	9,512	17,069	14,789	15,262
Irrecoverable debts written off	2	-	-	-	-	-	-	-	-	-	-
Operational costs	2	36,240	41,806	34,295	35,041	36,988	36,988	26,132	37,013	38,235	39,458
Disposal of Fixed and Intangible Assets	2	141	17	14	-	-	-	-	-	-	-
Other Losses	2	-	-	-	-	-	-	-	-	-	-
Total Expenditure		**398,004**	**428,396**	**426,521**	**445,108**	**445,011**	**445,011**	**292,580**	**459,472**	**469,374**	**484,138**
Surplus/(Deficit)		**(2,850)**	**(18,430)**	**(4,718)**	**974**	**406**	**406**	**18,303**	**1,311**	**2,383**	**4,090**
Transfers and subsidies - capital (monetary allocations)	6	-	133	372	5,000	1,879	1,879	1,879	1,879	-	4,000
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**

Percentage allocation of revenue towards expenses

Description	Percentage
Employee related costs	72.96%
Remuneration of Councillors	3.57%
Depreciation and Asset Impairment	1.06%
Inventory consumed	0.70%
Contracted services	9.68%
Transfers and subsidies	3.70%
Other expenditure	8.03%

The municipality allocates its revenue to various expense categories, with the largest portion (72.96%) directed to employee related costs.

National Grant Allocations: The following National Grant allocations are earmarked for the 2026/27 and outer financial years, with comparison of the previous year allocations. The Provincial Gazette has not yet been received, so the necessary amendments on the provincial grants will be made before the final approval in May 2026.

DC42 Sedibeng - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
EXPENDITURE	1									
Operating										
National Government										
Monetary Allocations										
Local Government Equitable Share		363,488	390,195	385,875	404,646	401,736	401,736	414,487	427,929	441,394
Energy Efficiency and Demand Side Management Grant		–	–	5,000	–	3,121	3,121	3,121	–	–
Expanded Public Works Programme Integrated Grant		1,254	1,057	1,222	1,884	1,884	1,884	1,739	–	–
Local Government Financial Management Grant		1,400	1,242	1,400	1,380	1,380	1,380	1,580	1,607	1,635
Rural Road Asset Management Systems Grant		2,605	2,085	3,058	2,856	2,856	2,856	2,971	3,090	3,186
Water Services Infrastructure Grant		–	–	–	–	–	–	–	–	–
Total Monetary Allocations		368,748	394,578	396,555	410,766	410,977	410,977	423,898	432,626	446,215
Total National Government		368,748	394,578	396,555	410,766	410,977	410,977	423,898	432,626	446,215
Provincial Government										
Monetary Allocations										
Capacity Building and Other Grants		11,764	14,515	11,567	15,060	13,855	13,855	14,802	15,290	15,780
Total Monetary Allocations		11,764	14,515	11,567	15,060	13,855	13,855	14,802	15,290	15,780
Total Provincial Government		11,764	14,515	11,567	15,060	13,855	13,855	14,802	15,290	15,780
Total operating expenditure of Transfers and Grants		380,512	409,093	408,121	425,826	424,832	424,832	438,700	447,917	461,994
Capital										
National Government										
Monetary Allocations										
Energy Efficiency and Demand Side Management Grant		–	–	–	5,000	1,879	1,879	1,879	–	4,000
Local Government Financial Management Grant		–	105	–	120	120	120	120	124	128
Municipal Disaster Relief Grant		–	–	–	–	–	–	–	–	–
Rural Road Asset Management Systems Grant		–	137	294	–	–	–	–	–	–
Total Monetary Allocations		-	242	294	5,120	1,999	1,999	1,999	124	4,128
Total National Government		-	242	294	5,120	1,999	1,999	1,999	124	4,128
Provincial Government										
Monetary Allocations										
Capacity Building and Other Grants		–	–	136	–	–	–	–	–	–
Total Monetary Allocations		-	-	136	-	-	-	-	-	-
Total Provincial Government		-	-	136	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		-	242	429	5,120	1,999	1,999	1,999	124	4,128
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		380,512	409,335	408,551	430,946	426,831	426,831	440,699	448,041	466,122

Key Legal Provisions to be Strictly Enforced:

Compliance regulations: All municipalities must prepare budgets, adjustments budgets and in-year reports for the 2026/27 financial year in accordance with both the Municipal Budget and Reporting **AND** Municipal Standard Chart of Accounts Regulations. In this regard, municipalities must comply with both:

- **The budget documentation** as set out in Schedule A (version 7.1) of the Municipal Budget and Reporting Regulations, including the main Tables (A1 - A10) and ALL the supporting tables (SA1 – SA38) in both printed and electronic formats (the Excel schedules);
    - the Service Delivery and Budget Implementation Plan in both printed and electronic format;
    - the Integrated Development Plan;
    - the Council Resolution;
    - the signed Quality Certificate as prescribed in the Municipal Budget and Reporting Regulations; and
    - the Budget Locking Certificate as signed by the accounting officer.

Funding Compliance: All municipalities must perform a funding compliance assessment of their 2026/27 budgets in accordance with the guidance given in MFMA Circular 80 and the Municipal Standard Chart of Accounts Regulations, GN 312 of 2014, before tabling their budget, and where necessary revise their budget submissions to comply with a properly funded budget.

Deadlines: The deadline for tabling a final budget before Council is 31 May 2026 as per Section (16)2 of the MFMA. See circular 132 for details as per annexure "C"

The deadline for the submission to National Treasury, MEC, DLG, AG and SALGA of approved budgets are ten working days after Council approves the annual budget.

Funding of Expenditure:

(1) An annual budget may only be funded from -

(a) Realistically anticipated revenues to be collected;
(b) Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
(c) Borrowed funds, but not only for the capital budget referred to in section 17 (2).

(2) Revenue projections in the budget must be realistic taking into account –
(a) Projected revenue for the current year based on collection levels to date; and
(b) Actual revenue collected in previous financial years.

Alignment with Council Strategies:

This draft budget is aligned to the Reviewed IDP 2026/27, the district's GDS-3, Municipal Budget and Reporting regulations GN 393 of 2009, Municipal Standard Chart of Accounts Regulations, GN 312 of 2014 as well as circulars 48, 51, 54, 55, 58, 66, 67, 70, 74, 78, 79, 85, 86,91, 98, 99, 107, 108, 115, 123, 128, 130 and 132 of National Treasury.

Council Budget Related Policies:

The MTREF for 2026/2027 has been drawn up in alignment with the following financial & budget related policies (as reviewed and adopted by Council):

- Cash Handling Policy
- Management of Foreign Exchange Policy
- Cash Management & Investment Policy
- Revenue Management Policy
- Debt Management Policy
- Sundry Tariff Policy
- Loans Policy
- Fixed Asset Management Policy
- Capital Projects and Infrastructure Development Policy
- Strategic Budget Policy
- Long Term Financial Plan Policy
- Budget Oversight Policy
- Virement Policy
- Unforeseen and Unavoidable Expenses Policy

- Supply Chain Management Policy & Procedures
- Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy
- Accounts Payable Policy
- Payroll Management Policy
- Subsistence & Travel Policy
- Funding & Reserves Policy
- Journal Entry Policy
- Vaal Technorama Policy
- Acting Allowance Policy
- Donation Policy
- Cost containment Policy

During the budget process, these policies need to be reviewed. National Treasury has appointed an advisor who will assist in the process of reviewing these policies to be submitted to Council for final approval in May 2026.

DC42 Sedibeng - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	3,932	5,365	6,080	5,392	5,979	5,979	4,289	6,080	6,281	6,482
Transfer and subsidies - Operational	311,014	322,317	328,246	341,603	343,056	343,056	253,203	354,219	361,676	374,624
Other own revenue	80,208	82,284	87,477	99,087	96,382	96,382	53,391	100,484	103,800	107,122
Total Revenue (excluding capital transfers and contributions)	395,154	409,965	421,803	446,081	445,417	445,417	310,883	460,783	471,757	488,228
Employee costs	290,100	312,249	326,005	339,137	323,291	323,291	216,947	336,194	347,288	358,402
Remuneration of councillors	14,519	14,237	14,935	16,078	15,768	15,768	10,682	16,468	17,011	17,555
Depreciation, amortisation and impairment	8,663	8,596	5,280	4,782	4,898	4,898	3,255	4,898	4,898	4,898
Interest, Dividends and Rent on Land	–	–	–	–	–	–	–	–	–	–
Inventory consumed and bulk purchases	3,598	7,091	4,350	3,735	3,212	3,212	2,053	3,212	3,318	3,424
Transfers and subsidies	8,089	8,297	3,963	4,562	16,289	16,289	9,512	17,069	14,789	15,262
Other expenditure	73,034	77,924	71,988	76,813	81,552	81,552	50,131	81,631	82,069	84,597
Total Expenditure	398,004	428,396	426,521	445,108	445,011	445,011	292,580	459,472	469,374	484,138
Surplus/(Deficit)	(2,850)	(18,430)	(4,718)	974	406	406	18,303	1,311	2,383	4,090
Transfers and subsidies - capital (monetary allocations)	–	133	372	5,000	1,879	1,879	1,879	1,879	–	4,000
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(2,850)	(18,298)	(4,346)	5,974	2,285	2,285	20,182	3,190	2,383	8,090
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(2,850)	(18,298)	(4,346)	5,974	2,285	2,285	20,182	3,190	2,383	8,090
Capital expenditure & funds sources										
Capital expenditure	1,540	1,020	2,299	8,146	4,924	4,924	2,381	4,924	3,146	7,247
Transfers recognised - capital	–	242	429	5,120	1,999	1,999	1,879	1,999	124	4,128
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	1,540	778	1,870	3,026	2,926	2,926	502	2,926	3,022	3,119
Total sources of capital funds	1,540	1,020	2,299	8,146	4,924	4,924	2,381	4,924	3,146	7,247
Financial position										
Total current assets	33,404	30,507	60,859	69,471	56,841	56,841	8,999	54,937	50,670	52,164
Total non current assets	91,657	84,724	82,259	76,870	76,596	76,596	(873)	71,698	65,021	64,224
Total current liabilities	203,423	241,046	169,197	66,095	147,106	147,106	(12,057)	137,113	123,787	116,394
Total non current liabilities	–	–	–	–	–	–	–	–	–	–
Community wealth/Equity	(112,753)	(130,973)	(31,767)	80,246	(9,980)	(9,980)	20,182	(10,478)	(8,095)	(6)
Cash flows										
Net cash from (used) operating	89,930	(2,180)	31,790	17,511	2,933	2,933	12,981	3,446	(1,184)	(281)
Net cash from (used) investing	(1,540)	(989)	(1,852)	(9,368)	(6,146)	(6,146)	(2,358)	(4,924)	(3,145)	–
Net cash from (used) financing	–	8	(3)	–	–	–	3	–	–	–
Cash/cash equivalents at the year end	106,819	29,621	59,166	69,159	55,959	55,959	10,627	54,481	50,151	49,870
Cash backing/surplus reconciliation										
Cash and investments available	106,819	29,621	59,166	69,159	55,959	55,959	10,627	54,481	50,151	49,870
Application of cash and investments	202,598	237,034	166,473	65,989	145,166	145,166	20,564	136,667	123,347	115,954
Balance - surplus (shortfall)	(95,780)	(207,412)	(107,307)	3,170	(89,207)	(89,207)	(9,937)	(82,186)	(73,196)	(66,084)
Asset management										
Asset register summary (WDV)	87,160	79,566	76,570	76,870	76,596	76,596		71,698	65,021	64,224
Depreciation	8,787	8,596	5,280	4,782	4,898	4,898		4,898	4,898	4,898
Renewal and Upgrading of Existing Assets	782	905	1,795	7,446	4,224	4,224		4,224	2,423	6,501
Repairs and Maintenance	2,166	2,831	4,546	3,037	4,865	4,865		4,895	2,879	2,971
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	–	–	–	–	–	–		–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

DC42 Sedibeng - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue - Functional										
Governance and administration		**311,420**	**325,952**	**335,390**	**348,942**	**346,782**	**346,782**	**357,931**	**366,774**	**383,888**
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		311,420	325,952	335,390	348,942	346,782	346,782	357,931	366,774	383,888
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**1,993**	**2,567**	**575**	**3,566**	**1,009**	**1,009**	**1,009**	**1,042**	**1,075**
Community and social services		1,781	2,347	311	2,066	374	374	374	386	398
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Health		212	220	264	1,500	635	635	635	656	677
Economic and environmental services		**76,608**	**78,481**	**83,923**	**94,017**	**97,138**	**97,138**	**101,355**	**101,497**	**104,742**
Planning and development		2,605	2,221	3,352	2,856	5,977	5,977	6,092	3,090	3,186
Road transport		74,002	76,259	80,571	91,161	91,161	91,161	95,263	98,407	101,556
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Energy sources		–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–
Other	4	**5,134**	**3,099**	**2,288**	**4,557**	**2,367**	**2,367**	**2,367**	**2,445**	**2,523**
Total Revenue - Functional	2	**395,154**	**410,098**	**422,175**	**451,081**	**447,296**	**447,296**	**462,662**	**471,757**	**492,228**
Expenditure - Functional										
Governance and administration		**216,379**	**238,861**	**224,221**	**231,880**	**243,908**	**243,908**	**251,999**	**258,324**	**266,402**
Executive and council		53,973	56,452	52,669	54,097	52,539	52,539	54,728	56,520	58,316
Finance and administration		155,792	175,072	163,376	169,372	182,418	182,418	188,145	192,376	198,357
Internal audit		6,614	7,337	8,176	8,411	8,952	8,952	9,127	9,428	9,729
Community and public safety		**64,850**	**63,937**	**71,805**	**79,961**	**67,014**	**67,014**	**68,796**	**71,065**	**73,339**
Community and social services		31,971	34,148	33,710	35,453	32,570	32,570	33,730	34,843	35,958
Sport and recreation		3,455	3,448	3,436	3,352	3,746	3,746	3,900	4,029	4,158
Public safety		4,920	5,175	5,191	5,529	5,525	5,525	5,771	5,961	6,152
Housing		1,759	1,838	1,716	913	828	828	867	896	924
Health		22,746	19,328	27,752	34,713	24,345	24,345	24,528	25,337	26,148
Economic and environmental services		**98,096**	**104,434**	**111,791**	**113,703**	**113,894**	**113,894**	**117,934**	**118,602**	**122,375**
Planning and development		24,623	26,626	29,258	28,337	29,638	29,638	30,294	28,086	28,978
Road transport		69,585	74,495	79,086	81,724	80,562	80,562	83,778	86,527	89,280
Environmental protection		3,887	3,313	3,447	3,642	3,694	3,694	3,863	3,989	4,116
Trading services		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Energy sources		–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–
Other	4	**19,940**	**21,163**	**18,705**	**19,564**	**20,195**	**20,195**	**20,743**	**21,382**	**22,023**
Total Expenditure - Functional	3	**399,265**	**428,396**	**426,521**	**445,108**	**445,011**	**445,011**	**459,472**	**469,374**	**484,138**
Surplus/(Deficit) for the year		**(4,111)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**3,190**	**2,383**	**8,090**

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes

2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)

3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)

4. All amounts must be classified under a functional classification . The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

DC42 Sedibeng - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–
Vote 02 - Budget & Treasury Office		301,648	312,820	321,530	329,924	330,885	330,885	341,110	351,338	363,958
Vote 03 - Corporate Services		4,869	4,039	8,522	10,544	5,208	5,208	5,208	3,439	7,549
Vote 04 - Roads And Transport		76,820	78,701	84,187	95,517	97,773	97,773	101,990	102,153	105,419
Vote 05 - Planning & Development		–	–	–	–	–	–	–	–	–
Vote 06 - Community & Social Services		11,817	14,538	7,936	15,097	13,429	13,429	14,354	14,828	15,302
Vote 07 -		–	–	–	–	–	–	–	–	–
Vote 08 -		–	–	–	–	–	–	–	–	–
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**395,154**	**410,098**	**422,175**	**451,081**	**447,296**	**447,296**	**462,662**	**471,757**	**492,228**
Expenditure by Vote ***to be appropriated***	1									
Vote 01 - Executive & Council		53,882	55,533	52,554	53,759	52,365	52,365	54,554	56,341	58,131
Vote 02 - Budget & Treasury Office		23,539	29,885	25,885	27,193	27,094	27,094	27,874	26,971	27,807
Vote 03 - Corporate Services		130,204	141,378	142,096	143,373	147,461	147,461	151,154	155,972	160,798
Vote 04 - Roads And Transport		101,466	104,089	111,252	120,424	121,128	121,128	125,162	126,081	130,104
Vote 05 - Planning & Development		18,144	19,764	18,360	16,306	15,197	15,197	15,548	16,061	16,575
Vote 06 - Community & Social Services		58,416	63,424	61,802	68,131	65,997	65,997	68,948	71,182	73,419
Vote 07 -		–	–	–	–	–	–	–	–	–
Vote 08 -		–	–	–	–	–	–	–	–	–
Vote 09 -		–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		13,613	14,322	14,572	15,922	15,768	15,768	16,233	16,768	17,305
Total Expenditure by Vote	2	**399,265**	**428,396**	**426,521**	**445,108**	**445,011**	**445,011**	**459,472**	**469,374**	**484,138**
Surplus/(Deficit) for the year	2	**(4,111)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**3,190**	**2,383**	**8,090**

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

DC42 Sedibeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	-	-	-	-	-	-	-	-	-	-
Sale of Goods and Rendering of Services	2	192	195	183	198	207	207	137	207	214	221
Agency services	2	74,002	76,259	80,571	91,161	91,161	91,161	51,257	95,263	98,407	101,556
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	-	-	-	-	-	-	-	-	-	-
Interest earned from Current and Non Current Assets	2	3,932	5,365	6,080	5,392	5,979	5,979	4,289	6,080	6,281	6,482
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	549	580	496	734	494	494	242	494	511	527
Licence and permits	2	-	-	-	-	-	-	-	-	-	-
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	5,241	4,999	5,516	5,494	3,884	3,884	1,591	3,884	4,012	4,140
Non-Exchange Revenue											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	-	-	-	-	-	-	-	-	-	-
Licences or permits	2	212	220	264	1,500	635	635	140	635	656	677
Transfer and subsidies - Operational	2	311,014	322,317	328,246	341,603	343,056	343,056	253,203	354,219	361,676	374,624
Interest	2	-	-	-	-	-	-	-	-	-	-
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	12	30	447	-	1	1	24	1	1	1
Other Gains	2	-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		**395,154**	**409,965**	**421,803**	**446,081**	**445,417**	**445,417**	**310,883**	**460,783**	**471,757**	**488,228**
Expenditure											
Employee related costs	2	290,100	312,249	326,005	339,137	323,291	323,291	216,947	336,194	347,288	358,402
Remuneration of councillors	2	14,519	14,237	14,935	16,078	15,768	15,768	10,682	16,468	17,011	17,555
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	2,8	3,598	7,091	4,350	3,735	3,212	3,212	2,053	3,212	3,318	3,424
Debt impairment	2,3	53	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairmen	2	8,663	8,596	5,280	4,782	4,898	4,898	3,255	4,898	4,898	4,898
Interest, Dividends and Rent on Lanc	2	-	-	-	-	-	-	-	-	-	-
Contracted services	2	36,600	36,101	37,680	41,772	44,564	44,564	23,999	44,618	43,835	45,138
Transfers and subsidies	2	8,089	8,297	3,963	4,562	16,289	16,289	9,512	17,069	14,789	15,262
Irrecoverable debts written ofl	2	-	-	-	-	-	-	-	-	-	-
Operational costs	2	36,240	41,806	34,295	35,041	36,988	36,988	26,132	37,013	38,235	39,458
Disposal of Fixed and Intangible Assets	2	141	17	14	-	-	-	-	-	-	-
Other Losses	2	-	-	-	-	-	-	-	-	-	-
Total Expenditure		**398,004**	**428,396**	**426,521**	**445,108**	**445,011**	**445,011**	**292,580**	**459,472**	**469,374**	**484,138**
Surplus/(Deficit)		**(2,850)**	**(18,430)**	**(4,718)**	**974**	**406**	**406**	**18,303**	**1,311**	**2,383**	**4,090**
Transfers and subsidies - capital (monetary allocations)	6	-	133	372	5,000	1,879	1,879	1,879	1,879	-	4,000
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Capital expenditure - Vote											
Multi-year expenditure ***to be appropriated***	2										
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Budget & Treasury Office		–	–	–	–	–	–	–	–	–	–
Vote 03 - Corporate Services		–	–	–	5,000	1,879	1,879	1,879	1,879	–	4,000
Vote 04 - Roads And Transport		–	–	–	–	–	–	–	–	–	–
Vote 05 - Planning & Development		–	–	–	–	–	–	–	–	–	–
Vote 06 - Community & Social Services		–	–	–	–	–	–	–	–	–	–
Vote 07 -		–	–	–	–	–	–	–	–	–	–
Vote 08 -		–	–	–	–	–	–	–	–	–	–
Vote 09 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**–**	**–**	**5,000**	**1,879**	**1,879**	**1,879**	**1,879**	**–**	**4,000**
Single-year expenditure ***to be appropriated***	2										
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Budget & Treasury Office		–	105	–	120	120	120	–	120	124	128
Vote 03 - Corporate Services		1,540	778	1,927	3,026	2,926	2,926	502	2,926	3,022	3,119
Vote 04 - Roads And Transport		–	137	294	–	–	–	–	–	–	–
Vote 05 - Planning & Development		–	–	–	–	–	–	–	–	–	–
Vote 06 - Community & Social Services		–	–	78	–	–	–	–	–	–	–
Vote 07 -		–	–	–	–	–	–	–	–	–	–
Vote 08 -		–	–	–	–	–	–	–	–	–	–
Vote 09 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**1,540**	**1,020**	**2,299**	**3,146**	**3,046**	**3,046**	**502**	**3,046**	**3,146**	**3,247**
Total Capital Expenditure - Vote		**1,540**	**1,020**	**2,299**	**8,146**	**4,924**	**4,924**	**2,381**	**4,924**	**3,146**	**7,247**
Capital Expenditure - Functional											
Governance and administration		**1,540**	**883**	**2,005**	**8,146**	**4,924**	**4,924**	**2,381**	**4,924**	**3,146**	**7,247**
Executive and council											
Finance and administration		1,540	883	2,005	8,146	4,924	4,924	2,381	4,924	3,146	7,247
Internal audit											
Community and public safety		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community and social services		–	–	–	–	–	–	–	–	–	–
Sport and recreation											
Public safety											
Housing											
Health											
Economic and environmental services		**–**	**137**	**294**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Planning and development		–	137	294	–	–	–	–	–	–	–
Road transport											
Environmental protection											
Trading services		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Energy sources											
Water management											
Waste water management											
Waste management											
Other											
Total Capital Expenditure - Functional	3	**1,540**	**1,020**	**2,299**	**8,146**	**4,924**	**4,924**	**2,381**	**4,924**	**3,146**	**7,247**
Funded by:											
National Government		–	242	294	5,120	1,999	1,999	1,879	1,999	124	4,128
Provincial Government		–	–	136	–	–	–	–	–	–	–
District Municipality											
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**–**	**242**	**429**	**5,120**	**1,999**	**1,999**	**1,879**	**1,999**	**124**	**4,128**
Borrowing	6										
Internally generated funds		1,540	778	1,870	3,026	2,926	2,926	502	2,926	3,022	3,119
Total Capital Funding	7	**1,540**	**1,020**	**2,299**	**8,146**	**4,924**	**4,924**	**2,381**	**4,924**	**3,146**	**7,247**

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

3. Capital expenditure by functional classification must reconcile to the appropriations by vote

4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17

7. Total Capital Funding must balance with Total Capital Expenditure

8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

DC42 Sedibeng - Table A6 Budgeted Financial Position

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
ASSETS											
Current assets											
Cash and cash equivalents	1	32,783	29,231	59,172	69,159	55,959	55,959	10,623	54,481	50,151	51,703
Short term Investments	2	–	–	–	–	–	–	–	–	–	–
Trade and other receivables from exchange transactions	3	0	0	405	–	405	405	(405)	–	–	–
Receivables from non-exchange transactions	3	–	812	271	–	–	–	(271)	–	–	–
Current portion of non-current receivables	4	–	–	–	–	–	–	–	–	–	–
Inventory	5	–	–	–	–	–	–	–	–	–	–
VAT Receivable	6	223	181	671	42	221	221	(671)	221	221	221
Other current assets	7	398	283	340	270	256	256	(277)	235	298	241
Total current assets		**33,404**	**30,507**	**60,859**	**69,471**	**56,841**	**56,841**	**8,999**	**54,937**	**50,670**	**52,164**
Non current assets											
Investments	8	–	–	–	–	–	–	–	–	–	–
Investment property	9	–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	10	86,027	79,545	77,216	70,824	71,647	71,647	(812)	66,842	60,259	59,555
Biological assets	11	–	–	–	–	–	–	–	–	–	–
Living resources	12	–	–	–	–	–	–	–	–	–	–
Heritage assets	13	4,842	4,842	4,842	4,842	4,842	4,842	–	4,842	4,842	4,842
Intangible assets	14	788	338	201	1,204	107	107	(62)	14	(80)	(173)
Trade and other receivables from exchange transactions	15	–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions	15	–	–	–	–	–	–	–	–	–	–
Other non-current assets	16	–	–	–	–	–	–	–	–	–	–
Total non current assets		**91,657**	**84,724**	**82,259**	**76,870**	**76,596**	**76,596**	**(873)**	**71,698**	**65,021**	**64,224**
TOTAL ASSETS		**125,061**	**115,231**	**143,119**	**146,341**	**133,437**	**133,437**	**8,125**	**126,635**	**115,691**	**116,388**
LIABILITIES											
Current liabilities											
Bank overdraft	17	–	–	–	–	–	–	–	–	–	–
Financial liabilities	18	–	–	–	–	–	–	–	–	–	–
Consumer deposits	19	199	215	225	106	200	200	(5)	200	194	194
Trade and other payables from exchange transactions	20	185,947	195,896	126,403	42,117	122,192	122,192	(14,978)	112,200	98,880	91,487
Trade and other payables from non-exchange transactions	21	16,652	13,336	12,867	12,270	12,867	12,867	5,066	12,866	12,866	12,866
Provision	22	–	30,885	29,672	11,602	11,602	11,602	(2,413)	11,602	11,602	11,602
VAT Payable	23	626	713	31	–	246	246	273	246	246	246
Other current liabilities	24	–	–	–	–	–	–	–	–	–	–
Total current liabilities		**203,423**	**241,046**	**169,197**	**66,095**	**147,106**	**147,106**	**(12,057)**	**137,113**	**123,787**	**116,394**
Non current liabilities											
Financial liabilities	25	–	–	–	–	–	–	–	–	–	–
Provision	26	–	–	–	–	–	–	–	–	–	–
Long term portion of trade payables	27	–	–	–	–	–	–	–	–	–	–
Other non-current liabilities	28	–	–	–	–	–	–	–	–	–	–
Total non current liabilities		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
TOTAL LIABILITIES		**203,423**	**241,046**	**169,197**	**66,095**	**147,106**	**147,106**	**(12,057)**	**137,113**	**123,787**	**116,394**
NET ASSETS		**(78,362)**	**(125,815)**	**(26,078)**	**80,246**	**(13,669)**	**(13,669)**	**20,182**	**(10,478)**	**(8,095)**	**(6)**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	29	(112,753)	(130,973)	(31,767)	80,246	(9,980)	(9,980)	20,182	(10,478)	(8,095)	(6)
Reserves and funds	30	–	–	–	–	–	–	–	–	–	–
Other	31	–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	32	**(112,753)**	**(130,973)**	**(31,767)**	**80,246**	**(9,980)**	**(9,980)**	**20,182**	**(10,478)**	**(8,095)**	**(6)**

References

1. Detail breakdown in Table SA3.

2. Detail breakdown in Table SA3.

3. Detail breakdown in Table SA3 for Trade receivables from Exchange and Non-exchange transactions

4. Detail breakdown in Table SA3.

5. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements) detail in SA3

6. Detail breakdown in Table SA3.

DC42 Sedibeng - Table A7 Budgeted Cash Flows

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates									–	–	–
Service charges									–	–	–
Other revenue		626,949	409,227	420,868	448,939	436,537	436,537	293,604	426,718	441,020	(281)
Transfers and Subsidies - Operational	1	100,049	321,001	323,619	339,802	339,935	339,935	255,148	351,098	361,676	–
Transfers and Subsidies - Capital	1	–	–	5,000	5,000	5,000	5,000	5,000	5,000	–	–
Interest		3,534	5,102	6,080	5,392	5,979	5,979	4,289	6,080	6,281	–
Dividends									–	–	–
Payments											
Suppliers and employees		(640,602)	(737,510)	(723,777)	(781,621)	(784,518)	(784,518)	(545,061)	(785,450)	(810,161)	–
Finance charges									–	–	–
Transfers and Subsidies	1								–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**89,930**	**(2,180)**	**31,790**	**17,511**	**2,933**	**2,933**	**12,981**	**3,446**	**(1,184)**	**(281)**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	30	447	–	1	1	24	1	1	–
Decrease (increase) in non-current receivables									–	–	–
Decrease (increase) in non-current investments									–	–	–
Insurance Refund - Capital									–	–	–
Interest on Short Term Investment (Greater then 90 days) and Long Term Investments									–	–	–
Payments											
Capital assets		(1,540)	(1,020)	(2,299)	(9,368)	(6,146)	(6,146)	(2,381)	(4,924)	(3,146)	–
Retention (Capital)									–	–	–
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(1,540)**	**(989)**	**(1,852)**	**(9,368)**	**(6,146)**	**(6,146)**	**(2,358)**	**(4,924)**	**(3,145)**	**–**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									–	–	–
Borrowing long term/refinancing									–	–	–
Increase (decrease) in consumer deposits		–	8	(3)	–	–	–	3	–	–	–
Payments											
Repayment of borrowing									–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**8**	**(3)**	**–**	**–**	**–**	**3**	**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD		**88,390**	**(3,162)**	**29,935**	**8,144**	**(3,213)**	**(3,213)**	**10,627**	**(1,477)**	**(4,330)**	**(281)**
Cash/cash equivalents at the year begin:	2	**18,429**	**32,783**	**29,231**	**61,016**	**59,172**	**59,172**	**–**	**55,959**	**54,481**	**50,151**
Cash/cash equivalents at the year end:	2	**106,819**	**29,621**	**59,166**	**69,159**	**55,959**	**55,959**	**10,627**	**54,481**	**50,151**	**49,870**
References											
1. Local/District municipalities to include transfers from/to District/Local Municipalities											
2. Cash equivalents includes investments with maturities of 3 months or less											
3. The MTREF is populated directly from SA30.											
Total receipts		730,532	735,361	756,014	799,133	787,451	787,451	558,065	788,897	808,977	(281)
Total payments		(642,142)	(738,530)	(726,076)	(790,989)	(790,664)	(790,664)	(547,442)	(790,374)	(813,307)	–
		88,390	(3,169)	29,938	8,144	(3,213)	(3,213)	10,623	(1,477)	(4,330)	(281)
Borrowings & investments & c.deposits		–	8	(3)	–	–	–	3	–	–	–
Repayment of borrowing		–	–	–	–	–	–	–	–	–	–
		88,390	(3,162)	29,935	8,144	(3,213)	(3,213)	10,627	(1,477)	(4,330)	(281)
		–	0	(0)	–	–	–	0	–	–	–

DC42 Sedibeng - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Cash and investments available											
Cash/cash equivalents at the year end	1	106,819	29,621	59,166	69,159	55,959	55,959	10,627	54,481	50,151	49,870
Other current investments > 90 days		–	–	–	–	–	–	–	–	–	–
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		**106,819**	**29,621**	**59,166**	**69,159**	**55,959**	**55,959**	**10,627**	**54,481**	**50,151**	**49,870**
Application of cash and investments											
Unspent conditional transfers		16,652	13,336	12,867	12,270	12,867	12,867	5,066	12,866	12,866	12,866
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2										
Other working capital requirements	3	185,947	192,812	123,935	42,117	120,698	120,698	(11,761)	112,200	98,880	91,487
Other provisions		–	30,885	29,672	11,602	11,602	11,602	27,258	11,602	11,602	11,602
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		**202,598**	**237,034**	**166,473**	**65,989**	**145,166**	**145,166**	**20,564**	**136,667**	**123,347**	**115,954**
Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits		**(95,780)**	**(207,412)**	**(107,307)**	**3,170**	**(89,207)**	**(89,207)**	**(9,937)**	**(82,186)**	**(73,196)**	**(66,084)**
Creditors transferred to Debt Relief - Non-Current portion		–	–	–	–	–	–	–	–	–	–
Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits		**(95,780)**	**(207,412)**	**(107,307)**	**3,170**	**(89,207)**	**(89,207)**	**(9,937)**	**(82,186)**	**(73,196)**	**(66,084)**

References

1. Must reconcile with Budgeted Cash Flows

2. For example: VAT, taxation

3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)

4. For example: sinking fund requirements for borrowing

5. Council approval required for each reserve created and basis of cash backing of reserves - Total Reserves to be backed by cash/investments excl Valuation reserve

Other working capital requirements										
Debtors	–	3,084	2,468	–	1,494	1,494	(3,217)	–	–	–
Creditors due	185,947	195,896	126,403	42,117	122,192	122,192	(14,978)	112,200	98,880	91,487
Total	(185,947)	(192,812)	(123,935)	(42,117)	(120,698)	(120,698)	11,761	(112,200)	(98,880)	(91,487)
Debtors collection assumptions										
Balance outstanding - debtors	0	812	677	–	405	405	(677)	–	–	–
Estimate of debtors collection rate	586.4%	379.7%	364.6%	336.7%	368.4%	368.4%	475.2%	426.8%	427.0%	-0.3%
Long term investments committed										
Balance (*Insert description; eg sinking fund)*										
	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments										
Housing Development Fund	–	–	–	–	–	–	–	–	–	–
Capital replacement	–	–	–	–	–	–	–	–	–	–
Self-insurance	–	–	–	–	–	–	–	–	–	–
Compensation for Occupational Injuries and Diseases			–	–	–	–	–	–	–	–
Employee Benefit reserve			–	–	–	–	–	–	–	–
Non-current Provisions reserve			–	–	–	–	–	–	–	–
Valuation reserve			–	–	–	–	–	–	–	–
Investment in associate account			–	–	–	–	–	–	–	–
Capitalisation			–	–	–	–	–	–	–	–
6	–	–	–	–	–	–	–	–	–	–

Note:

6. Above reserves do not include Revaluation reserve. Revaluation reserve not required to be cash backed

DC42 Sedibeng - Table A9 Asset Management

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
CAPITAL EXPENDITURE										
Total New Assets	1	**759**	**115**	**504**	**700**	**700**	**700**	**700**	**723**	**746**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community Facilities		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		77	88	57	–	–	–	–	–	–
Intangible Assets		***77***	***88***	***57***	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**90**	**27**	**153**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**591**	**–**	**294**	**700**	**700**	**700**	**700**	**723**	**746**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	**764**	**810**	**1,446**	**7,087**	**3,966**	**3,966**	**3,966**	**2,156**	**6,225**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	5,000	1,879	1,879	1,879	–	4,000
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		**–**	**–**	**–**	***5,000***	***1,879***	***1,879***	***1,879***	**–**	***4,000***
Community Facilities		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**662**	**690**	**998**	**1,337**	**1,337**	**1,337**	**1,337**	**1,381**	**1,425**
Furniture and Office Equipment		**102**	**121**	**448**	**750**	**750**	**750**	**750**	**775**	**800**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-

Total Upgrading of Existing Assets	6	**17**	**95**	**349**	**359**	**259**	**259**	**259**	**267**	**276**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		17	95	349	359	259	259	259	267	276
Infrastructure		***17***	***95***	***349***	***359***	***259***	***259***	***259***	***267***	***276***
Community Facilities		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	**1,540**	**1,020**	**2,299**	**8,146**	**4,924**	**4,924**	**4,924**	**3,146**	**7,247**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	5,000	1,879	1,879	1,879	–	4,000
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		17	95	349	359	259	259	259	267	276
Infrastructure		***17***	***95***	***349***	***5,359***	***2,138***	***2,138***	***2,138***	***267***	***4,276***
Community Facilities		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		77	88	57	–	–	–	–	–	–
Intangible Assets		***77***	***88***	***57***	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**662**	**690**	**998**	**1,337**	**1,337**	**1,337**	**1,337**	**1,381**	**1,425**
Furniture and Office Equipment		**102**	**121**	**448**	**750**	**750**	**750**	**750**	**775**	**800**
Machinery and Equipment		**90**	**27**	**153**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**591**	**–**	**294**	**700**	**700**	**700**	**700**	**723**	**746**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		**1,540**	**1,020**	**2,299**	**8,146**	**4,924**	**4,924**	**4,924**	**3,146**	**7,247**

ASSET REGISTER SUMMARY - PPE (WDV)	5	87,160	79,566	76,570	76,870	76,596	76,596	71,698	65,021	64,224
Roads Infrastructure		2,684	2,213	1,747	1,272	1,301	1,301	855	409	(37)
Storm water Infrastructure										
Electrical Infrastructure		30	25	20	5,015	1,893	1,893	1,888	5	4,000
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure										
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure		1,379	1,326	1,676	1,296	1,935	1,935	1,935	1,943	1,952
Infrastructure		***4,093***	***3,565***	***3,442***	***7,582***	***5,129***	***5,129***	***4,678***	***2,357***	***5,914***
Community Assets		41,499	39,795	38,094	34,389	36,393	36,393	34,692	32,991	31,290
Heritage Assets		**4,842**	**4,842**	**4,842**	**4,842**	**4,842**	**4,842**	**4,842**	**4,842**	**4,842**
Investment properties										
Other Assets		(4,497)	(5,158)	(5,689)	–	(6,219)	(6,219)	(6,749)	(7,280)	(7,810)
Biological or Cultivated Assets										
Intangible Assets		788	338	201	1,204	107	107	14	(80)	(173)
Computer Equipment		**4,020**	**1,440**	**1,259**	**(3,830)**	**1,330**	**1,330**	**63**	**(1,159)**	**(2,381)**
Furniture and Office Equipment		**3,349**	**2,571**	**2,661**	**1,495**	**3,043**	**3,043**	**2,675**	**2,332**	**1,988**
Machinery and Equipment		**749**	**305**	**378**	**(649)**	**300**	**300**	**222**	**144**	**66**
Transport Assets		**3,299**	**2,850**	**2,362**	**2,817**	**2,651**	**2,651**	**2,241**	**1,854**	**1,467**
Land		**29,020**	**29,020**	**29,020**	**29,020**	**29,020**	**29,020**	**29,020**	**29,020**	**29,020**
Zoo's, Marine and Non-biological Animals										
Living Resources										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	**87,160**	**79,566**	**76,570**	**76,870**	**76,596**	**76,596**	**71,698**	**65,021**	**64,224**
EXPENDITURE OTHER ITEMS		**10,953**	**11,428**	**9,826**	**7,819**	**9,763**	**9,763**	**9,793**	**7,777**	**7,869**
Depreciation	7	8,787	8,596	5,280	4,782	4,898	4,898	4,898	4,898	4,898
Repairs and Maintenance by Asset Class	3	**2,166**	**2,831**	**4,546**	**3,037**	**4,865**	**4,865**	**4,895**	**2,879**	**2,971**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	1,709	–	2,108	2,108	2,108	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		527	729	645	1,004	790	790	790	816	843
Infrastructure		***527***	***729***	***2,354***	***1,004***	***2,898***	***2,898***	***2,898***	***816***	***843***
Community Facilities		34	–	9	29	29	29	29	30	31
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		***34***	**–**	***9***	***29***	***29***	***29***	***29***	***30***	***31***
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		994	1,140	1,235	1,096	1,096	1,096	1,096	1,132	1,168
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***994***	***1,140***	***1,235***	***1,096***	***1,096***	***1,096***	***1,096***	***1,132***	***1,168***
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**54**	**107**	**194**	**272**	**205**	**205**	**235**	**243**	**251**
Machinery and Equipment		**215**	**219**	**129**	**137**	**137**	**137**	**137**	**141**	**146**
Transport Assets		**342**	**636**	**625**	**500**	**500**	**500**	**500**	**517**	**533**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		**10,953**	**11,428**	**9,826**	**7,819**	**9,763**	**9,763**	**9,793**	**7,777**	**7,869**
Renewal and upgrading of Existing Assets as % of total capex		*50.7%*	*88.8%*	*78.1%*	*91.4%*	*85.8%*	*85.8%*	*85.8%*	*77.0%*	*89.7%*
Renewal and upgrading of Existing Assets as % of deprecn		*8.9%*	*10.5%*	*34.0%*	*155.7%*	*86.2%*	*86.2%*	*86.2%*	*49.5%*	*132.7%*
R&M as a % of PPE & Investment Property		*2.7%*	*3.8%*	*6.4%*	*4.3%*	*6.8%*	*6.8%*	*7.3%*	*4.8%*	*5.0%*
Renewal and upgrading and R&M as a % of PPE and Investment Property		*3.6%*	*5.0%*	*8.9%*	*14.8%*	*12.7%*	*12.7%*	*13.6%*	*8.8%*	*15.9%*

References

1. Detail of new assets provided in Table SA34a

2. Detail of renewal of existing assets provided in Table SA34b

3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c

4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure

5. Must reconcile to 'Budgeted Financial Position' (written down value)

6. Detail of upgrading of existing assets provided in Table SA34e

7. Detail of depreciation provided in Table SA34d

DC42 Sedibeng - Table A10 Basic service delivery measurement

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Household service targets	1									
Water:										
Piped water inside dwelling		–	–	–	–	–	–	–	–	–
Piped water inside yard (but not in dwelling)		–	–	–	–	–	–	–	–	–
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Using public tap (< min.service level)	3	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		–	–	–	–	–	–	–	–	–
Flush toilet (with septic tank)		–	–	–	–	–	–	–	–	–
Chemical toilet		–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)		–	–	–	–	–	–	–	–	–
Other toilet provisions (> min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Bucket toilet		–	–	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)		–	–	–	–	–	–	–	–	–
No toilet provisions		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Energy:										
Electricity (at least min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Electricity (< min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Refuse:										
Removed at least once a week		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Removed less frequently than once a week		–	–	–	–	–	–	–	–	–
Using communal refuse dump		–	–	–	–	–	–	–	–	–
Using own refuse dump		–	–	–	–	–	–	–	–	–
Other rubbish disposal		–	–	–	–	–	–	–	–	–
No rubbish disposal		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free minimum level service)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per household per month)		–	–	–	–	–	–	–	–	–
Refuse (removed at least once a week)		–	–	–	–	–	–	–	–	–
Informal Settlements		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per **indigent** household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free sanitation service to **indigent households**)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per **indigent** household per month)		–	–	–	–	–	–	–	–	–
Refuse (removed once a week **for indigent households**)		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		–	–	–	–	–	–	–	–	–
Total cost of FBS provided	8	–	–	–	–	–	–	–	–	–
Highest level of free service provided per household										
Property rates (R value threshold)		–	–	–	–	–	–	–	–	–
Water (kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)		–	–	–	–	–	–	–	–	–
Refuse (average litres per week)		–	–	–	–	–	–	–	–	–
Revenue cost of subsidised services provided (R'000)	9									
Property rates **(tariff adjustment)** (**impermissable values per section 17 of MPRA**)		–	–	–	–	–	–	–	–	–
Property rates exemptions, reductions and rebates **and impermissable values in excess of section 17 of MPRA)**		–	–	–	–	–	–	–	–	–
Water **(in excess of 6 kilolitres per indigent household per month)**		–	–	–	–	–	–	–	–	–
Sanitation **(in excess of free sanitation service to indigent households)**		–	–	–	–	–	–	–	–	–
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**		–	–	–	–	–	–	–	–	–
Refuse **(in excess of one removal a week for indigent households)**		–	–	–	–	–	–	–	–	–
Municipal Housing - rental rebates		–	–	–	–	–	–	–	–	–
Housing - top structure subsidies	6	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Total revenue cost of subsidised services provided		–	–	–	–	–	–	–	–	–

References

1. Include services provided by another entity; e.g. Eskom

2. Stand distance <= 200m from dwelling

3. Stand distance > 200m from dwelling

4. Borehole, spring, rain-water tank etc.

5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)

6. Include value of subsidy provided by municipality above provincial subsidy level

7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)

8. Must reflect the cost to the municipality of providing the Free Basic Service

9. Reflect the cost of free or subsidised services in excess to the National policy that are not funded from the Free Basic Services component of the Equitable Share

CHAPTER 08

Performance Management and Mainstreaming

Introduction:

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

All municipalities must establish performance management system that;

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

The provisions of MFMA define the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of its service and annual budget and which must indicate:

a) Projections for each month of (i) Revenue to be collected, by source and(ii) Operational and capital expenditure by vote
b) Service delivery targets and performance indicators per quarter, and
c) Any other matter that may be prescribed including, and includes any revision for such a plan by the mayor in terms of section 54 (1) (c)

In terms of section 53 (1) (c) (ii) the SDBIP must be approved by the mayor within 28 days of the adoption of the IDP and Budget. The establishment, development, monitoring and general management of performance at a municipal level is governed by stipulations in Chapter 6 of the Local Government: Municipal Systems Act, No. 32 of 2000.

The Public Audit Act of South Africa (Act no. 25 of 2004 empowers the Auditor-General of South Africa to report material findings on the reported performance information against predetermined objectives for selected key performance areas presented in the annual performance report. The system reflects a clear line of sight in alignment cascading from the National Development Plan Vision 2030 (NDP), Growing Gauteng Together (GGT 2030), the Sedibeng Growth and Development Strategy (GDS), IDP, the Service Delivery and Budget Implementation Plan (SDBIP), and the Performance Agreements of Section 56 employees.

The IDP-SDBIP alignment makes it possible for all Clusters in SDM to report progress and collates evidence against the set deliverables. These reports are consolidated on monthly, quarterly, mid-year and annual basis, and measured against the set **'SMART'** targets. The municipality is in the process subject to resources availability, to investigate viable system/tool it can use to

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monitor individual and organizational performance through which it can be used for contracting. This tool gives progress status against the set Deliverables in all Clusters and affords early detection and intervention in areas of need.

Sedibeng District Municipality conducts its planning, as reflected in this chapter, to show a clear alignment between its Strategies and Projects, outlined in Chapter 4 of this document. The set performance areas for the financial year 2025/26 as captured herein below indicate all measurable projects and programmes planned to be implemented by the municipality.

Gender Mainstreaming:

The Constitution of SA has laid foundation that provides regulations to various tiers of government and all its departments to develop strategies that are meant to uphold and protect the vulnerable groups in all its activities.

Furthermore, protecting and promoting the rights of the vulnerable sectors in our communities has been one of the most important functions of local government. As developmental local government, the planning and implementation of local aimed programs need to reflect an engendered lens and approach thus the commitment of the Sedibeng IDP on a chapter to tabulate its approach and strategy at enhancing and developing both the lives of men and women equality. Prevention of further marginalization of the vulnerable groups is now becoming a priority for all various SDM directorates and programmes as included in the IDP.

Gender, Youth and Persons with Disabilities objectives in Local Government

One of the core guiding principles in achieving the objectives of Gender, Youth and Persons with Disabilities (GEYODI) is people-centred development, as outlined in the National Policy Framework. This principle emphasizes the values of justice, sustainability, participation, and inclusiveness. These values will be advanced through gender equality, youth empowerment, the protection and promotion of vulnerable groups, and increased citizen participation in their own development.

There are a range of international, regional, and national policies and agreements that inform gender equality processes; of these the Constitution of the Republic of South Africa (1996), the White Paper on a National Water Policy for South Africa (1997), the DWAF Gender Policy and South Africa's National Policy Framework for Women's Empowerment and Gender Equality, have been deemed to be the most important policy positions that inform the strategy and action plan. The Framework plan on Gender, Youth, Children, and Persons with Disabilities significantly contributes to implementing this people-centred approach, aiming to improve the quality of life for residents of the Sedibeng District.

Mainstreaming in Government Planning, Budgeting & Programmes

Mainstreaming in government planning, budgeting & programmes seek to empower and promote designated groups to access government services and participation in democratic governance within government and representation at all levels as well as the elimination of discrimination against women, children, youth, and people living with disabilities, older persons, and other stakeholders.

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Gender Mainstreaming is the public policy concept of assessing the different implications for women and men of any planned policy action, including legislation and programmes, in all areas and levels. It is essentially offering a pluralistic approach that values the diversity among both men and women.

The national policy frameworks on GEYODI and gender empowerment are incorporated as key legal instruments and international commitments, including:

- The Strategic Framework on Gender and Women's Economic Empowerment
- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979)
- The Local Government Youth Development Framework (2009–2014)
- The African Youth Charter (2006)
- The UN Convention on the Rights of Persons with Disabilities (2006)

The framework is also grounded in Integrated Development Planning (IDP), which recognizes the centrality of social development and human well-being. It is also aligned with the Millennium Development Goals, which promote human development as essential to sustainable economic and social progress.

Legal Framework (Domestic Instruments)

- Constitution of the Republic of South Africa,1996
- The Commission for Gender Equality, Act No. 39 of 1996 as amended
- Labour Relations Act, No. 66 of 1995
- Employment Equity Act, No. 55 of 1998
- Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4
- of 2000.
- Basic Conditions of Employment Act, No. 11 of 2002
- Broad-Based Black Economic Empowerment Act, No. 53 of 2003

For 2026/27 financial year, Sedibeng District Municipality aims to achieve the following sets of deliverables;

- Co-ordinate and implement transformation and empowerment key programs in support and collaboration with line departments.
- Implement monitoring tools and systems to report to Department of Women, Children and People with Disability (GEYODI), the Provincial Gender Forum in the Premier's Office and COGTA.

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- Review and develop policies and strategies for transformation, promotion, and protection and well as empowerment of women, LGBTIQ+ sector, youth, disabled people, children, older persons and military veterans.
- Advocate and network for the transformation and direct empowerment policies and programs to achieve Employment Equity and woman economic empowerment.
- Conduct public awareness campaigns, and training; as well as internal training to empower all managers in championing GEYODI Mainstreaming of different designated groups in planning, decision making, development and implementation of programs and projects.
- Sedibeng has a high level of GBVF. Coordination and awareness campaigns to raise awareness against any social ill that disadvantages any of the sector's mention must **be effective and action oriented in approach** and they further need concerted efforts from all participating actors to address capacity gaps and mobilisation resources.

8.1 Political Management Team:

- Office of the Executive Mayor

NKPA: Good Governance and Public Participation
NDP Vision: Building a Capable State
Gauteng GGT Approach: Building a capable state

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IDP Strategy: Promote stakeholder relations through public and stakeholders' participation processes, effective communication and branding						
Planning Statement	**Priority Area**	**Key Performance Indicator (KPI)**	**Baseline**	**Funding Source**	**Annual Target**	**Mainstreaming**
Improve Stakeholders' relations, Public and Community participation processes	Stakeholders Relations, Public and Community Participation processes; • Mayoral Committee, SODA, IDP Engagements, Nthirisano, District Aids Council, and GEYODI Programmes)	Four (4) Number of Stakeholders, Public and Community Participation Programs conducted	2024 – 25 Stakeholders, Public and Community Participation processes conducted	Opex	**4**	**Yes**

- Office of the Speaker

NKPA: Good Governance and Public Participation						
NDP Vision: Building a Capable State						
Gauteng GGT Approach: Building a capable state						
IDP Strategy: Improve Stakeholders' relations, Public and Community participation through a refined participatory model						
Planning Statement	**Priority Area**	**Key Performance Indicator (KPI)**	**Baseline**	**Funding Source**	**Annual Target**	**Mainstreaming**
Improve Stakeholders' relations, Public and Community participation through a refined participatory model	• **Stakeholders' relations, Public and Community participation processes**	Four (4) Number of Stakeholders, Public and Community Participation Programs conducted	2024 – 25 Stakeholders, Public and Community Participation processes conducted	Opex	**4**	**Yes**
	• **Oversight and Accountability** – Petition management system – District Speaker's Forum – Section 79 committees			Opex		**Yes**
	• Public and Stakeholders participation strategy	One (1) Public and Stakeholders Relations Strategy developed	No baseline			**N/A**

- Office of the Chief Whip

NKPA: Good Governance and Public Participation
NDP Vision: Building a Capable State
Gauteng GGT Approach: Building a capable state

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IDP Strategy: Improve Stakeholders' relations, Public and Community participation through a refined participatory model						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI**	**Funding Source**	**Annual Target**	**Mainstreaming**
Ensure good governance and sound political practices	• **Caucus Meetings**	Four (4) Caucus Meetings in the previous financial year	Four (4) Caucus Meetings in the previous financial year	Opex	**4**	
	• **Study Groups**	Twelve (12) Study Groups in the previous financial year	Twelve (12) Study Groups in the previous financial year	Opex	**12**	
	• **Convene Troika meetings**	Four (4) Troika meetings convened in the previous year 2024/25	Four (4) Number of Troika meetings convened	Opex	**4**	
		No Baseline	One (1) Coalition Political Management Framework adopted	Opex	**1**	
	• **Councillor's research and development program,**	Councillor's political outreach program	Four (4) Number of Councillor's political outreach programs conducted	Opex	**4**	
	• **Coordinate Makgotla and Strategic Sessions**	Makgotla and Strategic Sessions held in the previous financial year 2024 - 25	One (1) Number of Makgotlas and Strategic Sessions coordinated	Opex	**1**	
	• **District Multi Party Whippery Strategic Session**	One Strategic Session and number of meetings held in the previous financial year	Two (2) Number of District Multi Party Whippery Strategic Session convened	Opex	**2**	

8.2 Office of the Municipal Manager:

National Key Performance Area: Good Governance and Public Participation, Municipal Financial Viability and Management, Local Economic Development						
National Development Plan: C13: Building a Capable State and C14: Promoting Accountability and Fighting Corruption						
GGT 2030:						
IDP Strategy: Improve the state of internal control of a municipality.						
Planning Statement	**Priority Area**	**Baseline**	**Baseline Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Improve the state of internal control of the municipality.	• **Implementation of Risk based Internal**	Annual Audit Plan	Four (4) Number of Annual Audit Committee Reports compiled	Opex	**4**	**N/A**

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National Key Performance Area: Good Governance and Public Participation, Municipal Financial Viability and Management, Local Economic Development						
National Development Plan: C13: Building a Capable State and C14: Promoting Accountability and Fighting Corruption						
GGT 2030:						
IDP Strategy: Improve the state of internal control of a municipality.						
Planning Statement	**Priority Area**	**Baseline**	**Baseline Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
	Audit Action Plan					
	• **Monitor progress on remedial action from Audit Action Plan**	Audit Action Plan 2024/25 findings	Elimination of audit finding	Opex	**4**	**N/A**
	• **Implementation of the Enterprise Risk Management Strategy**	Approved Strategic and Operational Risk Plans	Four (4) number of Reports on reviewal and monitoring of Strategic and Operational Risk Plans.	Opex	**4**	**N/A**
	• **Implementation of Anti-Fraud and Corruption Plan**	Approved Anti-Fraud and Corruption Plan	Four (4) number of Reports on Fraud and Corruption Response Plan.	Opex	**4**	**N/A**
Promote Corporate and Inclusive Governance with other spheres of Government	• **Intergovernmental Relations Strategy**	Municipal Specific Turnaround Plan	One (1) number of Intergovernmental Relations Strategy developed	Opex	**1**	**N/A**
Develop and review the Growth and Development Strategy	• **Sedibeng Growth and Development Strategy**	Approved Sedibeng Growth and Development Strategy and 2022 – 27 IDP	One (1) number of Sedibeng Growth and Development Strategy developed	Opex	**1**	**N/A**
Develop and review 5 years Integrated Development Plan (IDP 2022-27)	• **Review IDP Framework 2022/27, IDP Process Plan and Budget 2026/27**	District IDP Framework 2022/27, IDP Process Plan and Budget 2025 -26 for District and local Municipalities	One (1) number of Reviewed IDP Framework, IDP Process Plan and Budget 2026- 27	Opex	**1**	**N/A**
	• **Integrated Development Plan 2026 - 27**	2022-27 IDP and IDP for 2025 – 26	One (1) number of Reviewed IDP 2026-27	Opex	**3**	**N/A**
Ensure measurable performance and transparent monitoring of the municipality	• **Service Delivery and Budget Implementation Plan (SDBIP 2025/26)**	2024/25 Integrated Development Plan Implementation and SDBIP 2025/26	One (1) number of SDBIP 2025/26 developed and implemented	Opex	**4**	**N/A**
	• **Annual Organizational Report 2025-26**	Annual Report 2025/26	One (1) number of Annual Report	Opex	**1**	**N/A**

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National Key Performance Area: Good Governance and Public Participation, Municipal Financial Viability and Management, Local Economic Development						
National Development Plan: C13: Building a Capable State and C14: Promoting Accountability and Fighting Corruption						
GGT 2030:						
IDP Strategy: Improve the state of internal control of a municipality.						
Planning Statement	**Priority Area**	**Baseline**	**Baseline Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
			2025/26 developed			

8.3 Finance:

National Key Performance Area: 1. Good Governance and Public Participation, Municipal Financial Viability and Management, Local Economic Development						
National Development Plan: Building a capable and developmental state with sound financial and administrative management and a resilient anti-corruption system						
GGT 2030: Building Capable State						
IDP Strategy: Promote and Maintain Good Corporate Governance						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Monthly internal processes that verify and support credible financial reporting in line with MFMA;	• **Compliance with reporting requirements of MFMA sections 52 and 71**	Twelve (12) Section 71 Reports submitted, and Four (4) 52 (d) Quarterly reports submitted	Twelve (12) number of reports on Section 71, and Four (4) 52 (d) compiled and submitted	Opex (Equitable Share)	**4**	**N/A**
3-year funded budget in line with IDP priorities;	• **3-Year Medium Term Revenue & Expenditure Framework (MTREF)**	2025 – 26 Municipal Budget	One (1) number of approved municipal budget 2025 – 26 in line with the IDP	Opex (Equitable Share)	**1**	**N/A**
Improve Cost reduction and containment strategy and Financial Recovery Plan	• **Cost Containment Strategy**	4% cost saving realized in the previous financial year	Four (4%) percent total annual saving on operating budget within general expenses	Opex (Equitable Share)	**4**	**N/A**
Progressive Compliance with MSCOA regulations	• **MSCOA Reforms**	2025 – 26 MSCOA Reports	Four (4) Number of MSCOA Reforms implemented	Opex (Equitable Share)	**4**	**N/A**

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National Key Performance Area: 1. Good Governance and Public Participation, Municipal Financial Viability and Management, Local Economic Development						
National Development Plan: Building a capable and developmental state with sound financial and administrative management and a resilient anti-corruption system						
GGT 2030: Building Capable State						
IDP Strategy: Promote and Maintain Good Corporate Governance						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Develop Annual Procurement Plan	• **Procurement Plan**	2025 – 26 Municipal Procurement Plans	One (1) number of Procurement Plan developed, and Four (4) Number of Procurement Plan Implementation report, submitted to National Treasury	Opex (Equitable Share)	**4**	**N/A**
Monitor Adherence to GEYODI Programmes	• **Coordinate GEYODI Compliance**	2025 – 26 GEYODI Compliance report	Four (4) Number of reports on GEYODI Compliance compiled with1% to people with disabilities, 20% to women enterprises, 4% to youth own enterprises and 30% to SMMEs	Opex (Equitable Share)	**1%** **20%** **4%** **30%**	**YES**
Improve Financial Viability of the municipality	• **Revenue Enhancement**	Section 33 of MFMA process, HIV/AIDS, Energy, FMG, RRAMS, MHS, and re-negotiating SLAs for profit sharing and PPP	Number of reports on Increased alternative revenue from Grants, capitalisation of municipal asset base, agency functions, and Grants	**OPEX**	**4**	**YES**

8.4 Strategic Planning and Economic Development:

National Key Performance Area: Municipal Transformation and Organisational Development, Local Economic Development, Good Governance and Public Participation, Service Delivery, Municipal Financial Viability and Management, Infrastructure Development and Service Delivery						
National Development Plan: An economy that will create more jobs, build capabilities and Improve infrastructure						
IDP Strategy: Create a conducive environment for the creation of job opportunities to alleviate unemployment, poverty, and inequalities.						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Integrated and Inclusive regional economy	• **Local Economic Development Framework (SGDS)**	Approved 3rd Generation Sedibeng Growth and Development Strategy and 2022 – 27 IDP	One (1) number of Local Economic Development (SGDS) developed	Opex	**4**	**N/A**

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National Key Performance Area: Municipal Transformation and Organisational Development, Local Economic Development, Good Governance and Public Participation, Service Delivery, Municipal Financial Viability and Management, Infrastructure Development and Service Delivery						
National Development Plan: An economy that will create more jobs, build capabilities and Improve infrastructure						
IDP Strategy: Create a conducive environment for the creation of job opportunities to alleviate unemployment, poverty, and inequalities.						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
	• **Coordinate the Agricultural Sector Programmes**	2025/26 Agricultural Activities (Training, Outreach, land release and support) conducted	Four (4) number of reports on agricultural sector programmes compiled	Opex	**4**	**YES**
	• **Support SMME participation in the regional economy**	Business Forum launched SMME support provided	Four (4) number of reports on Vaal United	Opex	**4**	**N/A**
	• **Fresh Produce Market Policy - (Operations and Infrastructure)**	Approved Fresh Produce Market Policy and Fresh Produce Market activities in the previous financial year 2024 – 25	One (1) number of Fresh produce market policy implemented	Opex	**4**	**N/A**
	Fresh Produce Market Policy - (Operations and Infrastructure) • **Coordinate regional PPP projects to grow economy of the region**	Approved Fresh Produce Market Policy and Fresh Produce Market activities in the previous financial year 2024 – 25 Appointed Investors and Developers to implement PPP projects in the Sedibeng District to enhance alternative revenue streams of the municipality	One (1) number of Fresh produce market policy implemented Four (4) Progress Reports on the implementation of PPP projects	Opex	**4**	**N/A**
Tourism Demand: Effective marketing of tourism products in the region.	• **Tourism Demand Programme**	2025/26 tourism awareness programmes	Four (4) Number of Tourism Demand programmes coordinated	Opex	**4**	**Yes**
	• **Tourism Demand Programme**	2025/26 tourism awareness programmes	Three (3) Number of important Tourism Events participated in.	Opex	**3**	**Yes**
Promote quality assurance and compliance of products and skills in the tourism industry.	• **Tourism Supply Programme**	2025/26 tourism development programmes and initiatives	Four (4) Number of reports on Tourism Supply Programmes convened.	Opex	**4**	**Yes**
Spatial Development for Rural Spaces	• **Rural Development Plan**	Sedibeng Rural Development Plan 2020/21	Four (4) Number of reports on the Reviewed Rural Development Plan	Opex	**4**	**Yes**

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National Key Performance Area: Municipal Transformation and Organisational Development, Local Economic Development, Good Governance and Public Participation, Service Delivery, Municipal Financial Viability and Management, Infrastructure Development and Service Delivery						
National Development Plan: An economy that will create more jobs, build capabilities and Improve infrastructure						
IDP Strategy: Create a conducive environment for the creation of job opportunities to alleviate unemployment, poverty, and inequalities.						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
			implemented			
Integrated and Inclusive regional economy	• **Monitor the Vaal Special Economic Zone projects**	Vaal SEZ Set Up	Four (4) Reports on the activities of the Vaal SEZ submitted	Opex	**4**	**Yes**

8.5 Community Services:

- Health and Social Development

NKPA: Basic Service Delivery						
NDP Vision: Promote Health						
Gauteng GGT Approach: Health						
IDP Strategy: Efficient and effective Primary Health Care and Social Development Services						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Promote efficient delivery of Primary Health Care Services	• **District Health Council programmes**	Three (3) District Health Council coordinated in the previous financial year 2024 – 25	Four (4) Number of District Health Council programmes coordinated	Opex	**4**	**Yes**
	• **Door to door Ward based HIV, STI and TB Programmes**	Four (4) Reports on Previous Financial year 2024 - 25 Door to door Ward based HIV, STI and TB Programmes	Four (4) number of Reports on door-to-door ward-based HIV, STI and TB Programme reach out targets	Opex	**4**	**Yes**
Promote social development of our communities	• **Coordinate the implementation of GEYODI programmes**	Five (5) GEYODI programmes in 2024 – 25 financial year	Four (4) Number of consolidated reports on GEYODI programmes compiled	Opex	**4**	**Yes**

- Community Safety

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NKPA: Basic Service Delivery						
NDP Vision: Building Safer Communities						
Gauteng GGT Approach: Safer Communities						
IDP Strategy: Promote secure and safer communities						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Promote and build safer communities	• **Victim Support Interventions**	Two (02) Gender-Based Violence & Femicide (GBVF) programmes supported	Four (4) number of reports on GBVF programmes	Opex	**4**	**Yes**
	• **Safety through early intervention towards crime &violence prevention**	Two (02) Schools Safety Programmes coordinated	Three (3) number of schools Safety Programmes reported	Opex	**3**	**Yes**
	• **Road Safety Programmes**	Two (02) Road Safety Programmes coordinated	Three (3) number of reports on Road Safety programme supported and implemented		**3**	**Yes**

- Disaster Management

NKPA: Basic Service Delivery						
NDP Vision: Building Safer Communities						
Gauteng GGT Approach: Safer Communities						
IDP Strategy: Social Cohesion and Safe Communities						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Promote Disaster resilient communities	• **Roll out Disaster Risk Reduction awareness programs**	Four (4) awareness programs coordinated and conducted in the 2025 – 26 financial year	Four (4) Number of Disaster risk reduction public awareness program conducted	Opex	**4**	**Yes**
	• **Disaster response and relief efforts**	Humanitarian Aid Committee established and two (2) sittings in the previous financial year 2025-26	Four (4) Number of Reports on Disaster Incidences responded to and relief efforts compiled	Opex	**4**	**Yes**
	• **Integrated Institutional Capacity for Disaster Management**	Three (3) Disaster Management Advisory forum sittings held in 2025 - 26	Four (4) Number of Disaster Management Advisory Forum sitting convened	Opex	**4**	**Yes**

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- Sport, Recreation Arts, Culture & Heritage (SRAC&H)

NKPA: Basic Service Delivery						
NDP Vision: Building Safer Communities						
Gauteng GGT Approach:						
IDP Strategy: Social Cohesion and Safe Communities						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Efficient Heritage, Arts and Culture services in the Region.	• **Facilitate the Geographical Name Change (GNC) Process**	Geographic Name Change stakeholder (2) participation meetings held in the previous financial year	Four (4) Number of reports on Geographic Name Change process compiled	Opex	**4**	**Yes**
	• **Coordination and preservation of the Sharpeville memorial precinct as World Heritage site**	Declaration of Sharpeville memorial precinct as a world heritage site.	Four (4) Reports on Preservation world heritage site status of Sharpeville memorial maintained and compliant with UNESCO conditions	Opex	**4**	**Yes**
	• **Promotion of national and provincial commemorative Days**	Four (4) commemorative events held	Four (4) Number of reports on commemorative events held	Opex	**4**	**Yes**
	• **Coordinate Arts and Culture Programmes**	Four (04) Arts and Culture Programmes Coordinated	Four (4) Number of reports on Arts and Culture programme compiled	Opex	**4**	**Yes**
	• **Coordinate Sport and Recreation Programmes**	Four (04) Sport and Recreation programs coordinated in the previous financial year	Four (4) Number of reports on sports and recreation programmes compiled	Opex	**4**	**Yes**
	• **Revenue Enhancement**	Section 33 of MFMA process, HIV/AIDS, Energy, FMG, RRAMS, MHS, and re-negotiating SLAs for profit sharing and PPP	Increased alternative revenue from Grants, capitalisation of municipal asset base, agency functions and Grants	Opex	**4**	**N/A**

8.6 Transport, Infrastructure and Environment:

- Transport and Infrastructure

NKPA: Basic Service Delivery

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NDP Vision: Improve access to adequate and affordable public transport						
Gauteng GGT Approach: Affordable, reliable integrated public transport						
IDP Strategy: Plan, promote and provide for effective, efficient and sustainable transport system, Plan for effective, efficient and sustainable infrastructural projects and Render effective, efficient and customer-oriented licensing services in the region.						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Plan, promote and provide for effective, efficient and sustainable transport system	• **District Integrated Transport Plan 2025 - 2030**	District Integrated Transport Plan (2019 – 24)	Four (4) number of progress reports on the reviewal of the District Integrated Transport Plan 2025 - 2030	Opex	**4**	**N/A**
	Transfer back of Bus Services to SDM	Intergovernmental Authorization Agreement 2023 – 2030	Four (4) Number of reports on monitoring the implementation of the Intergovernmental Authorization Agreement 2023 - 2030	Opex	**4**	**N/A**
	Management of the District Airport	Council Resolution on long-term lease for management, operation, maintenance and Improvement of Vereeniging airport	Four (4) Number of reports on the implementation of long-term lease agreements for management, operation, maintenance and improvement of Vereeniging airport	Opex	**4**	**N/A**
Plan for effective, efficient and sustainable infrastructural projects,	• **Expanded Public Works Programme (EPWP**	EPWP beneficiaries employed in the previous financial year 2024/25	Number (4) Quarterly Reports of EPWP Implementation.	Grant Funding	**4**	**Yes**
	• **Rural Roads Asset Management System (RRAMS)**	Rural Roads Asset Management register	Four (4) number of reports on implementation Rural Roads Asset Management programme	Grant Funding	**4**	**N/A**
Render effective, efficient and customer-oriented licensing services in the region.	• **Provision of Licensing Services**	Four (4) Quarterly reports compiled on rendering of Licensing Services in the previous financial year 2025 - 26	Four (4) Number of Quarterly reports on rendering Licensing Services (DLTC, MVRA & VTS) in Meyerton, Heidelberg, Vereeniging and Vanderbijlpark Licensing Service Centres compiled.	Opex	**4**	**N/A**

- Environment

NKPA: Basic Service Delivery
NDP Vision: Transition to a Low Carbon Economy

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Gauteng GGT Approach: Low carbon economy						
IDP Strategy: Create healthy environment through implementation of effective environmental municipal health management in Sedibeng District.						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Effective and sustainable municipal health services in the district	• **Transfer back Municipal Health Services function to SDM**	Signed SLA between the District and its Local Municipalities for 2024-2025	Four (4) Number of Reports on handover process of Municipal Health Services to the District	Opex	**4**	**N/A**
	• **Rendering of the Municipal Health Services**	Signed SLA between the District and its Local Municipalities for 2024-2025	Four (4) Number of Reports from Locals on the Implementation on the Rendering the Municipal Health Services.	Opex	**4**	**N/A**
	• **Develop Municipal Health Services by-laws**	No Baseline	One (1) Number of Municipal Health Services by-laws developed	Opex	**4**	**N/A**
Effective and sustainable environmental management in the district	• **Environmental Awareness Programmes**	Three (3) Environmental Awareness Campaigns implemented in the previous financial year 2025/26	Three (3) Number of Environmental Awareness Programmes conducted	Opex	**4**	**Yes**
Effective and sustainable environmental management in the district	• **Integrated Waste Management Plan**	2014 - 19 Approved Regional Waste Management Plan	One (1) Reviewed Municipal Integrated Waste Management Plan	Opex	**4**	**N/A**
	• **Monitor and evaluate the Implementation of VTAPA/HPA Air Quality Management Plan**	Ambient Air Quality Management Plan 2021 – 26 (VTAPA) & HPA (2020 -24)	One (1) Air Quality Management Plan implemented (VTAPA & HPA)	Opex	**4**	**N/A**
	• **Air Quality Management By-Laws**	No Baseline	One (1) number of Air Quality Management By-Laws developed	Opex	**4**	**N/A**
	• **Energy Efficiency Demand Side Management (EEDSM) Program**	Energy Efficiency Demand Side Management 25/26 financial year project implemented	Four (4) number of reports on the implementation of EEDSM infrastructure projects produced	Capex: Grant Funding	**4**	**Yes**
	• **Revenue Enhancement**	Section 33 of MFMA process, HIV/AIDS, Energy, FMG, EPWP RRAMS, MHS, and re-negotiating SLAs for profit sharing and PPP	% of Increased alternative revenue from Grants, capitalisation of municipal asset base, agency functions and Grants	Opex	**4**	**N/A**

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8.4 Corporate Services:

- Information Technology

NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** ICT and digital services with a focus on the gig economy and A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
High uptime and availability of ICT resources	• **Integrated ICT Governance Framework**	2025/26 ICT Governance reports	Four (4) Number of reports on the implementation of ICT Governance Framework	Opex	**4**	**N/A**

- Legal and Support Services

NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** ICT and digital services with a focus on the gig economy and A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Efficient and Accountable Corporate Governance	• Contract Management Register	Existing Contract management register for 2025 – 26 financial year	Twelve (12) Number of monthly reports Contract Management Register updated	Opex	**4**	**N/A**
	• Litigation • Register	Existing Litigation Register for 2025 –	Four (4) Number of reports on Litigation Register updated	Opex	**4**	**N/A**

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NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** ICT and digital services with a focus on the gig economy and A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
		26 financial year				
	• Improve Compliance with relevant legislative frameworks	No baseline	Quarterly Update and report on Legislative Compliance	Opex	**4**	**N/A**
	• Archives & Records Management	Existing Council's Registry office, Repository Centre is in place and full compliance with the NARSA Act,	Four (4) Number of Records Management Application and General Compliance maintained	Opex	**4**	**N/A**
	• Secretariat for Committee Section	Existing secretarial support provided to Mayoral and Council	Number of Secretarial supported provided to MAYCO (12) and Council (4)	Opex	**4**	**N/A**

- Human Resources

NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Ensure equal opportunities, fair recruitment and employees' capacity and wellness in the workplace	• **Implementation of Human Resources Strategy**	Approved Human Resources Strategy	Four (4) Number of reports on the implementation of Human Resource Strategy	Opex	**4**	**N/A**
	• **Implement and Review Workplace Skills Plan**	Approved Workplace Skills Plan 2025/26	Four (4) Number of reports on the implementation Workplace Skills Plan produced	Opex	**4**	**Yes**
	• **Occupational Health and Safety**	2025/26 Occupational Health and Safety reports	Four (4) Number of Occupational Health and Safety Reports compiled	Opex	**4**	**N/A**

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NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
	• **Employee Wellness Programmes**	2025/26 financial year Employee Wellness Programmes	Four (4) Number of Reports on Employee Wellness Programmes conducted.	Opex	**4**	**Yes**

- Internal Communications

NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** ICT and digital services with a focus on the gig economy and A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Effective Communications and Branding of the municipality	• **Sedibeng Communications Strategy**	Approved Sedibeng Communications Strategy	One (1) Sedibeng Communications Strategy reviewed and approved	Opex	**4**	**N/A**

- Facilities and Fleet Management

NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Effective use of Municipal Fleet management	• **Implement and monitor integrated fleet management policy**	Existing Fleet Management Policy, Strategy and SOP	Four (4) Number of reports on the implementation of Fleet Management Policy	Opex	**4**	**N/A**

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NKPA: Municipal Institutional Development and Transformation						
NDP Vision: Building a capable and developmental state, improving education, innovation and training and implement an enabling, coordinated and integrated e-strategy.						
• **Gauteng GGT Approach:** A Capable, Ethical and Developmental State						
IDP Strategy: Ensure Competent and Motivated Staff						
Planning Statement	**Priority Area**	**Baseline**	**Key Performance Indicator (KPI)**	**Funding Source**	**Annual Target**	**Mainstreaming**
Effective maintenance and repairs plan for municipal facilities	• **Maintenance and Repairs Plan for Municipal Facilities**	2025/26 Maintenance Plan and Reports on maintenance and repairs of municipal facilities	Four (4) Number of Reports on Implementation of Maintenance and Repairs Plan	Opex	**4**	**N/A**

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CHAPTER 09:

Integrated Plans

Introduction:

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

The SDM Integrated Development Plan is underpinned by a range of critical sector plans which remain a specialized component of the municipality and that focuses on specific services or infrastructure sectors delivery. These sector plans provide a clear roadmap for achieving the municipality strategic objectives and guide budgeting, implementation and performance monitoring. In essence, these key plans translate the IDPs broad goals into actionable plans for key areas like transport, safety, economy and many more.

In summary, some of the sector plans that are included are as follows;

- **Community Safety Strategy:** informs crime prevention and safety initiatives and resource allocations.
- **Integrated Transport Plan:** shapes infrastructure investments and mobility.
- **Regional Spatial Development Framework:** guides spatial planning and land use management.
- **Local Economic Development Framework:** drives local economic growth and job creation.
- **Disaster Management Plan:** will guide our emergency response and mitigations efforts.
- **Human Resource Strategy:** will ensure that the institution is equipped with the right skills and talent to deliver on its mandate.

By integrating some of these plans, the SDM municipality will be able to ensure a cohesive approach to development, efficient resource allocation and improved service delivery.

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

Integrated sector plans are attached as Annexures and are as follows:

- Annexure (A) Final Draft Budget 2026/27
- Annexure (B) Community Safety Strategy 2024–2028
- Annexure (C Sedibeng District Municipality Disaster Management Plan. 2025 – 2030

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- Annexure (E) Sedibeng District Composite Map
- Annexure (D) Sedibeng SDF Draft May 2019-2030 (Incl: Figures)
- Annexure (F) One Plan Catalytic Projects: 2026/27
- Annexure (G) Strategic Risk Register
- Annexure (H) Risk Management Strategy
- Annexure (I) Records Management Strategy – 2026/27
- Annexure (J) Human Resource Strategy
- Annexure (K) SDM ICT Strategic Plan (2020-2025)
- Annexure (L) Integrated Transport Plan

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TABLED BUDGET FOR THE MTREF 2026/2027 TO 2028/2029 FINANCIAL YEARS

(**5/1/3 (2026/2027)**) **Cluster: Finance**
Portfolio: Finance

1. PURPOSE

The purpose of the report is to present the tabled budget for 2026/2027 financial year with projections for the outer years 2027/2028 and 2028/2029

2. INTRODUCTION

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

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

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

The reporting requirements of this draft budget are disclosed in terms of the MFMA circulars 48, 51, 54, 55, 58, 66, 67, 70, 74, 78, 79, 85, 86, 91, 99, 107, 108, 115, 123,128, 130 and 132 as well as the Municipal Budget and Reporting Regulations (MBRR GN 393 of 2009).

The municipality has had to adopt a very conservative approach to budgeting for 2026/2027 MTREF as the municipality's revenue base (primarily composed of grants & subsidies) has shrink, while operational expenditure continues to grow at a rate of CPI with salaries & employee-related costs growing at above CPI (due to the collective bargaining agreement).

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

3. DISCUSSION

The budget approach was applied by taking the following principles into account:

- No growth allowed on general expenses
- Programs to be performed in-house first with no use of Consultants by all Clusters;
- Moratorium be placed on all vacancies and attrition positions not to be filled, subject to Accounting Officer approval in conjunction with the Executive Mayor;
- Moratorium on controllable salary line items such as acting, overtime, cell phone allowances and car allowance;

The operational budget for the 2026/27 budget will apply a 4.75% salary increase as per the bargaining council multi-year agreement.

Capital expenses will be limited as a result of the current financial position, taken into consideration that the capital items need to be funded from internally generated fund as only the energy saving grant is available from grant funding.

FINANCING OF OPERATING ACTIVITIES

The budget on financial performance has been drawn up in line with the GRAP (Generally Recognized Accounting Practices) principles of accounting where provision for depreciation has been taken into account.

The following should be noted:

Indicative Macroeconomic Forecasts

Municipalities are expected to levy their tariffs taking into account their local economic conditions, affordability levels and remain broadly in line with macro-economic policy. Municipalities must also take account the policy and recent developments in government sectors relevant to their local communities. Tariff increases must be thoroughly substantiated in the municipal budget documentation for consultation with the community.

Fiscal year	*2024/25 Actual*	*2025/26 Estimate*	*2026/27 Forecast*	*2027/28 Forecast*	*2028/29 Forecast*
CPI Inflation	4.4%	3.3%	3.7%	3.3%	3.2%

Source: MFMA Circular 132

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

National Treasury funding model for district municipalities has increased the municipality's equitable share allocation for 2026/2027 below CPI. Effectively, there has only been a R 10,068,000 or 3.14% growth from 2025/2026 to 2026/2027. As indicated below salaries is currently higher than the total equitable share received.

DC42 Sedibeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Sale of Goods and Rendering of Services	2	192	195	183	198	207	207	137	207	214	221
Agency services	2	74,002	76,259	80,571	91,161	91,161	91,161	51,257	95,263	98,407	101,556
Interest earned from Current and Non Current Assets	2	3,932	5,365	6,080	5,392	5,979	5,979	4,289	6,080	6,281	6,482
Rental from Fixed Assets	2	549	580	496	734	494	494	242	494	511	527
Operational Revenue	2	5,241	4,999	5,516	5,494	3,884	3,884	1,591	3,884	4,012	4,140
Non-Exchange Revenue											
Licences or permits	2	212	220	264	1,500	635	635	140	635	656	677
Transfer and subsidies - Operational	2	311,014	322,317	328,246	341,603	343,056	343,056	253,203	354,219	361,676	374,624
Gains on disposal of Fixed and Intangible Assets	2	12	30	447	-	1	1	24	1	1	1
Total Revenue (excluding capital transfers and contribution		**395,154**	**409,965**	**421,803**	**446,081**	**445,417**	**445,417**	**310,883**	**460,783**	**471,757**	**488,228**
Expenditure											
Employee related costs	2	290,100	312,249	326,005	339,137	323,291	323,291	216,947	336,194	347,288	358,402
Remuneration of councillors	2	14,519	14,237	14,935	16,078	15,768	15,768	10,682	16,468	17,011	17,555
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	2,8	3,598	7,091	4,350	3,735	3,212	3,212	2,053	3,212	3,318	3,424
Debt impairment	2,3	53	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment	2	8,663	8,596	5,280	4,782	4,898	4,898	3,255	4,898	4,898	4,898
Interest, Dividends and Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Contracted services	2	36,600	36,101	37,680	41,772	44,564	44,564	23,999	44,618	43,835	45,138
Transfers and subsidies	2	8,089	8,297	3,963	4,562	16,289	16,289	9,512	17,069	14,789	15,262
Irrecoverable debts written off	2	-	-	-	-	-	-	-	-	-	-
Operational costs	2	36,240	41,806	34,295	35,041	36,988	36,988	26,132	37,013	38,235	39,458
Disposal of Fixed and Intangible Assets	2	141	17	14	-	-	-	-	-	-	-
Other Losses	2	-	-	-	-	-	-	-	-	-	-
Total Expenditure		**398,004**	**428,396**	**426,521**	**445,108**	**445,011**	**445,011**	**292,580**	**459,472**	**469,374**	**484,138**
Surplus/(Deficit)		**(2,850)**	**(18,430)**	**(4,718)**	**974**	**406**	**406**	**18,303**	**1,311**	**2,383**	**4,090**
Transfers and subsidies - capital (monetary allocations)	6	-	133	372	5,000	1,879	1,879	1,879	1,879	-	4,000
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	**(2,850)**	**(18,298)**	**(4,346)**	**5,974**	**2,285**	**2,285**	**20,182**	**3,190**	**2,383**	**8,090**

Percentage allocation of revenue towards expenses

Description	Percentage
Employee related costs	72.96%

Remuneration of Councillors	3.57%
Depreciation and Asset Impairment	1.06%
Inventory consumed	0.70%
Contracted services	9.68%
Transfers and subsidies	3.70%
Other expenditure	8.03%

The following National Grant allocations are earmarked for the 2026/27 and outer financial years, with comparison of the previous year allocations. Note must be taken that the Provincial Gazette is not yet received and the necessary amendments on the provincial grants will be done before the final approval in May 2026.

DC42 Sedibeng - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
EXPENDITURE	1									
Operating										
National Government										
Monetary Allocations										
Local Government Equitable Share		363,488	390,195	385,875	404,646	401,736	401,736	414,487	427,929	441,394
Energy Efficiency and Demand Side Management Grant		–	–	5,000	–	3,121	3,121	3,121	–	–
Expanded Public Works Programme Integrated Grant		1,254	1,057	1,222	1,884	1,884	1,884	1,739	–	–
Local Government Financial Management Grant		1,400	1,242	1,400	1,380	1,380	1,380	1,580	1,607	1,635
Rural Road Asset Management Systems Grant		2,605	2,085	3,058	2,856	2,856	2,856	2,971	3,090	3,186
Water Services Infrastructure Grant		–	–	–	–	–	–	–	–	–
Total Monetary Allocations		**368,748**	**394,578**	**396,555**	**410,766**	**410,977**	**410,977**	**423,898**	**432,626**	**446,215**
Total National Government		**368,748**	**394,578**	**396,555**	**410,766**	**410,977**	**410,977**	**423,898**	**432,626**	**446,215**
Provincial Government										
Monetary Allocations										
Capacity Building and Other Grants		11,764	14,515	11,567	15,060	13,855	13,855	14,802	15,290	15,780
Total Monetary Allocations		**11,764**	**14,515**	**11,567**	**15,060**	**13,855**	**13,855**	**14,802**	**15,290**	**15,780**
Total Provincial Government		**11,764**	**14,515**	**11,567**	**15,060**	**13,855**	**13,855**	**14,802**	**15,290**	**15,780**
Total operating expenditure of Transfers and Grants		**380,512**	**409,093**	**408,121**	**425,826**	**424,832**	**424,832**	**438,700**	**447,917**	**461,994**
Capital										
National Government										
Monetary Allocations										
Energy Efficiency and Demand Side Management Grant		–	–	–	5,000	1,879	1,879	1,879	–	4,000
Local Government Financial Management Grant		–	105	–	120	120	120	120	124	128
Municipal Disaster Relief Grant		–	–	–	–	–	–	–	–	–
Rural Road Asset Management Systems Grant		–	137	294	–	–	–	–	–	–
Total Monetary Allocations		**-**	**242**	**294**	**5,120**	**1,999**	**1,999**	**1,999**	**124**	**4,128**
Total National Government		**-**	**242**	**294**	**5,120**	**1,999**	**1,999**	**1,999**	**124**	**4,128**
Provincial Government										
Monetary Allocations										
Capacity Building and Other Grants		–	–	136	–	–	–	–	–	–
Total Monetary Allocations		**-**	**-**	**136**	**-**	**-**	**-**	**-**	**-**	**-**
Total Provincial Government		**-**	**-**	**136**	**-**	**-**	**-**	**-**	**-**	**-**
Total capital expenditure of Transfers and Grants		**-**	**242**	**429**	**5,120**	**1,999**	**1,999**	**1,999**	**124**	**4,128**
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		**380,512**	**409,335**	**408,551**	**430,946**	**426,831**	**426,831**	**440,699**	**448,041**	**466,122**

Key Legal Provisions to be Strictly Enforced

All municipalities must prepare budgets, adjustments budgets and in-year reports for the 2026/27 financial year in accordance with the Municipal Budget and Reporting ***AND*** Municipal Standard Chart of Accounts Regulations. In this regard, municipalities must comply with both:

- the budget documentation as set out in Schedule A (version 7.1) of the Municipal Budget and Reporting Regulations, including the main Tables (A1 - A10) and ALL the supporting tables (SA1 – SA38) in both printed and electronic formats (the Excel schedules);

    - the Service Delivery and Budget Implementation Plan in both printed and electronic format;
    - the Integrated Development Plan;
    - the Council Resolution;
    - the signed Quality Certificate as prescribed in the Municipal Budget and Reporting Regulations; and
    - the Budget Locking Certificate as signed by the accounting officer.

    All municipalities must do a funding compliance assessment of their 2026/27 budgets in accordance with the guidance given in MFMA Circular 80 and the Municipal Standard Chart of Accounts Regulations, GN 312 of 2014, before tabling their budget, and where necessary revise their budget submissions to comply with a properly funded budget.

    The deadline for tabling a final budget before Council is 31 May 2026 as per Section (16)2 of the MFMA. See circular 132 for details as per annexure “C”

    The deadline for the submission to National Treasury, MEC, DLG, AG and SALGA of approved budgets are ten working days after Council approves the annual budget.

“FUNDING OF EXPENDITURE”:

(1) An annual budget may only be funded from -

(a) Realistically anticipated revenues to be collected;
(b) Cash-backed accumulated funds from previous years’ surpluses not committed for other purposes; and
(c) Borrowed funds, but not only for the capital budget referred to in section 17 (2).

(2) Revenue projections in the budget must be realistic taking into account –

(a) Projected revenue for the current year based on collection levels to date; and
(b) Actual revenue collected in previous financial years.

4. ALIGNMENT WITH COUNCIL STRATEGIES

This report is aligned to the Reviewed IDP, the district's GDS-3, Municipal Budget and Reporting regulations GN 393 of 2009, Municipal Standard Chart of Accounts Regulations, GN 312 of 2014 as well as circulars 48, 51, 54, 55, 58, 66, 67, 70, 74, 78, 79, 85, 86,91, 98, 99, 107, 108, 115, 123, 128, 130 and 132 of National Treasury.

5. COUNCIL BUDGET RELATED POLICIES

The MTREF for 2026/2027 has been drawn up in alignment with the following financial & budget related policies (as reviewed and adopted by Council):

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

During the budget process, these policies need to be reviewed. National Treasury has appointed an advisor who will assist in the process of reviewing these policies to be submitted to Council for final approval in May 2026.

6. RECOMMENDATIONS

1. THAT Council take note of the constrains within the 2026/2027 draft budget.

2. THAT it be noted that currently the projected 2026/27 operating budget is in surplus of R3,190 million before Capital transfers and subsidies while this still need further improvement as per MFMA regulations to improve the financial position of Council.

3. THAT the projected budget be presented to the Mayoral Committee and Council for final consideration and approval in May 2026.

4. THAT all budget related policies be reviewed and tabled before council for adoption in May 2026 with the approval of the final budget.

Annexures: "A" - A schedule version 7.1
"B" - Draft tariffs
"C" - Circular 132

SEDIBENG DISTRICT MUNICIPALITY

COMMUNITY SAFETY STRATEGY

2024 - 2028

"Promoting and building safer communities"

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ABBREVIATIONS & DEFINITIONS

1. CBD	-	Central Business District
2. CBO	-	Community Based Organizations
3. CCTV	-	Closed Circuit Television
4. CPF	-	Community Policing Forum
5. CPR	-	Community Police Relations
6. CPTED	-	Crime Prevention through Environmental Design
7. CSC	-	Client Service Centre
8. CSF	-	Community Safety Forum
9. CSIR	-	Council for Scientific and Industrial Research
10. DDM	-	District Development Model
11. FBO	-	Faith Based Organizations
12. GBH	-	Grievously Body Harm
13. GBVF	-	Gender Based Violence and Femicide
14. ICVPS	-	Integrated Crime and Violence Prevention Strategy
15. IDP	-	Integrated Development Plan
16. IGR	-	Intergovernmental Relations
17. JCPS	-	Justice, Crime Prevention and Security
18. NDP	-	National Development Plan
19. NGO	-	Non-Governmental Organization
20. POA	-	Programme of Action
21. SAPS	-	South African Police Service
22. SDBIP	-	Service Delivery Budget Implementation Plan
23. SDM	-	Sedibeng District Municipality
24. WPSS	-	White Paper on Safety and Security

FOREWORD BY THE MMC OF COMMUNITY SAFETY, SPORT, RECREATION, ARTS, CULTURE AND HERITAGE



Firstly, we need to acknowledge the fact that municipalities are confronted with a wide range of challenges of crime, violence, disorder as well as insecurity amongst community members.

This is caused by various factors and circumstances that impact on the lives of individuals and families, which often result in victimization and offending. It is therefore; through this Community Safety Strategy that our response to these crime risks, should effectively mitigate and reduce identified risks within our region. This would therefore; need a multi-faceted efforts which would include various levels of government and community-based organizations.

It is further acknowledged that fear of crime and a sense of insecurity has negative repercussions on social life in general, and on the quality of life across the Sedibeng region. Normal everyday activities such as going to and from work, spending time in public places, or going out to recreational activities at night are all affected. Overall, feelings of insecurity are further increased amongst those who are or feel physically or socially more vulnerable, such as elderly, women and children, including people within their own residences. It is therefore; important to undertake a careful analysis of the crime problems and risk factors affecting livelihood within the society, and develop a safety strategy that is responsive to the current crime pandemic which has engulfed our region and the entire country.

This safety strategy is therefore; aimed at identifying prevalent crime risks within our communities, and further provide viable interventions as a response to crime and violence pandemic that is rife within our communities. It is about that time that, government becomes visible and active in the fight against crime and violence. The future generation of this country is at risk of being demolished by crimes such as drugs, human trafficking, excessive consumption of alcohol, especially by under-aged children, prostitution, road crashes, etc. Social support is also critical and needs to be improved across all spheres of government in pursuit of promoting social compact, moral fibre, and further respond to socio-economic factors often deemed as contributing drivers towards high levels of crime and violence.

I therefore; urge all residents of Sedibeng, especially the Political Office Bearers to embrace this Safety Strategy and fully support implementation thereof, especially taking into consideration the Ward-Based Approach which advocates for active involvement of Ward Councilors, Businesses and Community Based Organization, and Faith Based Organizations.

Cllr. Busang Tsotetsi
MMC: Community Safety

AN OVERVIEW BY THE MUNICIPAL MANAGER



One of the key strategic objectives of Sedibeng District Council is to ensure effective and efficient service delivery, through building of sustainable partnerships.

This safety strategy thus; seeks to provide practical and realistic plans and interventions which are "*SMART and Evidence-Based*" in nature. The aim is to build resilience among community members against criminality and violence. However; it should be noted that the impact of this approach and interventions, would only be realized over a period of time. Local economic development and increased investment within Sedibeng region should therefore; serve as an indication of a favoured safe region of choice, as a result of low crime levels.

It is also common knowledge that our economic hubs, namely; the CBDs across the region have been infiltrated by criminal elements, which resulted in the emigration of businesses from the CBDs, and in some instances even entirely out of the region. This has thus; resulted in high levels of unemployment and poverty, which has created space favourable to be exploited by criminals. Sedibeng region has rich heritage history with significant buildings and structures, and urban decay is fast eliminating this momentous history.

The overall strategic objective of the Sedibeng District Municipality is to build sustainable partnerships for economic growth. It is therefore; through these collaborative efforts, that the afore-mentioned crime risks and challenges would ultimately and successfully be realized. The DDM approach also provides a new breeze of air towards building these partnerships and ensuring effective, efficient and responsive service delivery actions.

Key focus areas which this safety strategy will be responding to and addressing include among others; Gender-Based Violence and Femicide, Schools Safety, Road Safety, Community Police Relations Structures, Crime Prevention Through Environmental Design, Substance Abuse, Community Corrections, and most importantly casting the net wide open to recruit businesses to actively participate in community safety programmes. Local Municipalities would be further be engaged on ensuring that their Community Safety Plans respond and conform to the identified needs of this Community Safety Strategy for joint planning, integration of programmes and budgeting purposes.

SDM continues to support and create favourable environments for stakeholder engagements, in pursuit of building sustainable community police relations across the region.

Mr. Motsumi Mathe
Municipal Manager

LEGISLATIVE AND POLICY FRAMEWORK

1. Constitution of the Republic of South Africa Act 108 of 1996

   Section 152 (1) (d) seeks to Promote a Safe and Healthy Environment for the citizens of the Republic. As a result; policies such as the National Development Plan were developed to ensure that strategies are put in place with the ultimate goal of building safer communities.

2. Criminal Procedure Act 51 of 1977 (As amended)

   This is the Act that governs criminal procedure within the country's legal system through application of various procedures which include amongst others; search and seizure, arrest, filing of charges, bail, the plea, testimony of witnesses, and law of evidence, verdicts, sentencing and appeals.

3. South African Police Service Act 68 of 1998 (As amended)

   The Act provides among others; promotion of cooperation and establishment of partnerships on policing with the communities such as the Community Policing Forums.

4. Municipal Systems Act No. 32 of 2000

   One of the objectives of the Act is to provide for community participation and involvement of local community in the affairs of the municipality. It has therefore; provided a plat form through IDP processes for stakeholders' engagements towards community safety initiatives that are developed and implemented by municipalities.

5. Intergovernmental Relations Framework Act 13 of 2005

   The Act promotes collective facilitation and coordination of policy implementation across all spheres of government on cross-cutting issues that have an impact on the provision of safety and security to the communities.

6. Safety at Sports and Recreational Events Act No. 02 of 2010

   The Act requires that measures to safeguard the physical well-being and safety of persons and property at sports, recreational, religious, cultural, exhibitions, organizational or similar events held at stadiums, venues or along a route be considered and put in place at all times.

7. Integrated Crime and Violence Prevention Strategy of 2022

   The ICVPS was developed to assist government to address crime in a coordinated and focused approach with the support of a maximized community's participation.

8. National Development Plan – Vision 2030

   This is a framework aimed at developing systems to mitigate existing safety and security challenges, and further provides enabling environment to develop and implement relevant responsive initiatives through an integrated approach.

9. National Road Safety Strategy 2016 – 2030

   It seeks to promote responsible and safe road user behavior, provide safe and forgiving road infrastructure, ensure safer vehicles on our roads and deliver quality road safety management with the ultimate goal of achieving reduction in number of fatal road crashes and serious injuries for all road users.

10. Community Safety Forum Policy 2016

    This policy provides clarity on the role of the CSF as an IGR structure within municipalities. It seeks to promote joint planning and facilitate cooperation for a coordinated implementation process of community safety programmes and projects within communities.

11. Regulations for Safety Measures at Public Schools: Regulation 1128 of 2006)

    It provides provisions that seek to guarantee maximum safety for all in school premises that have the potential of influencing and facilitating safety initiatives such as emergency and fire procedures, restrictions on possessions and/or usage of alcohol, illegal drugs and dangerous objects during any schools' activities.

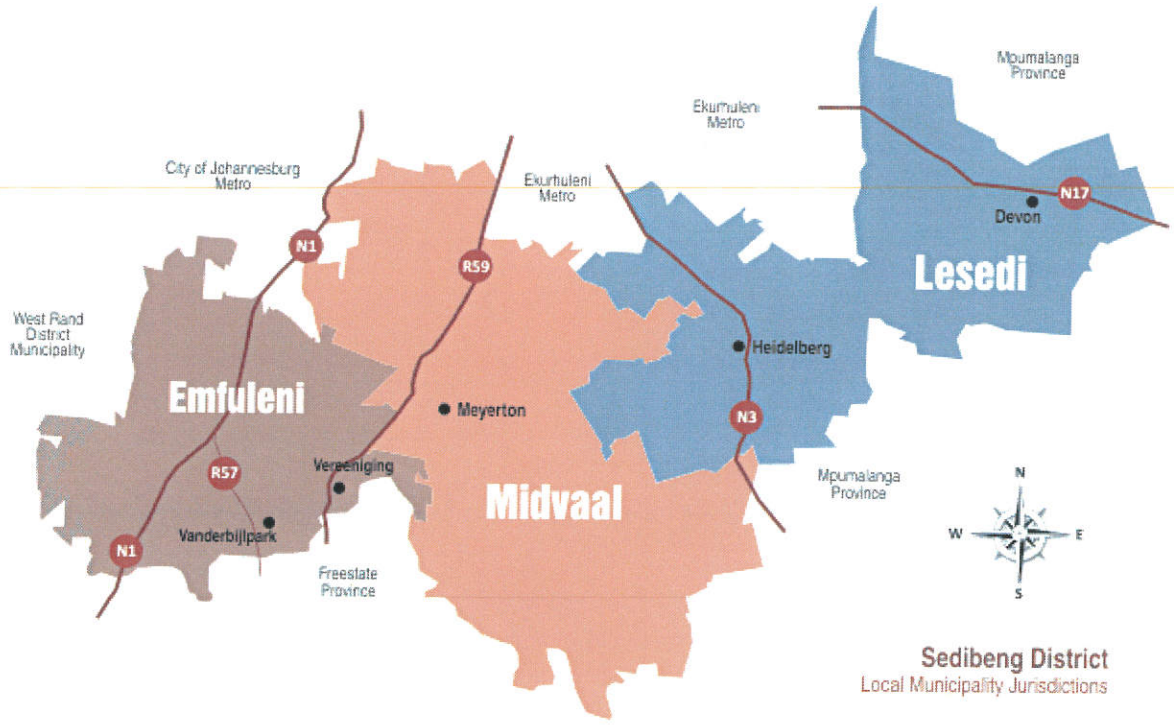
12. White Paper of Safety and Security of 2016

    This white paper seeks to facilitate new legislative and institutional arrangements necessary for integrated and developmental approaches of crime initiatives, clarification of roles and responsibilities of various role-players within safety and security cluster, and promoting cooperation between departments across the three spheres of governments.

DEMOGRAPHICS

Sedibeng District Municipality is a Category C municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act No. 117 of 1998. It is a municipality with an executive system and is situated in the south of Gauteng Province. The district covers 4 173km² and is Gauteng's Southern Corridor. It consists of three local municipalities; Emfuleni, Midvaal and Lesedi. Towns within these municipalities which serve as economic hubs; include Vereeniging, Vanderbijlpark, Meyerton and Heidelberg. The district's major townships include Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong, Ratanda, and Sicelo.

The total geographical area of the District Municipality is 4 185km² of the land cover of which Midvaal occupies almost half of the area of the district at 1 728km², followed by Lesedi at 1 489km² and Emfuleni at 968km². The Sedibeng District Municipality is surrounded by three provinces, namely; the Free State Province to the South, Mpumalanga to the East and North West to the West. This makes the district and its development critical to the three provinces since there is inward and outward migration to and from the surrounding provinces and the districts of Gert Sibande (Mpumalanga), Fezile Dabi (Free State) and Dr Kenneth Kaunda (North West).



In 2022, the total district population was just over 1 million. Of this, Emfuleni accounted for the largest share at 76.6% followed by Lesedi at 12% and Midvaal at 11.4%. Between 2019 and 2021, Lesedi and Midvaal had the highest average growth in population, at 2% and 1.9%, respectively *(Source: HIS Markit 2023).*

VISION AND MISSION STATEMENTS

This safety strategy should contribute towards the achievement of the provincial vision of creating a "Gauteng City Region" that envision to strengthen local economy and social cohesion among the residents of the province. Sedibeng District, thus advocates to be a region of choice within the province by providing a safe secure environment through valued partnerships. The goal is to ultimately attract investment in region, thereby growing economic development and increase tourism levels across the region.

Vision

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

Mission

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

Strategic Objectives

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

Values

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

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

EXECUTIVE SUMMARY

This Integrated Crime and Violence Prevention Strategy (ICVPS) serves as an implementation mechanism for the 2016 WPSS. It set out a clear plan of action for an integrated government approach to crime and violence prevention. It provides clear deliverables, key actions and performance indicators guidelines for departments towards ensuring implementation. The ICVPS further outlines institutional arrangements and system enablers necessary for the operationalization of the objectives contained in the ICVPS (*Integrated Crime and Violence Prevention Strategy of 2022*). This augurs well with the key objectives of the ***District Development Model (DDM),*** which focuses on improving cooperative governance and integrated planning to effectively address service delivery challenges that promotes and supports local businesses, and that involves communities.

As a result; this Community Safety Strategy will be implemented through a multi-faceted and impact-orientated ***Ward-Based Approach (WBA)*** which seeks to mobilize and encourage community participation on the ground level, which would also advocate for higher performance and accountability through active participation of the Ward Councilors.

Over the years, various studies have been conducted, which emanated in various risk factors associated with crime being identified. Some of them relate to the physical environment, such as urban decay and deterioration, prostitution and drugs, human trafficking, poorly kept and uninhabited areas next or within residential areas, lack or non-functional street lighting, car highjacking, poorly maintained public spaces and facilities, graffiti and deterioration of urban buildings. Local Municipalities should thus, be supported in ensuring delivery of effective and efficient Community Safety Plans to be implemented across their respective areas of jurisdiction, with focus on intensifying ***Crime Prevention Through Environmental Design*** interventions.

Community mobilization is an important element that should be highly pursuit towards crime and violence prevention initiatives. Community Police Relations should be enhanced to assist in giving a sense of empowerment and building of social cohesion within the spaces which ordinary community members are occupying. A WBA is in effect a different way of tackling crime and violence, and ensuring safety of the residents as it will be ***evidence-based*** and identifies with practical needs. It also has the ability to develop a customized action plan in response of identified crime risks and/or threats, thereof. It is the approach that would foster collaboration between residents and the police, and all other related role-players from the Crime Prevention, Justice and Security Cluster.

The success of crime reduction and violence prevention initiatives depends on the ***nature and impact it makes within the society***. Broad participation of various key role-players is crucial to ensure that implementation of community safety programmes becomes a success. This can only be tested and witnessed through reduction of crime levels, and increased investment of business across the Sedibeng region. It is thus; very important to ensure regular ***monitoring and evaluation*** of crime and violence prevention measures put in place to determine the impact thereof.

INTEGRATED CRIME AND VIOLENCE PREVENTION STRATEGY

The Integrated Crime and Violence Prevention Strategy (ICVPS) was introduced in 2022, and requires municipalities to play a crucial role towards the realization of the socio-economic development agenda of the country which is heavily depended on building safer environment to attract investment and ensure sustainable economic growth. As a result; the under-mentioned are listed as key roles that need to be played by the SDM to ensure successful implementation of the ICVPS.

a) The Office of the Municipal Manager is expected to provide capacity to drive implementation of the ICVPS, and ensure integration into the IDP.

b) Implementation of the ICVPS should facilitate the following;

- An inter-sectoral focus with municipal-wide application across municipal departments;
- Integration into the IDP and strategic management systems of the municipality;
- Data collection and management across the municipality and other stakeholders;
- Leadership and authority to drive coordination and collaboration;
- Oversight and accountability,
- Alignment of monitoring and performance management systems; and
- Institutionalization without politicization.

c) Municipalities should have a dedicated capacity to coordinate crime and violence prevention, which is institutionalized into the municipal organogram and appropriately resourced with adequate funding and senior professional staff with requisite skills, at the highest level in the municipality.

d) Support implementation of the ICVPS at local level, develop and coordinate implementation of the Municipal Community Safety Strategy, and

e) Facilitate institutional arrangements to:

- Facilitate alignment with municipal policies, strategies and priorities; provincial and national policy frameworks, plans and strategies;
- Promote integrated safety planning and evidence-based planning within the municipality (and District municipality); and
- Review instruments (regulations, codes, policy, by-laws) to determine whether they requiring reviewing to align to approach of the ICVPS.
- Provide training and capacity building

f) Manage stakeholder involvement.
g) Monitor and evaluate
h) Conduct safety audits/ward profile audits and develop community safety plans
i) Undertake and commission research and surveys

PILLAR 01: INTEGRATED SERVICE DELIVERY

Section 125 (1) (d) & (e) of the Constitution of the Republic of South Africa, requires Local Governments to create safe and healthy environments for the residents, and encourage community participation in the matters of local government. It is against this constitutional mandate, that Sedibeng District Municipality (SDM), continues to support and create an enabling environment for all key stakeholders to actively participate in crime and violence prevention across the region. This Safety Strategy thus; seeks to create a wider network whereby resources can be maximized and consolidated through formalized partnerships in the fight against crime.

Focus Area 01: Stakeholders Relations

Partnerships should be formalized to ensure accountability among the participants, with an ultimate goal of ensuring a concerted way of tackling problems of crime and insecurity within the communities. This will ensure the ability of the collective to identify short and long-term initiatives, develop concrete plans of action, including effective and efficient implementation process thereof, and at the same time providing tangible support through consolidated resources. Community Safety Forum which serves an IGR structure on Justice, Crime Prevention and Security Cluster on behalf of SDM is therefore; best positioned to ensure successful establishment and sustenance of stakeholder relations across the region.

Elected Public Office Bearers should also play an active role, provide oversight and ensure that the views and needs of the collective are recognized for a well-coordinated implementation process of community safety initiatives.

Active participation of business (Public Private Partnerships) in the fight against crime is also highly encouraged. As part of their role, businesses are well placed to contribute positively towards creating economic stability and enhancing commercial life in the region. Businesses rune private security networks, therefore integration of these security systems with municipalities' crime prevention and security systems, can result in significant and effective crime prevention buster network across the Sedibeng region.

Focus Area 02: District Development Model

This is "a new integrated district-based approach adopted by National Government to effectively address service delivery challenges, promote and support local businesses, and ***most importantly encourage active community participation*** in government programmes and projects. The DDM focusses on implementation of immediate priority projects, stabilization of local government and long-term institutionalization of integrated planning, budgeting, build state capacity and ultimately achieve improved cooperative governance. This Community Safety Strategy would thus; be rolled-out within the concept of the DDM and WBA to ensure broad-inclusiveness of key participants across the three spheres of government, community-based organizations, media, businesses and residents.

Desired Outcome

The envisaged outcome is to have improved service delivery through responsive, effective, efficient and accountable multi-faceted crime and violence prevention interventions.

Delivery Agenda

- An integrated focus on crime and violence prevention in all economic development interventions
- Increased participation of Civil Society, NGO and Private Sector in delivery of services to address crime and violence and prevention
- Functional and effective mechanisms for interdepartmental and intersectoral coordination
- Integrated management of environmental planning and design strategies and interventions

PILLAR 02: VICTIM SUPPORT SYSTEMS

High levels of GBVF within Sedibeng region and country-wide, should give rise to significant response and support from all residents to curb and ultimately end this scourge. GBVF advocacy and awareness campaigns must be ***effective and action-oriented in approach***, and they further need concerted efforts from all participating actors to address capacity gaps and mobilization of resources.

Cause drivers such as socio-economic conditions of the families, notions of masculinity by men, and conservative cultural beliefs are often regarded as prevalent towards GBVF and should thus; be reduced and eliminated within our society. Community-based prevention initiatives should also be introduced, revived and sustained to prevent trafficking of women and children.

Focus Area 01: Victim Empowerment Support

Client Service Centres (CSC) at the police stations should be capacitated with skilled personnel who should be provide compassionate psychological and emotional support, without exposing victims of crimes to possible secondary violence. It is further encouraged that these personnel should be Officers with integrity, as most cases of GBVF need to be treated with guaranteed respect and high level of confidentiality. These centres should be able to advise victims of crimes of available and accessible professional treatment services convenient to GBVF victims, as and when needed.

Sexual Offences are also common across the Institutions of Higher Learning, where often female students are abused by their partners and criminals alike. It is on this basis that Institutions of Higher Learning are also encouraged to establish Victim Empowerment Centres at their respective campuses. These centres will serve as first points of consultation and treatment for the victims of crime.

Focus Area 02: Men as Safety Promoters

Men and boys should find a role in the fight against GBVF. Young boys should be targeted from an early stage, and be encouraged to understand masculine identity in a positive light, and not in a manner that would results in a negative and violent behavior towards women. There has to be a shift in gender power relations whereby this particular gender commits not to perpetrate acts of violence, especially towards women and children, but rather be actively supportive and participate in GBVF programmes within communities. This safety strategy therefore; aims to ensure that men and boys are mobilized into formal structures, and encouraged to take the lead in GBVF campaigns that promote healthy gender relations and emphasize non-violent male role-models within our society.

Focus Area 03: Household and Neighbourhood Support

Domestic violence is one problematic area that needs more focus and intervention. It is evident that most women are scared of reporting domestic violence due to various socio-economic circumstances they are exposed to. It is therefore; essential for this gender grouping to be protected and supported by every resident from the neighbourhood. Community members must be encouraged to anonymously report common and known related GBVF incidents to the police. A platform should be created whereby women can be supported and encouraged to recognize their important role and potential in all aspects of the society, and be discouraged from accepting violent behavior from their households as acceptable norms.

Desired Outcome

GBVF has become a pandemic across the country, and it therefore; needs active and aggressive collective advocacy to fight and eradicate it. It is also important to educate community members on how to police, identify, and report GBVF incidents. As a result; informed communities on GBVF and active involvement of wider networks in the fight against GBVF should be canvassed.

Delivery Agenda

- Establish effective coordination mechanisms addressing crime and violence against women, children and vulnerable groups.
- Ensure that voices of vulnerable groups' victims are heard throughout the criminal justice process through utilization of both men and boys.
- Increased role of tertiary institutions towards prevention of GBVF around their respective campuses
- Develop strategic partnerships with supporting services for integrated services with other state departments, private sector and non-profit organizations to ensure comprehensive treatment, care and services to victims and survivors of GBVF.

PILLAR 03: PROMOTE SAFETY THROUGH EARLY INTERVENTIONS

This pillar recognizes the complex social, economic and cultural factors which often contribute to crime, violence and victimization. The focus should thus; be directed on reducing the risk factors by strengthening personal, social, health and economic systems seeking to protect families, children and young people from becoming involved in crime, violence and victimization. These risk factors may emanate from poor living conditions, poverty and unemployment, poor parenting, school dropout, and substance abuse.

A coordinated approach towards eradication of risk factors should address issues of substance abuse, gender-based violence, schools' violence, recidivism, liquor related incidents, ineffective or inconsistent parental supervision, social and economic exclusion, family conflicts and domestic violence, etc. These risk factors often force those living in impoverished and disadvantaged communities to feel isolated and left with little option but to become vulnerable and end up being involved in crime and prostitution.

Focus Area 01: Moral Regeneration and Social Cohesion

Presence of drugs and prostitution, illegal liquor outlets, non-compliance of liquor ordinances by registered liquor outlets, unsafe public spaces, location of residential areas (isolated or industrial sectors), incivilities (graffiti, poor street maintenance, poor lighting, etc.), media (sensational reporting) and violence against women and children have an impact on moral regeneration and social cohesion. Social exclusion is also often regarded as key factor towards community discord, and often strongly associated with involvement in various crimes taking place within the society.

This safety strategy should therefore; work towards supporting improvement of the well-being of the residents and promote pro-social behavior so that, community members become more tolerant of others, and also have a sense of belonging within their neighbourhoods.

Specific attention should also be given to ensuring participation of women, men, youth, cultural groups and other relevant sectors in community safety activities. It is therefore; important to ensure that communities form an integral part during the development of safety plans by Local Municipalities, as they are better positioned and more familiar with the environments, they live in. The role of elected public bearers is also vital in ensuring that residents are mobilized and encouraged to participate within various wards across the region. This involvement should include parties such as CBOs and FBOs who plays a critical role within our society towards moral regeneration and social cohesion.

Focus Area 02: Schools' Safety Promotion

School's safety is a collective responsibility which include educators, parents, learners and general community members. As a result; there should be a schools-based structure overseeing safety and security at the school's premises. Structures such as the ***Schools' Safety Teams/Committees*** should therefore; be visible and active in ensuring safe and secure learning and teaching environments at schools. A multi-disciplinary approach should also be undertaken to capacitate these structures to enable them to successfully achieve their mandates.

The DDM advocate for reviving, strengthening and establishing new relationships towards provision of quality, effective and efficient service delivery. Creating safe schools is a community function; therefore; schools cannot successfully achieve it alone. It is thus; vital for schools to form partnerships with other stakeholders in order to mobilize support systems and networks towards building safer and secure learning and teaching environments. This will cause people to be more committed and co-operative in seeking solutions to schools' crime and violence related challenges.

Focus Area 03: Community Police Relations

Crime prevention is information driven and therefore; requires effective and efficient holistic approach as a response process in addressing criminality and violence within our communities. It is therefore; also conceded that crime does not take place in a vacuum space, but within the society. Involvement of community members in the fight against crime is therefore; imperative towards elimination of this scourge. As much as it is acknowledged that, it is the responsibility of government towards improving the quality of life within the society, community members are also encouraged to actively participate in community safety initiatives.

Ward-Based Approach is therefore; seen as a feasible approach to deal with crime and violence prevention through various structures of the Community Policing Forums. Deployment of the Crime Prevention Wardens should be supported and their role be accordingly recognized across various levels of government and within communities. Ward-Based Approach would also ensure active participation of the residents and elected political office-bearers towards the strengthening of implementation mechanism of these multi-disciplinary crime and violence interventions. This cooperation will ensure development of a cost-effective common vision on approaches that will tackle causes of crime and not just their symptoms. It will further assist towards developing a culture of a collective, and allow each partner to understand and perform their own legitimate role, with an ultimate goal of seeing the benefits of a concerted initiative.

Focus Area 04: Crime Prevention Through Environmental Design

This is a type of a situational crime prevention that is based on the assumption that crime is often opportunistic, and available to be easily exploited by criminals. CPTED thus; involves management, design or alteration of the immediate environment in a systematic and permanent way, so as to reduce the opportunities of associated crime risks. Places and spaces that allow for criminals to move around unnoticed, provide hiding spaces so that criminals can surprise victims and are easy escape from, once a crime has been committed, are likely to experience higher crime rates. Abandoned or dilapidated buildings often serve as sites for illicit activities such as drug abuse and trafficking, prostitution, graffiti and vandalism, and generally this can contribute to generating feelings of insecurity in the neighbourhood.

Local municipalities should therefore; be able to positively contribute towards the creation of safer environments such as maximum participation in situational crime prevention. This can be achieved through good maintenance of public places and playing grounds, improving street lighting, road

conditions, street signage, house numbering, eradication of illegal dumping sites, and enforcement of by-laws for street vendors. Enforcement of municipal regulations that require property owners to take care of their properties and secure abandoned buildings should also be pursuit, as that will effectively discourage vandalism and criminal activities, and therefore; increase community's sense of security.

Focus Area 05: Road Safety Promotion

Road safety promotion requires multi-disciplinary approach to create an understanding of associated challenges. This safety strategy seeks to influence and support strategic objectives relating road safety education across the region. It is also common knowledge that there is a general ignorance of road rules by road users, vandalism of road signs, including creation of unauthorized taxi ranks. Intervention measures such as intensive road safety education is required for road users and general communities. Scholar transport, public and private transport therefore; needs regular monitoring and law enforcement for road ordinances compliance. Enforcement of by-laws should be encouraged to deal more specifically with the influx of hawkers especially alongside pavements and walking spaces. This impact negatively to traffic services and policing of the affected areas, and most importantly create opportune spaces for criminals to operate in.

Education and awareness programmes, such as road safety campaigns and community outreach programmes are vital in influencing the attitudes and behaviours of all road users. These educational programmes should be able to reduce road crashes through a range of various measures such as better road safety education for all road users. School based road safety education and awareness can instill safe attitudes of young people which will protect them later in life. To ensure that all road safety campaigns are of the highest standard and can exert maximum positive impact on road users, it is needed that a customized road safety action plan be developed with achievable targets, set at short, medium and long term. This action plan should provide a clear and concise overview of both provincial and national road safety strategies and activities over a predetermined period.

Desired Outcome

The envisioned goal is to have a significant reduction of crime, violence and road fatalities across the region, especially those crimes often emanating from socio-economic drivers such as unemployment, poverty and inequality.

Delivery Agenda

- Intensify preventative initiatives to reduce schools-based crimes and violence
- Intensify the mainstreaming of crime prevention through environmental design principle
- Active community participation in crime and violence interventions towards creation of improved safety of public spaces
- Integrated service delivery for persons in conflict with the law and support intervention measures aimed at elimination of recidivism (re-offending)
- Improve coordination of road safety programmes across the three levels of government

PILLAR 04: MONITORING AND EVALUATION

The success of an integrated approach to community safety depends on the process used to implement it and determine the impact thereof. This involves making strategic choices, setting objectives and developing appropriate plans of actions and formulation of timelines. To meet these objectives, individuals and groups must be willing to work through a number of stages of the crime and violence prevention process and be measured accordingly in terms of the impact made, thereof.

Community Safety Audits are regarded as the most profound monitoring and evaluation tool to research and analyze community safety programmes and its associated risks. These safety diagnostic approaches are effective because they can provide accurate state of crime levels within communities as a result of direct engagement with the public. They further allow everyone within the communities to become better acquainted with the types of crime risks prevalent in their areas. The strength of safety audits should have the ability not only to systematically identify existing and potential crime risks, but also to identify their causes and recommend various ranges of intervention measures.

Monitoring and evaluation function, should assist in identifying indicators that can be used to provide a specific way of measuring the progress made towards achieving the intended aims, objectives, outcomes and outputs. It is therefore; important to select indicators carefully to ensure that they generate reliable information. These indicators should be "*SMART*" in design, and be able to measure performance, input, process, output, outcome and impact made over a period of time.

Desired Outcome

The envisioned goal is to have a significant reduction of crime and violence across the region, especially those crimes often emanating from socio-economic drivers such as poverty, unemployment and gender-based violence.

Delivery Agenda

- Provision of evidence-based crime and violence prevention programmes
- Strengthened information management, data collection, monitoring, and evaluation processes
- Effective utilization of local media for information sharing on crime and violence prevention initiatives

BENEFITS OF AN INTEGRATED SAFETY STRATEGY

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

For the municipality

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

For residents

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

For business and commerce

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

IMPLEMENTATION PROCESS PLAN

National outcome 03: All People in South Africa are and feel safe			
National KPA 06: Basic Services and Infrastructure			
Sedibeng Growth and Development Strategy Pillar: Releasing human potential from low to high skills and build social capital through building united, non-racial, integrated and safer communities			
Integrated Crime and Violence Prevention Strategy Pillar: Effective and integrated service delivery for safety, security and prevention of crime and violence			
Key Delivery Pillars	**Challenges**	**Interventions**	**Local Municipalities Delivery Agenda**
Integrated Service Delivery	Moral decay and lack of social cohesion within communities	Reduce risk factors contributing to crime and violence	• Conduct Ward-Based Safety Audits to identify prevalent risk factors impacting on public safety • Implement and enforce by-laws and other related legislations affecting areas such as liquor trading, refuse dumping, secondhand goods trading, tuck-shops, highjacked buildings, etc. • Support programs and activities towards reintegration of ex-offenders into society to eliminate recidivism
	Non-functional Community Safety Forums (CSF)	Strengthen and sustain IGR structures with a meaningful community participation in community safety, and crime and violence prevention initiatives.	• Recognize the role of the Community Safety Forum structures through inclusion in the IDP • Mobilize interdepartmental relations for active participation in the CSF activities • Support and facilitate capacity building for the CSF to ensure their effectiveness and efficiency.

National outcome 03: All People in South Africa are and feel safe			
National KPA 06: Basic Services and Infrastructure			
Sedibeng Growth and Development Strategy Pillar: Releasing human potential from low to high skills and build social capital through building united, non-racial, integrated and safer communities			
Integrated Crime and Violence Prevention Strategy Pillar: Effective and integrated service delivery for safety, security and prevention of crime and violence			
Key Delivery Pillars	**Challenges**	**Interventions**	**Local Municipalities Delivery Agenda**
	Disintegrated community police relations systems	Support revival and strengthening of community police structures within the communities	• Facilitate community engagements through Imbizos, with the support of the CPF and Ward Councilors • Establish and revive Street Committees Programme • Mobilize for effective deployment and utilization of Community Patrollers and Crime Prevention Wardens within our Wards
	Poor infrastructure which is impacting on local economic development	Mobilize stakeholder engagement for identification and mitigation of threats for regional economic development	• Identify risk factors and mobilize communities to conduct cleaning campaigns at crime hot spots • Mobilize interdepartmental participation for enhancement of roads and infrastructure deemed as causal factors towards crime • Advocate and give support towards the establishment of an Infrastructure Unit and assist to provide terms of reference for the unit

National outcome 03: All People in South Africa are and feel safe			
National KPA 06: Basic Services and Infrastructure			
Sedibeng Growth and Development Strategy Pillar: Releasing human potential from low to high skills and build social capital through building united, non-racial, integrated and safer communities			
Integrated Crime and Violence Prevention Strategy Pillar: Effective and integrated service delivery for safety, security and prevention of crime and violence			
Key Delivery Pillars	**Challenges**	**Interventions**	**Local Municipalities Delivery Agenda**
Victim Support Systems	High level of Gender Based Violence and Femicide (GBVF) incidents within communities	Sensitize and raise GBVF awareness in communities, work places and learning environments	• Conduct and implement evidence-based education and awareness programmes at schools and within communities • Active participation in the Rapid Response Task Team (RRTT) in support of victims of crime • Facilitate continuous training on GBVF for SAPS members with Thuthuzela (NPA)
	Stigma, discrimination and barriers faced by vulnerable groups within communities	Provide victim services that are intersectoral, address the multidimensional nature and consequences of violence through a victim-centred approach	• Conduct awareness and educational programmes on GBVF at Ward level. • Facilitate men's and boy child workshops, life skills and awareness campaigns
	Slow and/or uncoordinated processes of criminal justice system resulting in unnecessary withdrawal of GBVF related cases	Strengthen investigation and prosecution systems through effective, reliable information management, surveillance and tracking systems for services and cases across health, social development and criminal justice system.	• Strengthen protocols for reporting of GBVF incidents with other participating role-players • Ensure availability and access of sexual register information to the community and local schools

National outcome 03: All People in South Africa are and feel safe			
National KPA 06: Basic Services and Infrastructure			
Sedibeng Growth and Development Strategy Pillar: Releasing human potential from low to high skills and build social capital through building united, non-racial, integrated and safer communities			
Integrated Crime and Violence Prevention Strategy Pillar: Effective and integrated service delivery for safety, security and prevention of crime and violence			
Key Delivery Pillars	**Challenges**	**Interventions**	**Local Municipalities Delivery Agenda**
Promote safety through early interventions	Increased criminal incidents at schools	Develop and implement integrated interventions and programmes that address challenges experienced by schools.	• Participate in multisectoral joint search and seizure operations to ensure our schools are safe and free from violence, alcohol, guns and drugs • Support establishment and revival of Schools Safety Committees for safer learning and teaching environments
	Ineffective and uncoordinated approach for early detection of vulnerable groups at risk	Improve collaboration and coordination between sector departments with the aim of improving access to psychosocial support services for vulnerable groups exposed to crime and violence.	• Develop effective screening, identification, referrals and interventions for children at risk/exposed to violence in consultation with relevant departments
	Idling and loitering youth within communities	Promote and increase access to social and recreational amenities and programmes.	• Organize community sport and recreation against crime programmes • Mobilize internal support for maintenance of recreational facilities across the municipality
	Lack of community participation in crime and violence prevention	Mobilize effective community engagement in the development of policing needs and priorities at local level.	• Mobilize Ward Based Community Safety Imbizos through the involvement of Ward Councilors

National outcome 03: All People in South Africa are and feel safe			
National KPA 06: Basic Services and Infrastructure			
Sedibeng Growth and Development Strategy Pillar: Releasing human potential from low to high skills and build social capital through building united, non-racial, integrated and safer communities			
Integrated Crime and Violence Prevention Strategy Pillar: Effective and integrated service delivery for safety, security and prevention of crime and violence			
Key Delivery Pillars	**Challenges**	**Interventions**	**Local Municipalities Delivery Agenda**
	programmes		• Support and assist the Community Policing Forums in the development of their Annual Program of Action
	Non-responsive rehabilitation and reintegration systems	Create and strengthen welcoming environment for social reintegration of ex-offenders and reduction of recidivism.	• Support programs and activities towards reintegration of ex-drug addicts/patients back into society • Provide outcomes of safety audits focusing on drug abuse to influence the establishment of rehabilitation places for drug users
Monitoring and Evaluation	Non-responsive crime and violence prevention programmes	Develop effective and *evidence-based crime* and violence prevention programmes.	• Conduct Ward-Based Safety Audits • Develop norms and standards, quality assurance and monitoring mechanisms
	Unclarified roles and responsibilities of participating sector departments	Formalize stakeholder relationships for clear mandates and accountability purposes.	• Enter into formal agreements/partnerships to ensure accountability on the implementation of community safety programmes
	Uncoordinated reporting protocols	Monitor and track delivery of services.	• Develop a monitoring framework and evaluation tool and align with municipal SDBIP

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SEDIBENG
DISTRICT MUNICIPALITY

DISASTER MANAGEMENT PLAN
LEVEL 1

CUSTODIAN: SEDIBENG DISTRICT MUNICIPALITY

PREPARED BY: DISASTER MANAGEMENT DIRECTORATE

UNDER COMMUNITY SERVICES CLUSTER

Revision 2: March 2025

EXECUTIVE SUMMARY

Sedibeng District Municipality is susceptible to various natural and human-induced hazards. These hazards can exploit existing vulnerabilities in communities, commerce, industry, institutions and even to infrastructure. They may even trigger major disasters that may lead to loss of life, injury, damage to property, infrastructure, environmental damage, and socioeconomic disruption.

The Disaster Management Act (Act 57 of 2002, as amended) requires Provinces, Municipalities and Organs of state: provincial organs of state and municipal organs of state to develop Disaster Management Plans. The plans must be in line with the requirements of the Disaster Management Act, National Disaster Management Policy Framework and adhere to the guidelines for disaster management planning issued by the National Disaster Management Centre. The National Disaster Management Framework, the Gauteng Provincial Disaster Management framework and the Sedibeng Disaster Management Policy Framework provide for a phased approach to disaster management planning and implementation. It comprises three progressive steps from a Level 1 Disaster management Plan to a Level 3 Disaster management Plan. The completion of each level of disaster management plan will yield indicative information about common vulnerabilities in communities/ local areas. This information should be incorporated into IDP planning processes and projects.

Level 1 Disaster Management Plan focusses on the following:

- Establishing foundational institutional arrangements for disaster risk management;
- Putting in place contingency plans for responding to known priority risks as identified in the initial stages of the disaster risk assessment;
- Identifying key governmental and other stake holders; and
- Developing the capability to generate a Level 2 plan.

This Municipal Level 1 Disaster Management Plan should: -

- form an integral part of the District's IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,
- anticipate the likely types of disaster that might occur in the region and their possible effects,

- provide for appropriate prevention, risk reduction and mitigation strategies,
- identify and address weaknesses in capacity to deal with possible disasters,

This is the Level 1 Disaster Management Plan of the Sedibeng District Municipality and is an update and review of the plan that was compiled previously.

VISION

Our vision is to strive towards the elimination of all avoidable disasters in the Sedibeng District Municipality thereby supporting the social and economic development of our communities.

MISSION

Our mission is to develop and implement holistic and integrated disaster management planning and practice in a cost effective and participatory manner thus ensuring the preparedness of our communities to prevent and respond to disasters.

The Sedibeng Disaster Management Plan responds to the requirement of Section 53 of the Disaster Management Act, Act 57 of 2002, as amended by the Disaster Management Amendment Act, Act 16 of 2015, which requires each municipality to prepare a disaster management plan for its jurisdiction. This plan is developed and maintained by the Sedibeng Disaster Management Centre and sets out the way in which the concept and principles of Disaster Management are to be applied in the regional area in dealing with all disaster impacts and risks, including climate change impacts and risks.

The plan expresses the roles and responsibilities in terms of the National Disaster Management Policy Framework, the Gauteng Framework and the Sedibeng Disaster Management Policy Framework. The plan is structured according to the Key Performance Areas of the National Disaster Management Framework, 2015, the Policy Framework for Disaster Management in Gauteng Province, 2017, the Sedibeng Framework of 2024 as well as the Guidelines for Disaster Management Planning as developed by the National Disaster Management Centre and published in 2017. Moreover, the plan is aligned to the core philosophy of disaster risk reduction through vulnerability reduction and resilience building, by placing priority on developmental initiatives. While the Framework provides a mandate and indicates the “What” of Disaster Management, the Plan addresses the “How”. Although the plan provides for

effective disaster preparedness and response, disaster risk reduction through developmental interventions will be emphasised.

This Disaster Management Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act, (57 of 2002), as well as the related provisions of the Municipal Systems Act, (32 of 2000). The purpose of the Plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of Disaster Risk Management. It is intended to facilitate multi-agency and multi-jurisdictional co-ordination in both pro-active and re-active related programmes.

This Disaster Management Plan is produced by the Sedibeng District Municipality in terms of the Disaster Management Act. This document is intended for internal use of the Organisation and Entities concerned and should be treated as confidential and not be displayed in whole or in part in any public place or to the media.

Stakeholders to whom the final plan will be distributed

- Lesedi Local Municipality
- Midvaal Local Municipality
- Emfuleni Local Municipality
- Sedibeng District Municipality
- Provincial Disaster Management Centre
- Sedibeng Disaster Management Centre Advisory Forum
- Neighbouring Disaster Management Centres
- National Disaster Management Centre

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PREFACE:

Definitions

The following words and expressions will, unless the context otherwise requires or the Disaster Management Act, 2002 (Act No. 57 of 2002) or National Disaster Management Framework, 2015 otherwise provides, have the meanings thereby assigned to them namely—

"Act" – means the Disaster Management Act, 2002 (Act No. 57 of 2002, as amended)

"Disaster" - means the progressive or sudden widespread of localized, natural of human – caused occurrence which:

(a) causes or threatens to cause: (I) death or disease (ii) damage to property, infrastructure or the environment; or (iii) disruption of the life of a community; and
(b) is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources.

"Disaster management" – means a continuous and integrated multi- sectoral, multi-disciplinary process of planning and implementation of measures aimed at:

'**Disaster Management Plan'** means a plan developed by an organ of state in terms of section 25, 38, 39, 52 or 53 of the Disaster Management Act, 2002 (Act No. 57 of 2002);

(a) Prevention and reducing the risk of disasters;

(b) Mitigation the severity or consequences of disasters;

(c) Emergency preparedness;

(d) A rapid and effective response to disasters; and

(e) Post-disaster recovery and rehabilitation.

"Emergency preparedness" – means a state of readiness which enables organs of state and other institutions involved in disaster management, the private sector, communities and individuals to mobilize, organize and provide relief measures to deal with an impending or current disaster of effects of a disaster.

“**Essential goods and services”** – mean those products, items, expertise or manufacturers, that are considered of importance or are indispensable when responding to a disaster.

“Hazard” – means threats to life, wellbeing, material goods or the environment.

“**Head of centre**” – means the person appointed in terms of either section 45 of the Act.

‘**Integrated Development Plan’** means a plan envisaged in Section 25 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

‘Internalise’ means to make disaster management part of an organs of state’s operations through learning, practicing and assimilation (adapted from Kavanagh,2002: 602);

“Level 1 Disaster Risk Management Plan” – applies to municipal entities that have not previously developed a coherent disaster risk management plan. It focuses primarily on establishing foundation institutional arrangements for disaster risk management, putting in place contingency plans for responding to known priority threats as identified in the initial stages of the risk management assessment, identifying key government and other stakeholders and developing the capacity to generate a Level 2 Disaster Risk Management Plan.

“Level 2 Disaster Risk Management Plan” – applies to municipal organs of state that have established the foundation institutional arrangements and are building the essential supportive capabilities needed to carry out comprehensive disaster risk assessment, identifying and establishing formal consultative mechanisms for development of disaster risk reduction projects and introducing a supportive information management and communication system and emergency communication capabilities.

“**Level 3 Disaster Risk Management Plan**” – applies to municipal organs of state that have established both the foundation institutional arrangements for disaster risk management and essential capabilities. The municipality must specify clear institutional arrangements for co-ordination and aligning the plan with other governmental initiatives and plans of institutional role players. It must also show

evidence of informed disaster risk management and ongoing disaster risk monitoring capabilities as well as relevant development measures that reduce the vulnerability of disaster-prone areas, communities and households.

"Local disaster" – means a disaster classified as a local disaster in terms of section 23.

"Local municipality" – means a municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls, and which is described in section 155 (1) of the Constitution as a category B municipality.

"Mitigation" – means in relation to a disaster, means measures aimed at reducing the impact or effects of a disaster.

"Municipal disaster management centre" – means a centre established in the administration of a municipality in terms of section 43.

"Municipal manager" – means a person appointed as such in terms of section 82 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).

"National disaster management framework" – means the national disaster management framework prescribed in terms of section 6.

"National Qualifications Framework (NQF)"- An integrated national approach to education and training in South Africa. It specifies how different education and training standards and/or qualifications must be set and how courses must be accredited. It emphasizes lifelong learning and facilitates access to, as well as mobility and progression within, education and training through the accumulation of credits in the learning process and, where appropriate, for work experience. It was established in accordance with the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995).

"Natural hazards"- Natural processes or phenomena, such as extreme climatological, hydrological or geological processes, that may constitute a damaging event. Hazardous events can vary in magnitude or intensity, frequency, duration, area of extent, speed of onset, spatial dispersion and temporal spacing.

"Organ of state"- Any state department or administration in the national, provincial or local sphere of government. It includes any functionary or institution exercising a power or performing a function in terms of the Constitution or a provincial constitution, or any functionary or institution exercising a public power or performing a public function in terms of any legislation.

"Prevention" – means in relation to a disaster, means measures aimed at stopping a disaster from occurring or preventing an occurrence form becoming a disaster.

"Primary role" – means that function for which a specific identified role player is best equipped and qualified to perform.

"Recovery" – means decisions and actions taken after a disaster with a view to restoring or improving the predicate living conditions of the stricken community, while encouraging and facilitating necessary adjustments to reduce disaster risk.

"Relief" – means the provision of assistance or intervention during or immediately after a disaster in order bring relief to people and communities affected by a disaster.

"Risk reduction" – means measures taken to reduce long-term risks associated with human activity or natural events.

"Risk" – means used to prescribe the likelihood of harmful consequences arising from the interaction of hazards and vulnerable elements.

"Role player" – means an individual or group in society that can contribute meaningfully to the implementation of disaster management.

"Vulnerability" – means the degree to which an individual, a household, a community or an area may be adversely affected by a disaster.

Acronyms

CBO	Community Based Organization
DMA	Disaster Management Act, 2002 (Act No. 57 of 2002)
DMHS	South African Disaster Risk Management Handbook Series
DMP	Disaster Management Plan

FCP	Forward Command Post
GIS	Geographic Information System
IDP	Integrated Development Plan (Planning)
JOC	Joint Operations Centre
KPA	Key Performance Areas
NDMF	National Disaster Management Framework, 2005
NDMC	National Disaster Management Centre
NGO	Non-Governmental Organization
PDMC	Provincial Disaster Management Centre
SDF	Spatial Development Framework
SDM	Sedibeng District Municipality
SDMC	Sedibeng Disaster Management Centre

CHAPTER 1: INTRODUCTION AND BACKGROUND

In accordance with the National Disaster Management Framework (NDMF) there are four Key Performance Areas (KPA) that local municipalities need to incorporate within a level 1 Disaster Management Plan.

To address this wide range of disaster management planning capabilities, the national disaster management framework provides for a phased approach to disaster management planning and implementation. It comprises of three progressive steps from a Level 1 Disaster Risk Management Plan to a Level 3 Disaster Management Plan (DMP). The completion of each level of disaster management plan will yield indicative information about common vulnerabilities in Communities, local areas or provinces. This information should be incorporated into the Integrated Development Plan (IDP), planning processes and projects.

The requirements for each level of disaster management plan and the steps to be taken in developing the different levels are detailed in priority guidelines distributed by the NDMC to all stakeholders. The implementation of these plans will form an integral part of the implementation strategy of the Act.

The plan incorporates the key aspects of the four KPA's and three Enablers specified by the NDMF related to DMP's and has been arranged into specific chapters.

This plan has been developed to fit Sedibeng District Municipality Disaster Management's specific functional environment.

1.1 Purpose

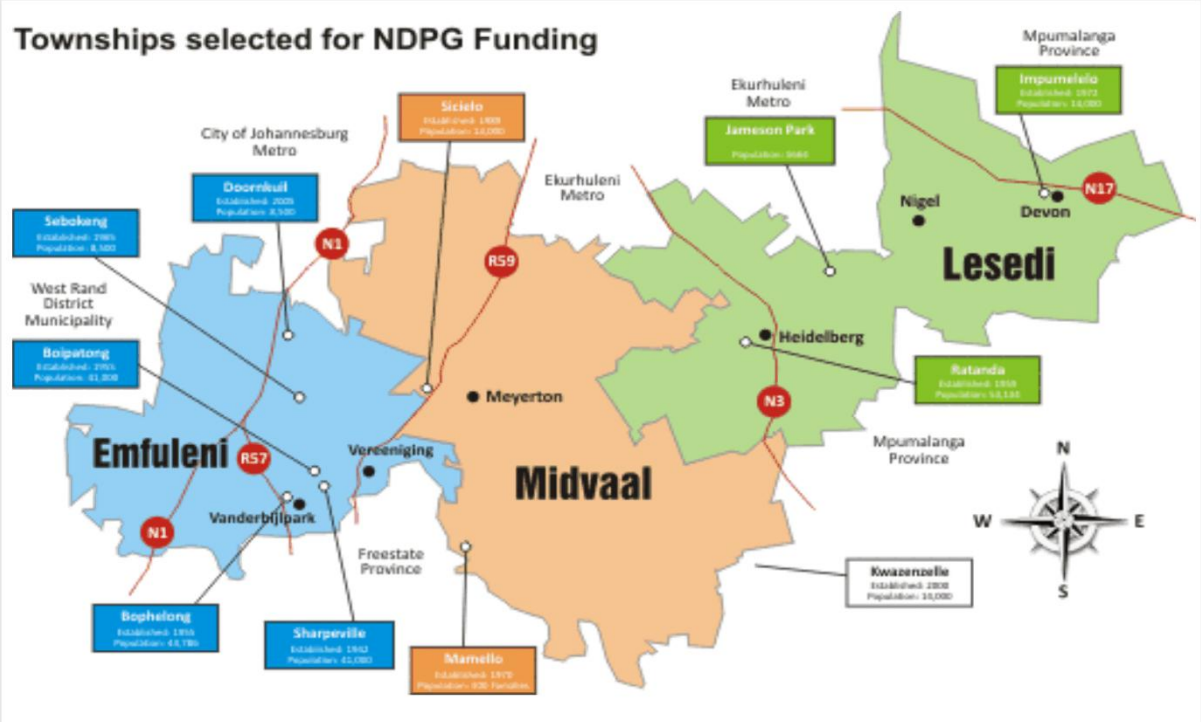
The National Disaster Management Centre (NDMC) provided a set of guidelines; developed in terms of Section 19(a) of the DMA and section 3.6 of the National Disaster Management Framework, 2005 (NDMF) provides a uniform structure and checklist to organs of state to prepare a level 3 DMP.

This plan confirms the arrangements for managing disaster risks and for preparing for- and responding to disasters within the SDM as required by the Disaster Management Act.

This plan seeks to achieve the following key outcomes:

- Recognition of the situations requiring specialized, incident-specific implementation of the Sedibeng disaster management plan;
- Risk and vulnerability assessment in the Sedibeng region;
- Roles and responsibilities of the various role-players before, during and after the occurrence of a disaster;
- Implementation of disaster risk reduction, disaster prevention and mitigation and preparedness strategies and programs
- Implementation of a uniform incident management system for all services responding to disasters in the municipality.
- Response and recovery such as early warnings; assessment, classification, declaration and review of disaster; integrated response and recovery; and rehabilitation and reconstruction.
- Implementation of emergency support mechanisms for interagency coordination during all phases of disaster management;
- Prompt procurement for essential goods and services for disaster relief.
- Creation of adequate institutional capacity to deal with routine & major incident.

1.2 Background



Sedibeng District Municipality is a category C municipality. It derives its name from Sesotho meaning 'the place of the pool', on account of the Vaal River which is a water source for Gauteng and beyond. The district covers 4 173 km² and is Gauteng's Southern Corridor. It consists of three local municipalities: Emfuleni, Midvaal and Lesedi. Towns within these municipalities include Vereeniging, Vanderbijlpark, Meyerton and Heidelberg. Townships include Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville, Ratanda, Sicelo, Nigel and Devon. The Sedibeng District Municipality is surrounded by three provinces: The Free State province to the south, Mpumalanga to the east and North West to the west. This makes the district and its development critical to the three provinces since there is inward and outward migration to and from the surrounding provinces and the districts of Gert Sibande (Mpumalanga), Fezile Dabi (Free State) and Dr Kenneth Kaunda (North West).

The district is surrounded by the following municipalities:

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

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

In terms of land cover, the total geographical area of the municipality is 4.185 square kilometre (km2) of the land cover of which Midvaal occupies almost half of the area of Sedibeng District, over 80% (1,728km2), followed by Lesedi at (1,489 km2) and Emfuleni at (968 km2). The figure above depicts the regional Land Cover context of Sedibeng District.

1.2.1 Population Profile

Since the COVID-19 outbreak, mortality rates have risen across regions, life expectancy and migration patterns have also been affected. Due to these rises, it is

inevitable that the population structure will shift.6 The changes in the demographic profile of the country, such as age and gender, due to the COVID-19 pandemic should be considered when implementing future health, economic development, and social welfare policies in the country and all its regions. Source: (Gauteng SERO, 2022).

Population size

MUNICIPALITY	2016	2019	2021	2022	2023
EMFULENI	758 757	793 083	815 150	828 275	842 351
LESEDI	113 736	122 142	126 863	129 290	131 723
MIDVAAL	109 931	117 609	121 777	123 791	125 753
SEDIBENG	982 424	1032 833	1063 790	1081 355	1099 827

(Sedibeng IDP, 2023-2024)

1.2.2. ENVIRONMENTAL ANALYSIS

Sedibeng has an estimated total river length of 2 863 km, a total dam coverage of 4 570ha and a total wetland coverage of 4 486ha. Of the total dam coverage, 72% (3 290ha) is taken up by the Vaal Dam, which thus contributes to approximately 1% of the land use in the Sedibeng District Municipality. Sedibeng consist of the following rivers: the Suikerbosrand River and Blesbokspruit in the Eastern part of the district; the Klip River and Suikerbosrandspruit in the Middle part of Sedibeng; and the Leeuspruit and Rietspruit in the Western part, all which drain directly into the Vaal River. Sedibeng has been mired in various environmental controversies, and its main environmental challenges are water pollution, Waste pollution and Air quality.

Water Pollution

Sedibeng is faced with serious water pollution challenges in river systems and water bodies, notably the Kliprivier and Blesbokspruit which are polluted from runoffs from industrial areas, townships and waste water treatment works. The Kliprivier is one of the most polluted rivers in the Sedibeng District as a result of mining and industrial activities in the upper catchments, outside the borders of the Sedibeng. The state of Sedibeng's surface and ground water quality is influenced by activities within and beyond the boundaries of Sedibeng. External pressures, emanating from mining and industrial activities on the West Rand (Roodepoort and Randfontein) and East Rand (Germiston, Boksburg, Brakpan and Springs), are major contributing factors to the current state of surface and ground water quality in Sedibeng. The largest internal pressures are limited to the industrialized and urban areas of Emfuleni and Midvaal with specific reference to Meyerton, Vanderbijlpark and Vereeniging. Rural areas in

Midvaal and Lesedi, where agricultural activities dominate, have a lesser, but nonetheless important, influence on the surface and ground water quality. Heidelberg and Devon, which are the main urban areas of Lesedi, also contribute to surface and groundwater deterioration through urban associated pollution.

Climate Change

As a country, South Africa has a responsibility to reduce emissions in response to climate change and honour its international obligations. As a constructive role player in the United Nations Framework Convention on Climate Change, South Africa submitted its Intended Nationally Determined Contribution (INDC) in 2015. Furthermore, South Africa signed the Paris Agreement in April 2016.Domestically, South Africa's response to climate change is detailed in the 2011 National Climate Change Response Policy (NCCRP) which outlines the Government's vision for an effective climate change response, the long-term transition to a climate-resilient, lower-carbon economy and society. This is further enhanced in the country's first National Development Plan (2012). Provincial and Local government spheres have a critical role to play in helping achieve the climate change response goals of South Africa. These spheres of government are at the coalface of government implementation programmes and activities. The NCCRP, 2011 noted the role of local government and expressed it to include amongst others planning and development, infrastructure and services (service delivery), disaster response, energy, water, and waste demand management. The National Government took it upon itself to foster the implementation of climate response plan. Sedibeng District Municipality has developed a Climate Change Response Plan in 2016. The plan was developed through assessing vulnerability risks assessment focusing on Agriculture, Biodiversity, Environment, Human Health, Human Settlement and Water. The vulnerability risks assessment focused on the following parameters:

- Exposure,
- Adaptive capacity
- Sensitivity

Departments are encouraged to attend since they are crucial to this programme and will draw much value from this workshop; these are namely the Engineering Department, Energy and Electricity Departments, Integrated Development Planning, Environmental Management, Waste Management, Transport and or other Technical

Service Departments who are responsible for implementing service delivery programmes within municipalities. The intention is to build on municipal knowledge and expertise in such a way as to support the mainstreaming and implementation of this work at local level.

As a district, Sedibeng District Municipality had followed National Department of Forestry, Fisheries and the Environment by developing a Climate Change Response Plan in 2016 even though the district still have to appoint a directorate which will committed and be responsible to oversee the implementation of the plan. The plan was developed through assessing vulnerability risks assessment focusing on Agriculture, Biodiversity, Environment, Human Health, Human Settlement and Water. The vulnerability risks assessment focused on the following parameters:

- Exposure,
- Adaptive capacity,
- Sensitivity.

The municipality has developed the Sedibeng District Municipality Climate Change Mitigation Strategy and also intending to prioritize climate change and increase support of the agriculture sector and to ensure there is a creation of jobs through township revitalization, implementation of a green economy agenda and carbon tax.

Incidents History

The area of the Sedibeng District Municipality is constantly threatened by hazards of natural, technological and environmental origin. It is increasingly exposed to the devastating effects of a range of severe hydro meteorological events including severe storms, floods, tornadoes, informal settlement fires and veld fires. The following major incidents have hit the district:

- Riverine Flooding: January 2011;
- Flash Floods: November 2016.
- Floods (Greater Evaton area): February 2023
- Windstorm: December 2023
- Windstorms: December 2024
- Floods: December 2024
- Floods: January 2025

1.3 Stakeholder Consultation

The following stakeholders were consulted in developing the Sedibeng District Municipalities Disaster Management Plan:

- Provincial Disaster Management Centre;
- Sedibeng District Municipality Officials;
- Lesedi Local Municipality Officials;
- Midvaal Local Municipality Officials; and
- Emfuleni Local Municipality Officials.

CHAPTER 2: CONSTITUTIONAL, LEGISLATIVE AND POLICY MANDATES

2.1. Legislative Mandate

The Sedibeng District Municipality is legally obliged to prepare a Disaster Management Plan for its area according to the circumstances prevailing; to co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and to regularly review and update its plan. The district municipality must also consult the Provincial Disaster Management Centre on the preparation or amendment of its plan.

Both the Local Government Municipal Systems Act, 2000 and the Disaster Management Act (as amended) requires the inclusion of this Plan into the IDPs of the Sedibeng District Municipality. The recommendation of the Risk assessment and the Level 1 DMP must be incorporated into the IDP with aim of creating a sustainable, integrated human settlements and safe neighbourhoods where communities can prosper.

Disaster Management and Emergency Services need to ensure that they comply with the relevant legal Acts, Frameworks and the South African National Standards Code (SANC).

Disaster management, service delivery and development planning go hand in-hand. The Disaster Management Chapter accounts for the overarching status of risk reduction planning, institutional coordination and the Disaster Management Plans.

Aspects relating to disaster management in the IDP's Disaster Management Chapter should be a status quo of the strategic and institutional process, where annual reviews of the IDP reflect on progress made against strategic objectives. It should also serve as an integrative tool to ensure a mulita-sectoral approach to disaster management, specifically risk reduction initiatives.

Disaster Management planning is a collaborative process that involves all spheres of government on the political and administrative levels including all sectors of society, NGO's and CBO's, hence the slogan "Disaster Management is everyone's business". The full Disaster Management Plan will be an annexure to the IDP as opposed to being included within the IDP document.

The challenge is for the Sedibeng District Municipality to facilitate and manage the process of participation, internally and externally, in municipal disaster management, in development planning, and on an on-going basis, ideally in line with the IDP cycle.

The following legislations (not restricted to), govern the Disaster Management activities of the Sedibeng District Municipality (inclusive of Emfuleni-, Midvaal and Lesedi Local Municipalities):

- **The Constitution of the Republic of South Africa 1996**: The Constitution redefined local government as a sphere of government that is distinctive from, yet interdependent and inter-related with provincial and national government. Importantly, the Constitution conferred developmental duties to local government.
- **Municipal Systems Act of 2000:** The Act introduces changes towards the manner in which municipalities are organized internally, the way they plan and utilize resources, monitor and measure their performance, delegate authority, deliver services and manage their finances and revenue. Critically, the Act formalizes a range of alternative service delivery mechanisms that could be used to complement traditional service delivery mechanisms / arrangements used by municipalities.
- **Municipal Structures Act No. 117 of 1998 as amended in 1999 and 2000:** The Act defined new institutional arrangements and systems for local government. Importantly, the Act laid a foundation for local government performance management and ward committee systems.
- **White Paper on Local Government of 1998**: The White Paper on Local Government is a broad policy framework that proposes wholesale changes in the areas of political, administrative structures of local government, electoral systems, demarcations, finances, services, infrastructure development, planning and so forth. The White Paper maps out a vision of developmental local government that is committed to working actively with citizens to identify sustainable ways of meeting their social, economic and material needs and thereby improve their quality of life. Developmental local government envisages the transformation of municipal administrations into rationalized, representative, less bureaucratic, people-centered, efficient, transparent, accountable and responsive entities.

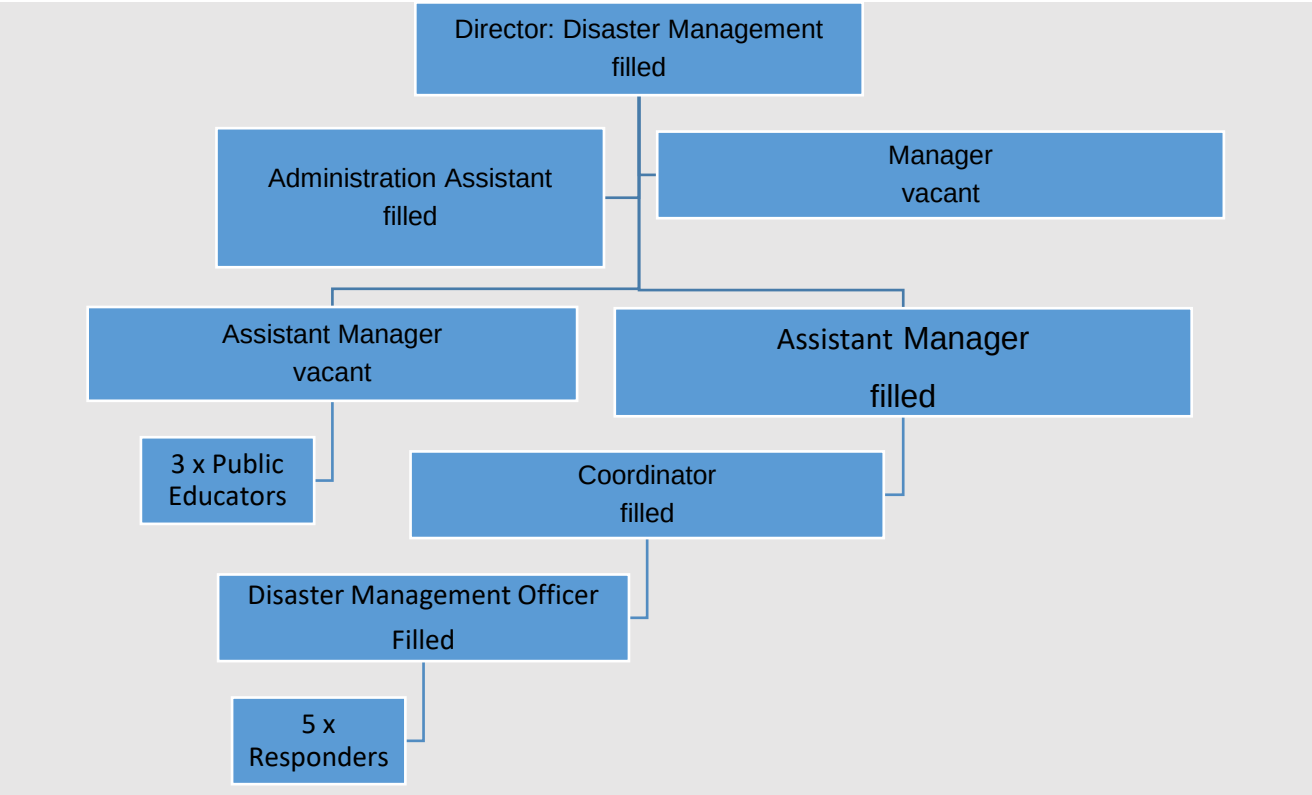
- **The Fund-Raising Act No. 107 of 1978:** It provides for the declaration of a disaster by the President in order to provide relief to the Victims of disasters.
- **Policy Framework for Disaster Risk management in the Province of Gauteng:** The framework provides guidelines for the development of the municipal disaster management frameworks. This also provides the key performance areas and enablers required for the implementation of the Disaster Management Act. 7.11.
- **Fire Brigade Act No. 99 of 1987**: This Act forms an important element of disaster management in terms of norms and standards in the prevention of fires or any hazards leading to risks and or disasters.
- **National Veld and Forest Fires Act No. 101 of 1998:** It emphasizes the formation of Fire Protection Associations for the purpose of predicting, preventing, managing and extinguishing veld fires.
- **The National Environmental Management Act of 1999** Provides for environmental management strategies so as to prevent and mitigate environmental disasters.

CHAPTER 3: INTEGRATED INSTITUTIONAL ARRANGEMENTS

This section outlines the institutional arrangements for Disaster Management in the Sedibeng District Municipality as well as other stakeholders within the district, who are relied upon to fulfil their respective mandates and responsibilities for Disaster Management.

3.1. Sedibeng District Disaster Management Organogram

The Disaster Management function in the Sedibeng District Municipality resides within the Community Services function with the Director: Disaster Management Services fulfilling the role of the Head of Centre. The Directorate has a staff complement of 13 personnel, with one Manager and 10 officials.



3.2. Disaster Management Centre

Section 43 of the Disaster Management Act (Act 57 of 2002), stipulates that:

"*Each metropolitan and district municipality must establish in its administration a disaster management centre for its municipal area*" so as to optimally perform all statutory responsibilities for the direction and execution of the municipality's disaster risk management policy framework. The centre must be adequately resourced in terms of personnel, systems and infrastructure. In this regard, it must comply with the minimum criteria for the employment of suitably skilled personnel, systems and infrastructure set out in the National Disaster Risk Management Guidelines (published in Handbook 2 of the South African Disaster Risk Management Handbook Series) and in any provincial guidelines, and must be approved and adopted by the municipal council.

Sedibeng currently does not have a fully-fledged Disaster Management Centre. This pose a very challenging situation especially when the region is faced with incidents. There are however impermanent measures put in place to attempt to supplement the powers and duties of a disaster management centre:

- Mobile Disaster management multi-purpose vehicle; which can serve as a mobile JOC
- The Municipal Manager has ascertained a venue that can be used as a Disaster Operations Centre during incidents of major magnitudes (Technorama).

3.3. Sedibeng Disaster Management Advisory Forum

Section 44(1)(b) of the Disaster Management Act No. 57 of 2002 (Act) calls for an integrated and coordinated approach to disaster risk management in municipal areas. To make provision for the integration and coordination of disaster risk management activities and to give effect to the principle of cooperative governance in the district of Sedibeng, the municipal council must establish a Disaster Management Advisory Forum. Section 51 of the Act makes provision for the establishment of such a forum.

The objective of an advisory forum is ensuring coordination and cooperation of role players, including stakeholders, technical experts from the community and private sector to promote their participation in disaster risk management planning and operations in the municipality.

The Disaster Management advisory forum was resuscitated in 2023, consisting of different stakeholders, with the purpose of consulting one another and co-ordinating actions on matters relating to disaster management in the municipality. The forum is effective and sits four times annually. Section 51 of the DMA 16 of 2002 as amended prescribes what the composition of an Advisory Forum should consist of. The Sedibeng Disaster Management Forum consists, amongst others, of the following stakeholders:

1. Sedibeng Disaster Management
2. South African Police Services
3. Disaster Management Liaisons from Local Municipalities
4. Officials from the various Departments within the District Municipality
5. Hospitals (public and private)
6. Non-Profit Organisations: {to be listed}
7. Provincial departments (Education, Social Development, Home Affi
8. Provincial Disaster Management Centre Official;
9. Relevant Parastatals: {i.e. Eskom, Randwater, Transnet etc}
10. Neighbouring municipalities HOCs
11. Mining Companies

3.4. Municipal Disaster Management Committees

It is critical for local municipalities within the region to establish Interdepartmental disaster management committees for collaboration on joint cross-departmental plans and programmes aimed at disaster risk reduction and other relevant activities associated with disaster risk management. It assists with supervising the preparation, coordination, monitoring and review of disaster management activities and their integration into IDP processes. Lesedi Local Municipality and Midvaal Local Municipality are having such structures in place. Emfuleni Local Municipality is still to formalise the structure.

Their mandate encompasses the implementation of robust mitigation, preparation, response and recovery strategies, tailored to the resources and responsibilities at their disposal. This involves the establishment of Municipal Disaster Management Centres and the formulation of local disaster management plans aimed at bolstering community readiness to effectively manage the aftermath of a disaster. At the local

level, the capabilities in disaster management are considered as the foundation, with support from the district, national and provincial levels of government. The DMA of 2015 emphasizes the need for minimum capacity creation in disaster management and risk reduction at the local or municipal level. Furthermore, it calls for the institutionalization of measures to safeguard vulnerable groups, such as women, youth, and the elderly, during disasters.

3.5. Technical Task Teams

Technical Task Teams (TTT) are currently being established to deal with specific issues and to provide technical and scientific advice. It is important for these teams to create their own terms of reference, which should outline the minimum team composition, scope of operation, specific responsibilities, reporting structure, etc. The following Technical Task Teams have been established by Sedibeng Disaster Management Directorate:

3.5.1. Emergency Services Forum (Technical Task Team).

The Emergency Services forum is a forum that deals with Emergency Services in the region. The role of the forum is to provide leadership and guidance to ensure that Disaster Management, Fire and rescue services, inclusive of Emergency Medical Services operate efficiently, remain capable and are able to adapt and respond to the ever-changing environment of emergency services. The committee proactively supports and promote the development of common processes, practices and procedures that enable Emergency Services in the region to provide a safe and effective operations to meet the range of incidents which the region may encounter.

This Committee sits on a quarterly basis and it comprises of representatives from all 3 local municipalities and the Gauteng Province Emergency Medical Services.

3.5.2. Disaster Relief Technical Task Team

In pursuit of effectively and timely response to disasters, the Sedibeng Disaster Management Centre has established an Disaster Relief Forum to optimize the working relationship with some NGOs and Social Services fraternity in Disaster Management so as to ensure a coordinated approach to response and recovery

matters within the region. The Sedibeng Disaster Management Centre therefore established the NGOs Sub-Committee or forum, wherein all identified NGOs meet to discuss matters relating to disaster management. The forum was established on the 25th of March 2024 and sits on a quarterly basis.

This comprehensive approach ensures that the teams are well-prepared and equipped to handle various assignments effectively and efficiently.

3.6. Roles and Responsibilities of Role-players

3.6.1. The Head of Disaster Management Centre:

The Head of Centre (HOC) is responsible for the compilation, maintenance and distribution of the Municipal Disaster Management Plan and support risk-specific and incident management plans. The head is also responsible for the performance by the centre of its disaster management functions and to implement and co-ordinate the Disaster Management Plan in accordance with Section 44(1) of the DMA 57 of 2002 as amended. Furthermore, the HOC must undertake the following responsibilities:

a. When deemed necessary, request the classification of a disaster as per the Disaster Management Act (sec. 49)
b. Liaise with local, provincial and national officials.
c. Oversee response with CBOs and NGOs.
d. Identify persons /organizations to received recognition for contributions to the emergency response.
e. Establish and maintain required telecommunications links.
f. Identify available resources for disaster management purposes as requested by the JOC management team.
g. Establish and maintain a resources database.

The Head of the Centre, in consultation with the Executive Director, the Municipal Manager and Executive Command Council /Joint Operations Command Management Team, will determine when the incident or disaster is adequately dealt with and the response structure can be de-activated. In the recovery and rehabilitation phase, a project team under a line function can be convened to take responsibility for further activities that address the causal factors of the disaster/ incident.

3.6.2. Local Municipalities Liaisons

Local Municipalities' liaisons in the region are responsible for overall Disaster Management in the municipality and to maintain an up-to-date list of all potential hazards that could pose a threat to the municipality. Associated with each hazard, primary role-players responsible for disaster risk reduction and preparedness must be clearly identified. These primary role-players will be required to compile comprehensive plans for disaster risk reduction and preparedness for each specific hazard. These plans should be included in the local disaster management plan or referenced as supporting documentation. It is imperative that these documents are easily accessible to all relevant role-players, ensuring coordinated and effective disaster management efforts.

3.6.3. Inter-departmental committee on Disaster Risk Management

The committee will ensure alignment on the implementation of Disaster Risk reduction programmes and projects within local municipalities. The main role players on this committee are the Executive Directors and it can be chaired by Executive Director that is responsible for Disaster Management function.

Roles and responsibilities of line functions/departments and agencies

Agency/department	Roles and responsibilities
MDMCs	• Disaster management coordination and information sharing; • Joint co-operation in ensuring emergency preparedness; • Coordination of prevention and mitigation strategies; • Response and relief coordination • Evacuation to temporary shelters of all or part of the population from the disaster-stricken areas if such action is necessary for saving lives;
Department of Education	• Provision of schools for temporary shelter (if required). • Disaster awareness through inclusion in curriculum. • Ensure that Disaster Management Plans for the sector are in place and reviewed, as required

Department of Social Development	• Co-ordination of NGO's and locally based community recovery services. • Co-ordination of relief material to affected people. • Provision of social workers. • Provision of food and food parcels. • Social relief of distress. • Psychological support and provide post trauma counselling
Department of Social Development and Health: Public health	• Provision and maintenance of mobile clinics and health facilities. • Guard for epidemic outbreaks and mitigate epidemic spread. • Public health advice and warnings. • Epidemiology/disease surveillance. • Collection/dissemination of health information. • Psychological and counselling services for disaster affected persons working together Department of Social Development. • Health education programs and immunisation programs
Department of Health: Emergency Medical Services	• Rescue (advanced medical rescue) – Disaster team available 24 hours • Assessment, treatment and transportation of injured persons • Provision of aero-medical transportation services • Handling of hazardous material/dangerous goods incidents • Provision of ambulance and support vehicles. • Directing all Triage, Treatment and Transportation activities. • Establishing on-site Advanced Life Support Establishing communication with hospitals regarding the number of the injured, severity of injuries, estimated time of arrival, and termination of patient flow. • Coordinating hospital destination for patients.
Fire Brigade Services	• Coordinate general rescue operations in the municipality. • Assist municipalities with fire prevention and mitigation measures. • Assist municipalities with management of hazardous material situations. • Provision of Material Safety Data Sheet (information relative to hazardous materials). • Provide advice relative to evacuation requirements as a result of a hazardous material incident.
Department of Human Settlements	• Provision/ Arrangement of temporary shelter and emergency housing. • Identification of shelters that can be used for misplaced/lost people. • Relocation of communities located in hazardous areas or at risk areas.

Department of Transport and Traffic Services	• Coordinate all transport related incidents such as roads and bridges during major accident. • Coordination of road closures as a result of disaster incidents. • Traffic control, including assistance with road closures. • Assist to repair damaged roads following a disaster
Department of Local Economic Development and Rural Development	• Assess and provide support to business following a disaster • Develop economic reports following a disaster
Department of Sports and Recreation	• To safeguard the well-being and safety of persons and property at sport, recreational, religious, cultural, exhibitions, organisational or similar events held at stadiums, venues or along a routes. • Provision of facilities to be utilized for evacuation purposes such as Parks and other facilities
Finance	• To assist with allocation of funds to repair the damaged infrastructure following a disaster
Non-Governmental Organisations	• Disaster relief; • Disaster Impact Assessment • Primary health care clinics; • Feeding schemes; • Water purification support; • Counselling services; • Substance and drug rehabilitation • Educational Psychological support

CHAPTER 4: RISK ASSESSMENT

4.1. Objectives

The objective of disaster risk assessment is to establish a consistent approach for assessing and monitoring disaster risks. This will inform disaster risk management planning and disaster risk reduction undertaken by departments and other role players. The risk assessment for the district provides a clear indication of the level of vulnerability in its communities, its infrastructure and environment and the capacity of available services to cope with a disastrous event. To ensure full compliance with Level 1 DM planning, the Municipal Disaster Management function has conducted a thorough macro-disaster risk assessment, documenting all vulnerabilities and hazards within the municipality. It is imperative that the outcomes of this assessment are integrated into the Level 1 plan, as this integration is vital for effective disaster management. Additionally, it is crucial to develop and document specific contingency plans tailored to the risks identified during the macro risk assessment process. These contingency plans will serve as a proactive measure to mitigate the potential impacts of the identified risks, contributing to a more robust disaster management strategy.

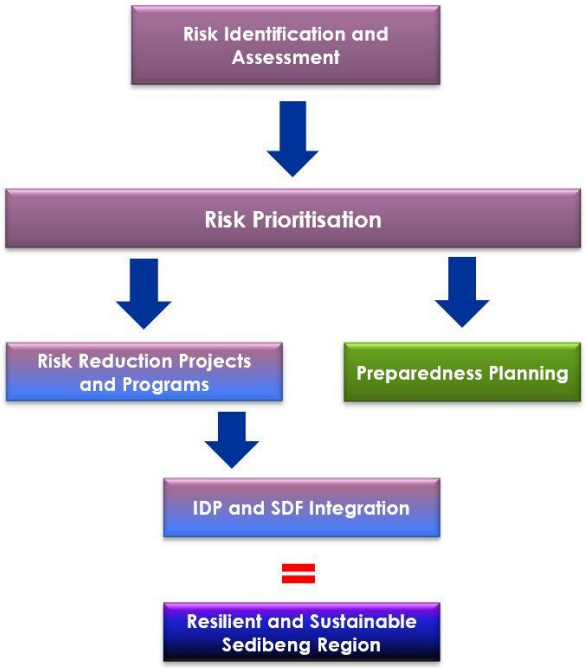


Figure 1: Risk Assessment Process

Figure reflects the risk identification and assessment process that underpins all risk reduction and disaster management activities. The identified risk and outcomes of the comprehensive process should be utilised to inform all development initiatives by the Municipality.

4.2. Process for Risk Identification

The Sedibeng District Municipality is responsible for undertaking comprehensive disaster risk assessments for the whole region. It is also tasked with actively promoting and assisting in the creation of disaster risk assessments by provincial and municipal government organizations operating within the municipality. These risk assessments are aimed at developing detailed risk profiles, which will offer a relative prioritization of risks. This prioritisation will in turn facilitate informed decision-making processes related to the reduction of risks.

The following steps were undertaken to develop the risk assessment for the District:

a. Identify and assess significant hazards;
b. Analyse the disaster risk(s);
c. Evaluate the disaster risk(s);
d. Monitor disaster risk reduction initiatives and update and disseminate disaster risk assessment information.

4.3. Identified Risks

The following risks were identified through the risk assessment process which, can lead to disasters:

1. Floods;
2. Drought;
3. Severe weather events;
4. Human Disease;
5. Veld Fires;
6. Structural Fires;
7. Dolomite (sinkholes);
8. HAZMAT Incidents;
9. Road Accidents;
10. Water Pollution.

4.4. Summary of outcome of the comprehensive Disaster Risk assessment for the Sedibeng District Municipality

Hazard	Potential Consequences
Floods	Drowning, loss of life, (loss of breadwinner), severe injury, loss of homes, loss of stock loss of income, increased risk of disease.
Drought	Increased desertification; leads to inferior crop and poor veld conditions. Loss of human life from food shortages, heat, suicides and violence.
Severe Weather	Loss of life, (loss of breadwinner), severe injury, loss of homes, loss of stock loss of income, increased risk of disease.
Human Disease	Loss of life, extended illness, loss of employment because of absenteeism, over-taxing of the medical response capability.
Veld Fires	Loss of life, severe injury, loss of homes, loss of crops, stock losses, of grazing land, loss of income, disruption of economy. Stretching of the emergency response capability.
Structural Fires	Loss of life, severe injury, loss of homes, loss of crops, stock losses, of grazing land, loss of income, disruption of economy. Stretching of the emergency response capability.
Dolomite (Sinkholes)	Damage to property, change in environmental landscape, displacement of animals; loss of human life; fear and panic.
HAZMAT	Loss of life, severe injury, evacuation of large areas, fires, explosions, ground and air pollution. Road and rail transport travelling through the province carrying dangerous chemicals and corrosive substances poses the threat of a significantly dangerous accident.
Road Incidents	Loss of life, severe injury, loss of income, stretching of response and medical capability. Transport could involve aircraft, trains, tour coaches, school buses, taxis or heavy transport vehicles.
Encroachment	Loss of life, damage to property, legal disputes, disruption of services
Water Pollution	Increased disease, loss of life, loss of stock, pressure on health facilities.

Table 1: List of Major Hazards

CHAPTER 5: DISASTER RISK REDUCTION

5.1. Objective

Sedibeng District Municipality is responsible for the development and maintenance of both generic and hazard-specific risk reduction strategies, which encompasses prevention and mitigation measures. The following is a detailed list of eight key planning points that Sedibeng District must apply as part of its Disaster Risk Reduction Initiatives. These points must be incorporated into the annual reporting of the municipalities:

- Utilise the findings of the disaster risk assessment to guide and focus on planning efforts.
- Establish an informed multi-disciplinary team with the capacity to address identified disaster risks and designate a primary entity to facilitate the initiative.
- Actively engage and involve the communities or groups that are at risk.
- Address and mitigate identified vulnerabilities in the municipal area wherever possible, in conjunction with the respective local municipalities.
- Anticipate and plan for changing risk conditions and uncertainty, considering the effects of climate variability.
- Apply the precautionary principle to actively avoid inadvertently increasing disaster risks.
- Mitigate unintended consequences that undermine risk avoidance behaviours and the ownership of disaster risk.
- Establish clear and achievable goals and targets for disaster risk reduction initiatives and align the monitoring and evaluation criteria with the initial disaster risk assessment findings.

Disaster Risk Reduction hinges on the meticulous evaluation of disaster risk, taking into account both hazards and vulnerability assessment. A thorough risk assessment is a crucial prerequisite for this process, forming the foundation on which effective strategies for disaster risk reduction can be developed and implemented.

Disaster Risk Reduction is a comprehensive approach that focuses on identifying, evaluating, and implementing strategies to decrease the impact of potential disasters on communities. This involves not only planning for emergency response, but also

proactively working to reduce the underlying vulnerabilities that make the community susceptible to disasters. These measures could include anything from improving infrastructure to enhancing early warning systems and community preparedness. It's essential for municipalities to be proactive in devising cost-effective and innovative solutions that address the specific risks facing their communities, and to integrate these measures into their broader development plans. This alignment ensures that disaster risk reduction efforts are seamlessly woven into the municipality's overall vision for sustainable development and resilience.

5.2. Core Disaster Risk Reduction Principles

All disaster risk management plans must give explicit priority to the core principles of disaster prevention and mitigation.

Disaster Prevention

It refers to actions that provide outright avoidance of the adverse impact of hazards and related environmental, technological and biological disasters.

Disaster Mitigation

It refers to structural and non-structural measures that are undertaken to the limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities and households.

Risk Reduction Strategies

Implementation of risk reduction initiatives will be effective only through an integrated and multi-disciplinary planning approach co-ordinated by the SDM Disaster Management. Furthermore, the Disaster Management Act, 2002 (Act No. 57 of 2002), as amended and the National Disaster Management Framework assigns responsibility for hazard monitoring and risk mapping exhaustively to all spheres of government and all relevant organs of state within each sphere. The need to monitor and reduce disaster risks is an integral part of the District Disaster Management Advisory Forum and is crucial in the identification of gaps for the planning and execution of disaster risk reduction initiatives throughout the region.

The figure below illustrates how effective hazard monitoring, implemented through a technical committee, aligned to developmental processes can ensure better implementation of risk reduction projects.

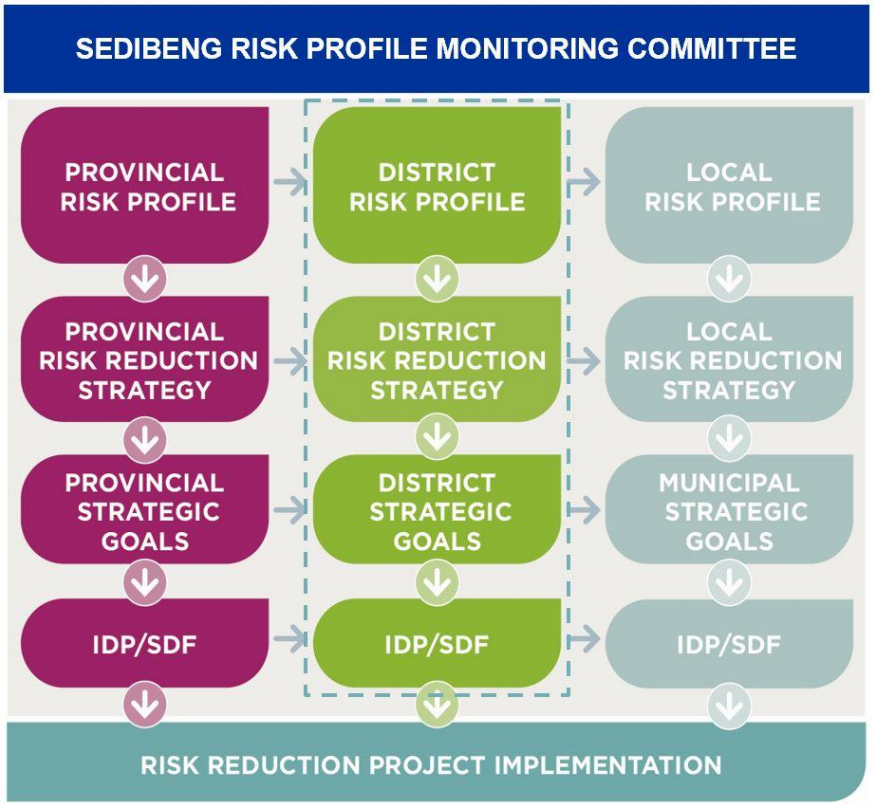


Figure 2: Sedibeng Risk Profile Monitoring Committee

The Sedibeng Climate change adaptation plan also attest to the above identified risks as part of high risk experienced by the region. The climate risk profile underscores four fundamental areas: **drought, heat, wildfires, and flooding**.

Drought exposure in Sedibeng is relatively low, with no settlements in the district identified as high risk. Present data shows some minor exposure to drought tendencies in the eastern part of the district, though these are projected to decrease by 2050. This suggests that drought is not a significant climate risk for Sedibeng now or in future projections. However, an extended dry period could still impact water supply, agriculture, and local flora, highlighting the importance of water management and conservation strategies.

The wildfire risk varies across the district. Heidelberg, Vaal Marina, Sebokeng, Sharpeville, Boipatong, Vanderbijlpark, Vereeniging, Evaton, and potentially Meyerton are identified as wildfire-prone regions. Projections indicate high future wildfire risks for Vanderbijlpark, Sharpeville, Boipatong, Vereeniging, and Heidelberg, while Sebokeng, Evaton, Meyerton, and Vaal Marina have a moderate risk. Wildfires can

result in loss of life, damage to infrastructure, loss of biodiversity, and soil erosion, underlining the necessity of localized wildfire response and management strategies.

Flooding also presents a significant risk to the district. The flood hazard index across the district indicates a medium to high risk, with pockets of very high risk. Under a worst-case greenhouse gas emissions scenario (RCP 8.5 low mitigation), Heidelberg and Walkerville could face increased flooding risks. Slight to significant increases in extreme rainfall days are expected in the district's eastern parts, especially Lesedi Local Municipality, signalling a potential increased future flood risk. Flooding can disrupt infrastructure, displace communities, and damage agricultural lands, highlighting the importance of flood risk management.

Heat risk, predominantly low across all settlements and very low in Vaal Marina, is projected to increase due to climate change. The urban heat island effect could render built-up urban areas particularly vulnerable to high temperatures. While the district experiences between 0 and 2 very hot days per annum currently, future projections anticipate an increase in very hot days, particularly in the western half of the district. Rising temperatures can exacerbate health issues, strain energy resources, and negatively impact agriculture, pointing to the need for heat adaptation measures in their adaptation approach.

CHAPTER 6: PREPAREDNESS PLANNING

No	Hazard	Programme /Plan	Lead Department
1.	**Veld & Structural Fires**	A structured and integrated campaign to raise the awareness to the general public and school children on fire prevention and fire risk reduction. This should include the correct emergency numbers for emergencies,	Fire and Emergency Services Disaster Management Services
2.	**Veld & Structural Fires**	A structured programme based on the needs identified in the remote areas to recruit, train and equip volunteers to assist with area based first aid posts. A structured and integrated campaign to raise the awareness to the general public and school children on fire prevention and fire risk reduction.	Fire Rescue and Emergency Services Disaster Management Services Health Services
3.	**Dolomite (sinkholes)**	To reduce the risk of sinkholes, underlying factors such as structural and non-structural prevention and mitigation measures must be implemented and incorporated into land use planning by the Municipality. These should include: - Regulation and awareness for the public regarding the erection of informal settlements on sinkhole prone areas; - Consideration of low-cost housing and infrastructure installation that is dolomite-compliant.	Technical and Engineering Services Development and Town Planning Human Settlement Department
4.	**Stormwater Flooding**	An integrated programme to educate the general public in anti-littering and responsible domestic waste management and disposal. This should include: • Problems caused by refuse in stormwater systems;	Technical Services Waste Management Services Environmental Health Services

		• Responsible and correct use refuse transfer stations; and • General environmental health problems caused by indiscriminate dumping of waste material/refuse.	
5.	**Road Incidents**	• An awareness and education programme to inform pedestrians on the safe use of roads. There are at present several initiatives to enhance pedestrian safety, these should be pursued.	Traffic Services
6.	**Human Disease**	• Awareness programmes: types of diseases e.g. malaria, cholera, HIV/AIDS, COvid-19, Disease surveillance, health programmes, mobile clinics, Social Welfare programmes. • Ensure that service providers have contingency plans in place.	Department of Health
7.	**Water Pollution**	• Awareness programmes: Proper industrial and commercial water management procedures, good hygiene and sanitation practices, household water treatment options e.g. bleach. • Responsible agencies DWS department of environmental affairs, Health and water affairs to have contingency plans in place. • Regular monitoring and surveillance. • Identify alternative of water.	DWS Water & Sanitation; Department of Environmental Affairs.
8.	**Severe Weather**	• Identify vulnerable sectors informal/formal; • Awareness programmes: Pre-identified high ground shelter, leave unnecessary item. Take food etc. • Consider relocation of informal temporary shelter. • Pro-active measures of mitigation (gabion baskets).	SAWS Housing Directorate

		• Early warning systems Pre-identify alternative accommodation. • Include in IDP for future development.	
9.	**HAZMAT**	• Awareness programmes: the effect of various chemical and precautionary measures, identify specialized and alternative treatment facilities and places of safety. • SDM Environmental Health, Dept Environmental Affairs to have contingency plans in place. • Identify Hazmat Task Team	SDM Environmental Health; Dept. Environmental Affairs.
10.	**Drought**	• Awareness programmes: Good farming practices, contour ploughing, minimum tillage, crop rotation. Encourage planting drought resistant varieties. • Identify responsible agency and ensure to have contingency plans in place. • Water saving awareness and education. • Planning (IDP) for alternative reliable water sources e.g. Dams, covered reservoirs, boreholes and springs	Water and Sanitation; Environmental Affairs; Department of Agriculture; IDP Directorate; Engineering Services;
11.	**Servitudes Encroachment**	• Awareness program • Simulations	Rand Water Fire Services SASOL EMS, Disaster Management Transnet, Eskom, etc……

6.1. Adaptation Goals and Priorities

Given the escalating climate risks and impacts in Sedibeng, a focused approach with clearly defined adaptation goals is paramount. These goals offer a broad framework to guide the region's long-term vision and action to mitigate climate change. The proposed adaptation goals in response to the climate risks and impacts in Sedibeng are:

1. **Develop effective flood management strategies**: Sedibeng should establish robust flood management strategies to mitigate the risks associated with heavy rainfall events. This includes improving stormwater drainage systems, developing floodplains and retention basins, and setting up flood early warning systems to safeguard vulnerable communities and infrastructure.
2. **Reduce vulnerability and exposure of human and natural systems to climate change and extreme events:** Prioritizing the needs of vulnerable populations, such as low-income communities and informal settlements, is vital in ensuring that they are not disproportionately affected by climate change. This can be achieved by ensuring access to basic services, improving housing conditions, and implementing early warning systems tailored specifically to these communities.

3. **Ensure water security under a changing climate**: With South Africa grappling with water scarcity, it is crucial that Sedibeng invests in comprehensive water resource management. This involves maintaining and upgrading water infrastructure, promoting water conservation practices, implementing rainwater harvesting systems, and exploring alternative water sources such as groundwater and wastewater reuse.
4. **Protect natural resources and ecosystems:** The conservation and restoration of natural ecosystems, like wetlands and riparian areas, is vital. These ecosystems enhance biodiversity, support water management, and act as natural buffers against climate-related hazards such as wildfires.

By implementing these adaptation goals, Sedibeng can constructively respond to the pressing climate risks and impacts and build resilience for both human and natural systems in the region.

CHAPTER 7: RESPONSE AND RECOVERY

7.1. Objective

To ensure effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environment and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur;
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

The Sedibeng Disaster Management Centre will uphold a high standard of readiness to address potential and actual incidents, major incidents and disasters. It will also facilitate comprehensive emergency preparedness. Effective planning and preparedness are crucial for establishing a robust logistic system, and these plans should be based on a thorough understanding of the geographic, social, political, and physical context in which operations will take place. The development of disaster management information is of utmost importance to ensure that the community and all sectors of the public and private domain are well-informed and well-prepared for any potential disaster.

To ensure proper preparedness planning, Sedibeng Disaster Management and the 3 local municipalities in the region need to collaborate on developing a plan of action that involves all departments, communities, traditional leaders, private and commercial stakeholders. This process will include creating disaster management information leaflets, organising training programs, conducting media and local level meetings with disaster management stakeholders, and involving Non-Governmental Organisations (NGOs).

7.2. Strategies imperative for response and recovery

Response and recovery consist of a series of interconnected steps in a continuum. It is imperative that disaster management practitioners and other related organizations observe and understand these steps as they provide a simplistic sequence for

emergency preparedness. These steps are generic and can be adjusted to suit any operational needs of every disaster related organization. In terms of sections 52 and 53 of the Disaster Management Act, Act 57 of 2002, (the Act) each municipality and municipal entity must draft disaster management plans for their area. These plans include contingency strategies and emergency procedures. In terms of section 54 of the Act, a Municipality must deal with a local disaster through existing legislation and contingency arrangements, even if a local state of disaster is not declared.

According to section 53(2)(k) of the Act, contingency plans should address:

- the allocation of responsibilities to the various role-players and coordination in the carrying out of those responsibilities;
- prompt disaster response and relief;
- the procurement of essential goods and services;
- the establishment of strategic communication links;
- the dissemination of information

Contingency plans for major disaster risks have been developed and available at the Municipal Disaster Management Centre. The plans are updated on an annual basis. Hazard specific disaster response actions will be identified in the contingency plans.

7.3. Early Warnings

Early warnings are designed to alert areas, communities, households and individuals to an impending or imminent significant event or disaster so that they can take the necessary steps to avoid or reduce the risk and prepare for an effective response. Early warnings are issued by South African Weather Servies and strategic links are established with the local municipalities, organizations or agencies that are responsible for disseminating the early warnings in order to develop emergency preparedness plans for responding to a threatening incident. Assessment of Incident

It is imperative that an assessment of situation be carried out as soon as possible after the occurrence of the event as it is this assessment that will determine what action are to be taken to mitigate the effects of the incident.

The Municipal Manager will make available as many staff members as is necessary to conduct the assessment. Once the assessment has been completed the Director:

Disaster Management, will submit a report to the Municipal Manager who will decide what actions are required.

7.4. Establishment of a Joint Operation Centre (JOC)

The following generic protocols, procedures and considerations are applicable when a JOC is established. The purpose of the disaster management protocol is to provide structure and coordination for the pre- and post-management of disasters. This is in order to provide for an effective and efficient response that will: -

- Save lives
- Reduce risk.
- Reduce suffering.
- Protect property.
- Protect the environment.
- Reduce economic and social losses; and

In terms of section 54 (2-3) of the Disaster Management Act (Act 57 of 2002), the district municipality may agree with the local municipality that the council of the local municipality assumes primary responsibility for the coordination and management of a local disaster that has occurred or may occur in the area of the local municipality. Such municipality, having primary responsibility for the co-ordination and management of a local disaster, must deal with a local disaster in terms of existing legislation and contingency arrangements.

If the event is of such a nature that the Sedibeng, together with the local municipality can deal with the situation itself, the Municipal Manager is to establish a Joint Operation Centre comprising the personnel deemed necessary to deal with such event. This will be decided upon by the Municipal Manager after been advised by the Disaster Management Directorate. All the necessary services and role players will be expected to be present in the JOC.

If the disaster is of such a magnitude that circumstances require that a District JOC to be established, it will be coordinated by the Sedibeng District municipality: Disaster Management Centre. The assessment of the event will dictate what action is required.

7.5. Establishment of the Forward Command Post

The seriousness of the situation as established in the assessment will dictate whether a Forward Command post/centre will be required. If it is necessary to establish such then the first official at the scene will establish a FCP. This need not be a fixed structure but can be in the form of a vehicle or any other situation that will be suitable.

7.6. Activating Procedure.

1. The disaster management centre, after having received an early warning from the SA Weather Services of a possible incident, will inform the Executive Director for Community Services, to also inform the Municipal Manager.
2. The Local Municipalities liaisons will also be notified of the warning and shall be requested to contact all the relevant role players requesting them to place their personnel on standby, getting ready for action. Emergency Services receive instructions to undertake evacuation in the event of a flood where residents will be endangered, as well as in other cases.
3. The Disaster Management Official/Liaison will advise the Sedibeng District Disaster Management in the event of a large incident.

To further expedite Disaster Management action during crises, emergency or disaster, it is recommended that the necessary delegation of authority be granted to the Executive Director and in his/her absence the person so delegated at the Local Municipality level. The responsibilities include:

- The release of any available resources of the municipality, including stores, equipment, facilities, etc.
- The release of personnel of the municipality for the rendering of emergency services.
- The regulation of the movement of persons and goods to, from or within the disaster stricken or threatened area.
- Emergency procurement procedures.
- Arrangement for Emergency funding.
- The dissemination of information required for dealing with a disaster.
- To surrender voluntarily any land or building or to deliver or make available voluntarily any article or thing referred to in that section to that local authority.

7.7. Administrative Structure

To ensure a more co-ordinated approach pertaining to Disaster Management, it is recommended to include the Municipal Managers of Emfuleni-, Midvaal- and Lesedi in the command-and-control structure. Thereby implying that the respective Municipal Managers be endowed as Accounting Officers for Disaster Management in their respective Councils.

The Municipal Manager of the Sedibeng District Municipality will chair the District Joint Operational Committee, which consist of municipal managers of local municipalities, in the event of a crises, emergency or disaster affecting the whole area of Sedibeng. The Municipal Manager may, in his absence, delegate one of the local Municipal Managers to chair the committee.

In the case of a localized disaster, the respective Municipal Managers will chair their Local Joint Operational Committees, consisting of their Executive Directors and assisted in a co-ordinating and advisory capacity by the Disaster Management functionaries (Sedibeng and the officials from the municipality concerned). They will prioritise and manage all resources within their area of jurisdiction and give feedback to the relevant political structure (i.e. section 80). Recommendations initialised by the administrative structure should be tabled before the Political Structure.

The purpose of the political structure is to provide a political forum for coordinating disaster risk management in council during disasters. The ICDRM forms a political link between Councils and is an active body during disasters that might have struck the area.

The political structure must consist of Councillors tasked with the portfolios of Public Safety, Protection Services and/ or Disaster Management in their respective councils. Sedibeng District ICDRM must therefore include members of the relevant Section 80 Committee but may also include Councillors (MMCs) in charge of responsible clusters. The key responsibilities of the committee during disasters will be to:

- Convene immediately upon receiving information on serious disastrous situation within the jurisdiction of the areas of the municipality to ensure management and control of the situation.

- make recommendations to Council pertaining to the disastrous prevailing situation at political level.
- Act as political consultative body on matters pertaining to disaster management or prevailing disastrous situation.
- Assist in the monitoring of the implementation of all aspects that need to be undertaken as recovery measures during disasters.
- Establish specialized political task teams working together with disaster teams during disastrous situations for specific identified issues to be reported to the committee.
- Ensure that all role players and stakeholders identified are taking part in all matters that need to be resolved cooperatively during disasters.
- Act as an advisory body to the Executive Mayors to take appropriate decisions on the prevailing disaster situations.
- Ensure that the MEC concerned is advised accordingly of the prevailing matters of a disaster i.e. the state of the prevailing disaster, actions taken, remedies etc.
- Furnish information to the Executive Mayor on declaration of a state of Disaster.
- Assist on matters requiring: Funding for the prevailing disaster; Relief measures for those affected; Measures on recovery; Mitigation measures; Reconstruction and rehabilitation measures.

7.8. Standard Operating Protocols for the Joint Operation Centre (JOC) team:

The following are the broad responsibilities for each member of the JOC team.

1. **Municipal Manager:**

To ensure disaster prevention, risk reduction and disaster preparedness, the Municipal Manager must:

- Ensure that the disaster management function is executed in an effective and efficient manner in the Municipal area of Sedibeng.
- During and after emergencies and disasters the Municipal Manager will be responsible to:
    - Report, liaise and consult with councillors and external district, provincial and National government departments.
    - Report on emergency impact and response to the Mayor.

- Report on emergency impact and response to the Councillor(s) for the affected area(s).
- Report on emergency impact and response to the remaining Councillors.
- Notify next of kin when a municipal employee is injured, missing or killed.
- Authorize extraordinary expenditures.
- Identify persons/organizations to receive recognition for contributions to emergency response.

7.9. Evacuation and Treatment of the injured

The priority of the JOC or FCP will be the evacuation and treatment of the injured. The Fire Services and Emergency Medical and Rescue Services will be responsible for this task. Emergency Medical Services will be responsible for triage of the injured.

7.10. Declaration of a Disaster

In the event of a local disaster, the council of the municipality, having a primary responsibility for the coordination and management of the disaster, may declare a local state of a disaster if:

- Existing legislation and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster, or
- Other special circumstances warrant the declaration of a local state of disaster.

The declaration of a disaster must be done after the provincial and national government has been consulted for the classification of the disaster.

7.11. Powers and duties of municipalities in the declaration of disaster

Municipalities have the power to declare a local state of disaster in terms of section 55 of the Act. The following municipal councils have the primary responsibility to coordinate and manage a local state and may declare a local state of disaster:

a. A district municipal council; and
b. A local municipal council, if it has an agreement with the district municipality to coordinate and manage a local state of disaster in terms of section 54(2) of the Act. This agreement must be for the coordination and management of one occurrence or may be coordination and management of occurrences whenever

they occur and must be in the form of a council resolution taken by both councils.

7.12. Declaration of a local state of disaster

A local state of disaster is declared in the event when existing legislation in terms of section 2(1)(b) of the Act, and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster or if other special circumstances warrant the declaration of a local state of disaster. The council of a municipality must take a resolution to declare a local state of disaster and the decision must be published in the provincial gazette.

7.13 Classification of a State of Disaster

The purpose of classifying a disaster is to designate primary responsibility for the coordination and management of a disaster to a sphere of government in terms of Section 23(8) of the Act.

7.14. Powers and duties of the NDMC

In terms of section 23, the NDMC has the power to classify and record disaster. While it is the duty of the NDMC to classify and record occurrences in terms of section 23, it remains the responsibility of all spheres of government to advice the NDMC in terms of sections 35 (2) and 49 (2) of the Act respectively. The NDMC may reclassify a disaster classified in terms of section 23 (1)(b) as a local, provincial or national disaster at any time after consultation with the relevant provincial or municipal disaster management centres, if the magnitude and severity or potential magnitude and severity of the disaster is greater or lesser than the initial assessment.

7.15. Disasters that are not classified

Until a disaster is classified it remains a local disaster in terms of section 23(7) of the Act. This means that the occurrence must be dealt with in terms of section 54 of the Act.

7.16. Process to be followed when requesting classification from the NDMC

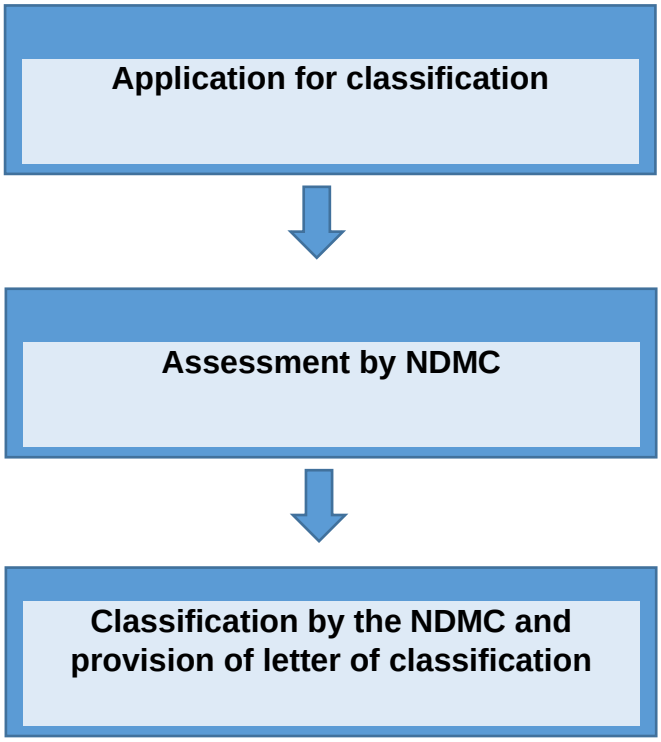


Figure 3: Procedure for Classification of a Disaster

7.17. Disaster Recovery and Rehabilitation

To guarantee a comprehensive and all-encompassing strategy for the rehabilitation and reconstruction efforts following a significant event or disaster, it is imperative for the relevant government entity responsible for managing known hazards to play a facilitative role in establishing specialized project teams. These teams should place a strong emphasis on developmental objectives, ensuring that their focus remains on the long-term growth and improvement of the affected areas. Furthermore, these project teams should be empowered to define their own terms of reference and key performance indicators, and they should be required to provide regular progress reports to council in order to maintain transparency and accountability throughout the rehabilitation and reconstruction processes.

7.18. Disaster Relief Grants

Disaster relief and rehabilitation encompass the expeditious provision of immediate shelter, life support, and essential humanitarian aid to individuals impacted by, or involved in responding to, a cataclysmic event. These endeavours are executed during the course of disaster operations. Disaster recovery and rehabilitation denote the concerted process aimed at assisting affected communities in rebuilding physical infrastructure, reinstating economic and environmental stability, and providing aid for the emotional, social, and physical well-being of those impacted. Adequate funding is imperative to effectively bolster response and recovery efforts, encompassing the provision of rescue services, fundamental humanitarian aid, and critical infrastructure restoration. The overarching objective is to ensure the reinstatement of the functioning of the affected community and its essential services.

Section 56 of the Disaster Management Act, 57 of 2002 stipulates that, in the event of a calamity, provincial and local government bodies may extend financial support for response efforts and post-disaster recovery and rehabilitation. The utilization of Section 16 of the Public Finance Management Act, 1999 (Act no. 26 of 1999) also caters to the allocation of funds in emergency situations. Furthermore, the National Disaster Management Framework of 2002 delineates a percentage of the budget, or any pertinent budgetary components of provincial or municipal government entities, as a precondition for accessing supplementary funds from the National Government to bolster response efforts.

Arrangements for disaster relief grants National Government allocates disaster relief in two phases:

- Emergency Disaster Relief
- Post Disaster Reconstruction and Rehabilitation.

The conditional grants are allocated based on specific conditions and are managed by the National Disaster Management Centre in collaboration with the National Treasury. It is crucial that provincial governments establish their own funding mechanisms to support disaster relief and rehabilitation efforts.

7.19. Recovery Plans

The table below reflects some of the recovery measures the District can implement in conjunction with the local municipalities during the recovery phase of a disaster.

Table 2: Recovery Measures

Hazard	Recovery –measures	Responsible stakeholders/Partners
1. Veld & Structural Fire	Build back better (Incorporating risk reduction strategies)	Community IDP Technical Services Disaster management Fire Services Communication Department
	Environmental restoration	Environmental Department EPWP FPA/farmer's association WOF
	Implementing lessons learned	All
2. Floods	Build back better (Incorporating risk reduction strategies)	Community IDP Technical Services Disaster management Fire Services Sedibeng Communication Department
	Environmental restoration	Environmental Department EPWWP FPA/farmer's association WOF

	Implementing lessons learned	All
3. HAZMAT: Road &Rail	Build back better (Incorporating risk reduction strategies)	Community IDP Technical Services Disaster management Sedibeng Fire Department Sedibeng Communication Department
	Environmental restoration	Environmental Department EPWWP FPA/farmer's association WOF
	Implementing lessons learned	All
4. Drought	Build back better (Incorporating risk reduction strategies)	Community IDP Technical Services Disaster management Fire Services Sedibeng Communication Department
	Environmental restoration	Environmental Department EPWP Farmers association WOF
	Implementing lessons learned	All

CHAPTER 8: ENABLERS

8.1 information management and communication system

OBJECTIVE: To guide the development of a comprehensive information management and communication system and establish integrated communication links with all disaster risk management role players.

The information management and communication system required to execute this plan must include the establishment of communication links that must enable the receipt, transmission and dissemination of information between Disaster Management Centre and those likely to be affected by disaster risks as well as other role players and stakeholders involved in disaster risk management. The design of the system must take into account the lack of technological infrastructure in areas and communities most at risk, as well as telephonic system failures during disasters.

Effective communication is paramount to effective disaster management planning and implementation. Each stakeholder's communication, dispatching and other procedural arrangements are governed by its functional role and its related standard operating procedures. Details of specific disaster incident communication protocols are contained in the disaster contingency plans, where such details are required. Communication during a disaster or major incident needs to be fast and require the provisioning of accurate information. Designated resources that would be favourably positioned to convey messages and collect information would be communications officers who would act as a communication and information coordinating hub and municipal representatives who would be in familiar with and trusted by local communities. The involvement of communities is becoming more prominent to ensure resilience and sustainability. At the heart of participative strategies is the requirement for a sustainable municipal representative that communities will trust and allow should meetings be held for capacity building or information dissemination. The nature of communication and information management before an incident is largely gathering and making information available regarding the incident. During the incident it is critical to maintain situational awareness and understanding. In order to fulfill this requirement speed of delivery, accessibility and accuracy is very important. SMSs, direct phone

calls and even two-way radios are preferred mechanisms. After an incident the coordination of recovery incidents would need to take place. For this purpose emails and meetings would be sufficient.

8.2 Education, training, public awareness & research

OBJECTIVE: To promote a culture of risk avoidance among stakeholders by capacitating role-players through integrated education, training and public awareness programmes informed by scientific research.

The municipality is committed to advancing continuous disaster management research by developing a comprehensive research agenda that is directly connected to identifying priority risks, vulnerable groups, and areas at risk, as well as IDP processes. The research findings will play a crucial role in providing valuable insights and information to guide and enhance disaster management activities, projects, and programs.

Training on disaster risk management in the region will be in accordance with the NDMF and National Guidelines in this regard. Training can be of an accredited or non-accredited nature. Practical, 'hands-on' training of Sedibeng disaster management officials need to be executed to ensure that at least the following capabilities have been efficiently established in the disaster management function:

- **Public Awareness**: Public Awareness is ongoing
- **Education**: to have brochures for disaster management for primary schools
- **Training**: training of staff on emergency evacuation
- Integrating all of the above into an effective Disaster Management operation.

Communication and stakeholder participation in disaster risk management in the Sedibeng region is executed through a consultative process, education and public awareness, initiated by the Disaster Management Directorate.

These processes includes the development of disaster risk management information leaflets, training programmes, media and local-level meetings with disaster risk management role players, including nongovernmental institutions (to be preferably invited / co-opted on the local disaster management committee) and the local traditional and community leaders, schools, clinics and communities.

As part of gathering indigenous knowledge (part of detailed hazard identification), at municipal level, local communities and structures will be orientated on the requirements of the Act and the specific element and information required from them in terms of the Act.

8.3. Funding arrangements for Disaster Management

OBJECTIVE: Establish funding mechanisms for disaster risk management in the region.

This plan encompasses both operational and capital expenditure implications, comprising both planned and unplanned (emergency) nature. Financial arrangements will be in accordance with sections 16 and 25 of the Public Finance Management Act, 1999 and Councils Policy and Regulations. All operations with a financial implication must be reported to Council. When a disaster strikes, the following principles apply:

- National, provincial and local organs of state may financially contribute to response efforts and post –disaster recovery and rehabilitation.
- The cost of repairing or replacing public sector infrastructure should be borne by the unit responsible for the maintenance of such infrastructure.
- Any financial assistance provided by a national, provincial or municipal organ of state must be in accordance with the national, provincial and district disaster management framework and any applicable post-disaster recovery and rehabilitation policy of the relevant sphere of government.

8.3.1. Funding of Post Disaster Recovery and Rehabilitation

Funding of post disaster recovery and rehabilitation is to be dealt with in terms of the Chapter 6 of the Disaster Management Act (Act 57 of 2002).

8.3.2. Budgeting

The budget of Disaster Management must be part of the integrated development planning process to ensure that the necessary capacity to serve the needs of the Local Municipal area is addressed.

CHAPTER 9: MONITORING AND EVALUATION PLAN

The District will regularly review and update this plan as required by Section 52 of the Disaster Management Act. This review and any updates made should be clearly documented in the annual reports submitted to council. Additionally, in the aftermath of any significant event or disaster, the relevant disaster management plans should be carefully re-evaluated and adjusted as needed. All updates to the plan must be submitted to the Gauteng Provincial Disaster Management Centre.

9.1. Exercise/testing of SOP's

The testing and or exercising of the SOP's referred to or highlighted within this DMP can be achieved through table top exercise (TTX) and/or full-scale exercises. It is advised that such exercises be done at least bi-annually. Every year two hazards can be identified and TTX can be developed and tested with all relevant parties involved.

9.2. Emergency Information and Communication Strategy

9.2.1. Early Warning Strategy

Early weather warnings are supplied by the South African Weather Service and these are further disseminated to relevant role-players and decision makers by the Sedibeng Disaster Management Officials.

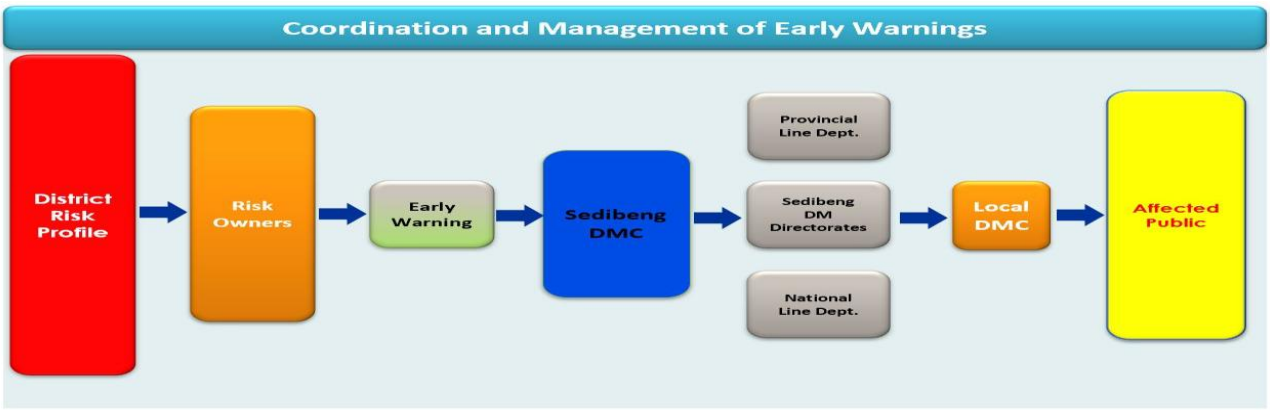


Figure 3: Communication and Management of Early Warnings

Figure 4, above illustrates how early warnings should be communicated, taking into consideration the District's Risk Profile, from the risk owners through to the communities.

9.3. Media

The Municipal Manager or a delegated authority is responsible for all communication with media including media briefings.

Conclusion

The Sedibeng Disaster Management Plan serves as the essential municipal disaster management plan mandated by Section 53 (1) (c) of the Disaster Management Act. This comprehensive plan is meticulously structured in adherence to the requirements stipulated in the Disaster Management Act, as well as the National, Gauteng Provincial, and Sedibeng District Disaster Management Frameworks. It provides a detailed overview of the existing institutional capacity and thoroughly outlines the disaster risk profile in the region. Additionally, the plan elaborates on the strategies for disaster risk reduction, preparedness, and response measures. The ultimate goal of this coordinated plan is to bolster the resilience of Sedibeng District Municipality in the face of both natural and human-induced disasters.

10. CONTACT DETAILS:

10.1. SEDIBENG DISTRICT MUNICIPALITY: MAYORAL COMMITTEE

Designation	Name	Contact (cell & Tel.)	email
Executive Mayor	Cllr. Lerato Maloka	083 450 8647	leratom@sedibeng.gov.za
MMC: Community Services	Cllr. Nkubi Mokoena	082 758 9989	nkubim@sedibeng.gov.za
Speaker	Cllr. Moipone Modikeng	071 566 6296	lydiam@sedibeng.gov.za
Chief Whip	Cllr. Mamohale Moloi	072 150 4758	mamohalem@sedibeng.gov.za
MMC: Corporate Services	Cllr. Bheki Mkhize	073 630 6478	bhekim@sedibeng.gov.za
MMC: SRAC	Cllr. Busang Tsotetsi	066 217 2245	busangt@sedibeng.gov.za
MMC: Environment	Cllr. Mamokete Radebe	082 878 4072	veronicaradebe@gmail.com
MMC: Transport & Infrastructure	Cllr. Nkosinathi Ndwandwe	082 663 3929	ndwandwe@sedibeng.gov.za
MMC: Development Planning and Human Settlement	Cllr. Madisebo Khomoeasera	072 896 9436	madisebom@sedibeng.gov.za
MMC: Economic Development	Cllr. Lulama Gamede	071 996 7239	lulamagamede@gmail.com

10.2. SEDIBENG DISTRICT MUNICIPALITY: MANCO

Designation	Name	Contact (cell & Tel.)	email
Municipal Manager	Mr Motsumi Mathe	068 179 9138	motsumim@sedibeng.gov.za
ED: Community Services	Mr Atwell Sijadu	082 454 6733	atwells@sedibeng.gov.za
ED: Corporate Services	Ms Florence Mokgobu	060 571 4981	florencem@sedibeng.gov.za
Chief Financial Officer	Ms Mathapelo Masisi	083 465 1527	MathapeloM@sedibeng.gov.za
ED: SPED	Mr Greg Makhubu	062 384 6107	GregM@sedibeng.gov.za
ED: TIE	Ms Lungile Thwala	078 091 8807	Lungilet@sedibeng.gov.za

10.3. PROVINCIAL DISASTER MANAGEMENT CENTRE

Designation	Name	Contact (cell & Tel.)	email
HOC	Mr Tshepo Motlhale	083 657 2465	Tshepo.motlhale@gauteng.gov.za
Director: Disaster Management	Ms. Jamila Ndovela	072 282 4501	Jamila.ndovela@gauteng.gov.za
Deputy Director: Disaster Management	Mr. Mmbhere Munzhelele	079 801 3152	Mmbere.munzhelele@gauteng.gov.za

10.4. SEDIBENG DISASTER MANAGEMENT CENTRE

Designation	Name	Contact (cell & Tel.)	email
ED: Community Services	Mr Atwell Sijadu	082 454 6733	atwells@sedibeng.gov.za
Director: Disaster Management	Ms. Sarah Mothapo	083 631 5095	sarahm@sedibeng.gov.za
Operations Manager	Mr Pieter Nieuwenhuizen	082 901 5726	pietern@sedibeng.gov.za

10.5. LOCAL MUNICIPALITIES DISASTER MANAGEMENT DATABASE

10.5.1 EMFULENI LOCAL MUNICIPALITY

Designation	Name	Contact (cell & Tel.)	email
ED: Community Services	Ms Thandiwe Mathebula	083 985 0717	thandiwem@emfuleni.gov.za
Manager Public Safety	Mr. N. Makhubo	082 905 2490	nnetem@emfuleni.gov.za
Chief Fire Officer (acting)	Mr J. Ngubene	072 776 1364	jacob@emfuleni.gov.za

10.5.2 LESEDI LOCAL MUNICIPALITY

Designation	Name	Contact (cell & Tel.)	email
ED: Community Services	Ms. Nompumelelo Khawula	071 889 3343	nkhawula@lesedi.gov.za
Manager Public Safety	Mr. Meshack Makhubu	078 126 9232	meshackm@lesedi.gov.za
Chief Fire Officer	Mr Mandla Masina	066 300 9584	mandlam@lesedi.gov.za

10.5.3 MIDVAAL LOCAL MUNICIPALITY

Designation	Name	Contact (cell & Tel.)	email
ED: Protection Services	Mr Eugene Lensley	082 064 1847	eugenel@midvaal.gov.za
Chief Fire Officer	Mr Hannes Steyn	082 697 0732	hanness@midvaal.gov.za

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The Presidency. (2002, January 15). *Disaster Management Act.* Retrieved from www.cogta.gov.za: http://www.cogta.gov.za/cgta_2016/wp-content/uploads/2016/06/DISASTER-MANAGEMENT-ACT.pdf

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1. BACKGROUND

The Sedibeng District Municipal Spatial Development Framework was developed in line with the requirements of Section 12 of the Spatial Planning and Land Use Management Act, 16 of 2013 and adopted by the municipal Council in October 2019.

2. INTRODUCTION

Municipalities around the world need effective planning tools to meet the demand for medium-to long-term planning. In South Africa, both the IDP and SDF are deemed as the main tools to help with the task of forward planning, a system mandated by the Municipal Systems Act 32 of 2000.
The IDP is an integrated and strategic plan created for a newly elected council's tenure in office and the SDF provides a visual long-term framework for development of the municipal area.

The main objective of the district SDF is to provide spatial planning guidelines for the Sedibeng region that is composed of Emfuleni, Midvaal and Lesedi local municipalities (refer to Figure 1, SDF 2030). The SDF addresses spatial, environmental, infrastructure and socio-economic issues confronting both the urban and rural spaces. The District Municipality is characterised by a dispersed spatial structure, with various towns and informal settlements spread across the urban footprint of the municipal jurisdiction, while the rural hinterlands consist of mainly farms and agricultural holdings.

The 2026~~5~~-2027~~6~~ SDF chapter gives impetus~~review will focus on~~to the following key aspects:

- Updating the spatial foresight according to current socio-economic conditions.
- Aligning forward planning with the visionand objectives of the IDP.
- Refining the Capital Investment/Implementation Programme.
- Giving effect to existing and new programmes/projects.

3. LEGISLATIVE AND POLICY CONTEXT

The national and provincial legislative and policy frameworks, along with the local policy backdrop, are listed for reference purposes in this section of the chapter. Detailed information pertaining to the relationship of the SDF and each legislative or policy framework can be found in the comprehensive document.

- Constitution of the Republic of South Africa 108 of 1996
- Municipal Systems Act 32 of 2000
- Spatial Planning and Land Use Management Act 16 of 2013(SPLUMA)
- National Development Plan 2030
- National Environmental Management Act107 of 1998
- Medium Term Strategic Framework 2014-2019
- Integrated Urban Development Framework and Implementation Plan 2016-2019

- National Biodiversity Strategy and Action Plan 2005, Biodiversity Assessment 2011
- Agricultural Policy Action Plan 2015
- National Comprehensive Rural Development Programme 2009
- Industrial Policy Action Plan 2014-2015
- National Infrastructure Development Plan 2012
- National Transport Master Plan 2005-2050
- Integrated Resource Plan for Electricity 2010-2030
- Development of Sustainable Human Settlements (Breaking New Ground) 2004
- Neighbourhood Development Partnership Grant 2006
- Gauteng Global City Region and Vision 2055
- Gauteng Rural Development Plan 2015
- Provincial Mega Human Settlements
- Gauteng City-Region Integrated Infrastructure Master Plan 2030

The Relationship Between SDF and IDP

As a high-level, essential part of the IDP, the SDF helps to realize the IDP's Vision, Goals, and Objectives by directing how present and future land uses are distributed spatially within the region.In addition to providing space for the realization of the priorities outlined in the five-year IDP, the SDF must prevent land dissipationbut direct the overall land configuration to be sustainable over a longer planning horizon (15 to 25 years).The IDP is responsible for budget allocation and prioritization decisions based on the Capital Expenditure Framework (CEF) and a rolling five-year development plan.At the same time, the SDF places the IDP within a long-term spatial vision for the region that aims to implement the spatial vision, principles, and policy directives outlined in national and provincial legislation, strategies, policies, and plans. The SDF is a spatial expression of business, community and public needs.

4. SPATIAL STRUCTURING/ FORMGIVING ELEMENTS

From the situational analysis the following salient features of the Sedibeng District were identified

- Sedibeng represents the Southern Corridor of the Gauteng City Region with the primary focus directed at diversifying the economy (*Tourism, Agriculture, Logistics and Manufacturing*), creating new sustainable urban and rural nodes and promotingthe local economy.
    - Several tourism routes and precincts have been defined within the region and this sector poses significant potential for future expansion of the economy.
    - An estimated 229 329 ha of land is utilised for agricultural purposes (47% of total SDM area).The dominant commodities are beef, poultry, maize and vegetables.
    - An Agri Park was identified for Sebokeng, an Agri Hub for Rietkuil and 15 Farmer Production Support Units (FPSUs).

- ~~The Southern Corridor is strategically located relative to the N1-Cape Town, N3-Durban-eThekwini and N17-Swazilnd/ Richards Bay Corridors.~~

- The area holds significant natural features which present opportunities to promote tourism (Suikerbosrand, Vaal River and Vaal Dam/Marina).
- The region has a rich heritage legacy by being host to Townships that played a pivotal role in the liberation struggle of the country (Sharpeville, Ratanda and Boipatong).
- Four functional rural areas are located within the SDM wherein agriculture should be promoted.
- Manufacturing, Finance and Government Services are the strongest sectors (GVA) while Trade contributes highest to job opportunities.
- Agriculture is relatively strong in Lesedi and Midvaal municipalities.
- Several larger and vibrant industrial areas drive the district economy with the proposed Vaal Aerotropolis, Vaal River City andVaal SEZ projects aimed at strengthening this function even more.
- Business activity is concentrated around the CBDs of Heidelberg, Meyerton, Vereeniging and Vanderbijlpark with several smaller nodes developing in townships such as Sebokeng and Ratanda.
- The SDM has an efficient and integrated transport network linking all the major nodal points to one another and to the cross-border economic nodes such as Sasolburg, Johannesburg and Kempton Park.
- The Southern Corridor is strategically located relative to the N1-Cape Town, N3-Durban-eThekwini and N17-Swazilnd/ Richards Bay Corridors.
- There are approximately 25 490 informal structures in the SDM with a total Housing Demand of 56 189 units (based on Housing Demand Database).
- The SDM holds a diverse range of community facilities serving the urban and rural parts of the district.
- The provision of water and electricity is satisfactory, however the bulk sewer network in the region needs serious upgrading.

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5. SPATIAL VISION

The Vision for the Sedibeng District as contained in the Sedibeng IDP (which the SDF forms part of) is confirmed as:

Building Towards a Developmental Metropolitan River City of Choice

There are important aspects of the above Vision that have a direct bearing on the development of the Sedibeng Spatial Development Framework:

- "**Developmental city**" - A busy region that is rapidly expanding and evolving.
- "**Metropolitan City**"- Expansive, crowded city with a varied and intricate economy.
- "**River City**" - Built along or near a river.

The Sedibeng SDF is thus focussed on attracting large populations and economic power. The objective is to generate a substantial amount of economic activity, including important firms, industries, and job possibilities. Sharing services including planning, infrastructure, and service delivery within the region is essential to the effectiveness of such initiatives. The cities' success will be demonstrated by its acceptance of a diverse range of socioeconomic origins, cultures, and nationalities.

6. LAND USE BUDGET

The total projected incremental population for the Sedibeng District Municipality for the period 2016-2037 is about 421 697 people. This implies an annual increment of about 20 080 people in the region. In terms of number of households, it translates to an additional 161 317 households to be accommodated within Sedibeng District during the period 2016 up to 2037 at a rate of about 7681 households per annum.

The total land size required for expansion of the urban footprint in the SDM between 2016 and 2037 stands at 10 434 ha of land of which the bulk (4954 ha) are to be allocated in the Emfuleni Municipality, 4117 ha in Midvaal and 1363 ha in the Lesedi Local Municipality

7. SPATIAL DEVELOPMENT FRAMEWORK

The Sedibeng ForwardPlan is reflected on **Figure 1** and is based on the following twelve (12) principles:

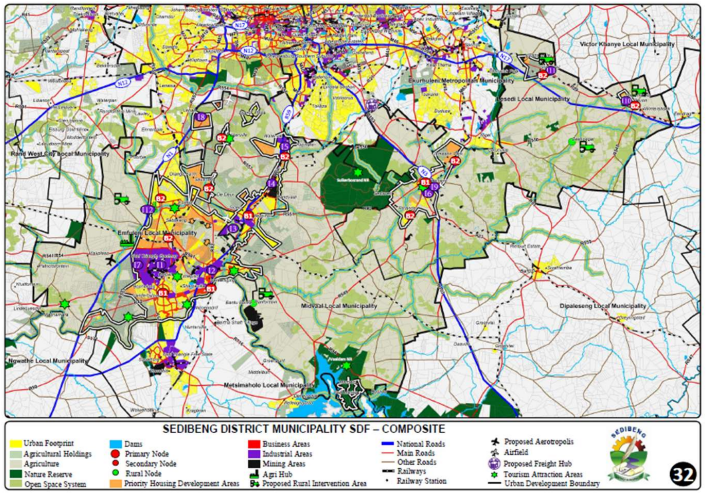


Figure 1: Sedibeng District Municipality SDF - Composite

Principle 1: Effective environmental and land use management to achieve a sustainable equilibrium between the ecosystem and biodiversity conservation, and urban related development within the district.

The management and maintenance of the natural environment is a key element towards the future sustainable development of the Sedibeng District Municipality. The district contains Critical Biodiversity Areas (CBAs), Ecological Support Areas (ESAs) and Protected Areas (Pas) within urban and rural environments that should be protected and preserved.Both theurban and rural communities are dependent on environmental resources located within the district for income generation, air quality, health preservation and their own existence. It is thus of critical importance that a balance be achieved between development and associated utilisation of resources, and the permanent conservation of certain environmental features within the district.

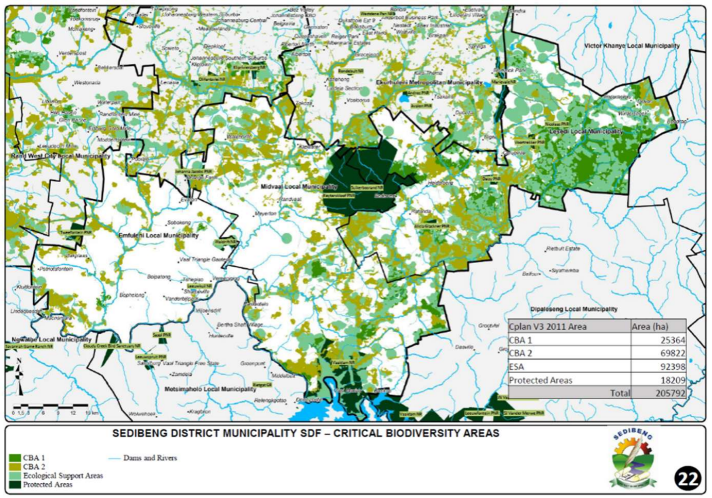


Figure 2: Sedibeng District Municipality SDF –C-PLAN

The municipality must guarantee that environmental planning methods are used in conservation planning through the alignment of environmental frameworks and environmental planning tools such as the Gauteng

Provincial Environmental Management Framework (GPEMF) and C-PLAN to identify environmental sensitivities.

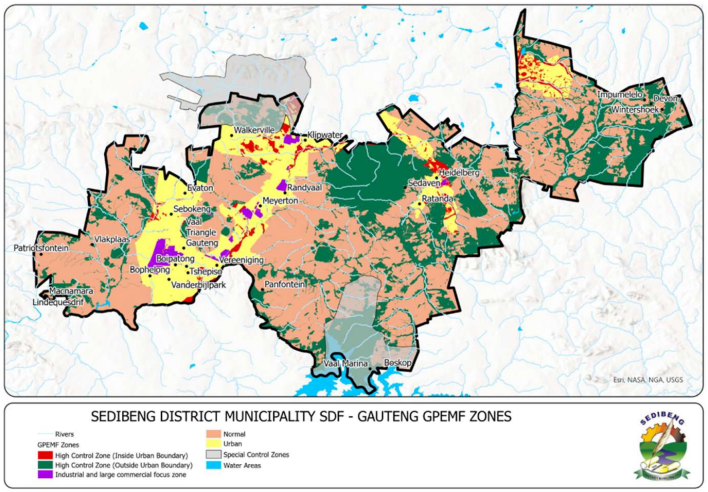


Figure 3: GPEMF Zones

To safeguard the environment, human health, and general quality of life, air quality control is essential.Inadequate air quality can lead to lung cancer, heart disease, respiratory conditions, impaired brain function which may result in premature death. Climate change, caused by excess greenhouse gases, contributes to air pollution from acid rain, which damages plants, water, and soil.Pollution reduction increases visibility, which helps with tourism, outdoor activities, transportation and overall quality of life.Investment, travel, and real estate development are all boosted by clean air. It is thus imperative that the district implements stricter emissions regulations for industries and vehicles. The forward planning is to also consider allocating land for clean energy industries like wind, solar and vehicles. Figure 4 is an illustration of pollutants in the region and impact of the different industries per class category.

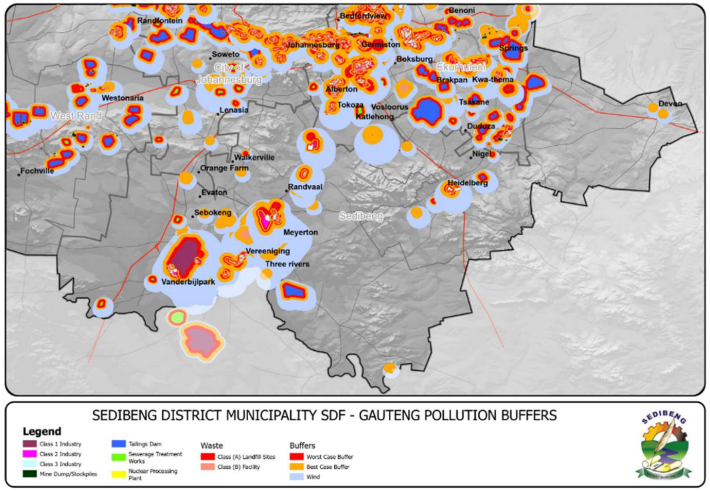


Figure 4: Gauteng Pollution Buffers

Principle 2: Enhanced spatial efficiency through a defined range of urban and rural nodes in the district around which to consolidate economic development and infrastructure investment (spatial targeting).

In order to minimize the impact on natural resources, it is essential that human settlement and economic activities be consolidated around a number of strategically located nodal points within the district, thereby minimizing the urban footprint as far as possible. (Refer to**Figure 5** and **Table 1** below)

Table 1: Sedibeng District Priority Nodal Hierarchy
Primary Nodes
• Vereeniging • Vanderbijlpark • Meyerton • Heidelberg
Secondary Nodes
• Sebokeng • Evaton • De Deur • Walkerville • Savannah City • Waterval • Ratanda • Jameson Park • Devon/ Impumelelo • Kwazenzele/ Vischkuil
Rural Nodes
• Langzeekoegat • Bantu Bonke

These nodal points should comprise a diverse range of land uses including housing, community facilities, economic activities (job opportunities), basic engineering services like water, sanitation and electricity, a comprehensive movement network and local open space systems.

The size, function and associated range of land uses and activities provided by the nodes would differ based on factors such as historic development, location, economic potential and environmental constraints.

The urban fabric within nodal points should generally be compact to facilitate social and economic integration; to promote efficient and sustainable service delivery; and to create the “critical mass” required to stimulate local economic development within walking distance from where people reside.

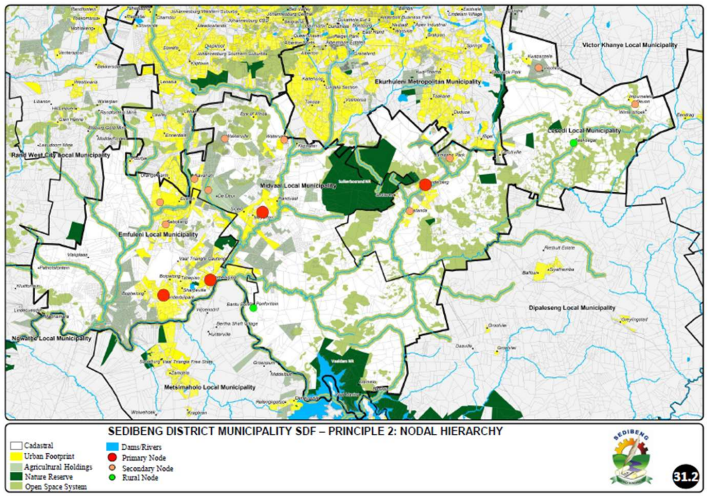


Figure 5: Sedibeng District Municipality SDF - Principle 2

Principle 3: **Enhancement of four Strategic Development Corridors supplemented by an extensive local transport network providing linkages between urban and rural nodes.**

The four corridors (N1, R59, N3 and N17) represent the most significant structuring elements in the Sedibeng region, hence the emphasis on creating activity nodes and supporting transport infrastructure along and around each of these.The main objective with the SDM transport network is to ensure that all the nodes in the district are linked to one another and to the surrounding regional economies via the four regional and national corridors traversing the district.

Activities capitalizing on the economic opportunities associated with these corridors should be encouraged to be situatedwithin strategic areasadjacent to the corridors. This could include industrialization, commercialization, agro-processing and hospitality uses. The significance of railway lines in the district in terms of export opportunities to the Maputo, Richards Bay and Durban harbours should also be taken advantage of. This network also forms the basis of the public transport network in the district and in principle all nodal points should be provided with modal transfer facilities to facilitate movement of commuters, goods and services in the region.

The intention is to develop high-density, mixed-use areas around the existing andproposed railway stations along the Sedibeng District commuter rail network;and to incorporate the concept of Multi-Purpose Community Centres (Social Services), residential (including subsidised housing) development, as well as commercial, retail and even light industrial uses in these developments. The number of people residing within or near these TOD's will then create a "critical mass" to sustain the economic and social activities within the area and promote Local Economic Development (LED).

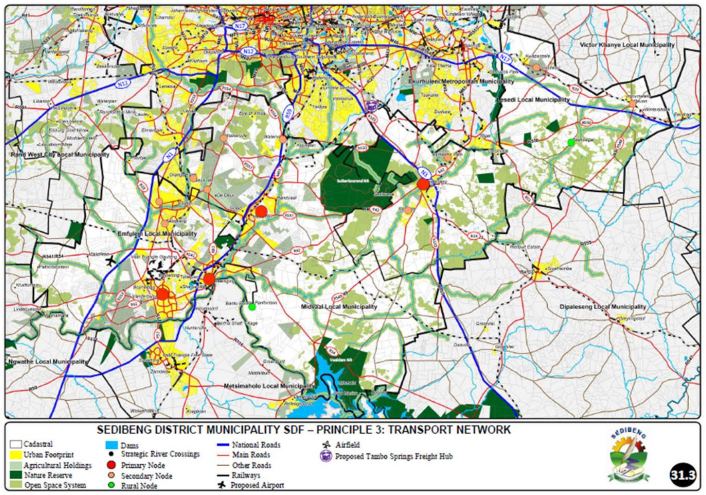


Figure 6: Sedibeng District Municipality SDF - Principle 3

Principle 4: Consolidation of the urban structure of the District around the nodal points by way of infill development and densification in identified Priority Housing Development Areas (PHDAs).

It is essential that each of the towns and settlements within the District be developed in a manner aimed at consolidating the urban form and limiting further expansion by enforcing the urban development boundary. By so doing, the spatial plan of the district will be correcting the irregular development patterns of the past.

All the Municipal Spatial Development Frameworks in the region support this principle, but it is important that development is in line with these guidelines. It is furthermore advised that land acquisition processes target land located within earmarked Priority Housing Development Areas (PHDA), as depicted in **Figure 7**.

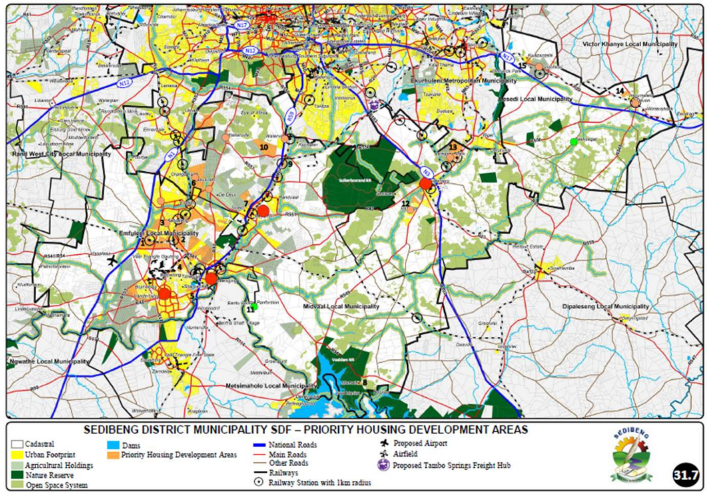


Figure 7: Sedibeng District Municipality SDF - Priority Housing Development Areas

Housing, and more specifically subsidised housing, is a very powerful instrument at the disposal of government to influence development patterns in and around towns, and to give effect to the spatial restructuring

objectives of municipalities.It is vital that these housing units be developed strictly in accordance with the spatial planning guidelines provided in the local SDFs, and more specifically in the PHDAs identified on these plans as these areas comply with the development principles contained in SPLUMA.

In order to enhance the overall sustainability of human settlements within the SDM, each township should be developed in accordance with Smart Growth Principles as summarised below:

- Provide for a mix of different kinds of land uses, e.g. residential, retail, business, and recreational opportunities.
- Create well-designed, compact neighbourhoods where the different activities are in close proximity to each other.
- Provide a variety of transportation choices, including private, public and non-motorised transport opportunities that are safe.
- Create a variety of housing opportunities, i.e. in terms of function, form and affordability.
- Encourage growth in existing communities through infrastructure upgrade, urban renewal, new amenities and densification. Implementation of the Township Economic Development Act 2 of 2022 is of paramount importance.
- Preserve open spaces, natural beauty, and environmentally sensitive areas in terms of the Gauteng Provincial Environmental Management Framework (GPEMF) standard.
- Protect and enhance agricultural land and secure as productive land base for food security, job creation and link small scale farmers to the market.
- Utilise smarter, cheaper infrastructure and alternative building technologies.
- Foster a unique neighbourhood identity building on the unique and diverse characteristics of each community.
- Engaged citizenry through creating spaces that provide for quality lifestyle, economic opportunities and entertainment.
- Engage citizens to participate in community development programmes and decision-making processes via the stakeholder engagement sessions.

Principle 5:Consolidate community facilities at urban and rural nodal points to enhance “one-stop” access to such facilities for the community, and to contribute towards creating “critical mass” required to stimulate local economic development.

The fragmented settlement structure of the Sedibeng District has resulted in both a lack of and need for costly duplication of essential social services, community facilities and engineering infrastructure. In principle, the objective is to provide a full range of social services and community facilities within a reasonable distance of all communities(urban and rural) in the region. These services need to be agglomerated in precincts and Thusong Centres for maximum efficiency as there are spin-off benefits to be derived from such consolidation,for instance enhanced access to

services; increased economic potential ("critical mass") in surrounding areas; and greater sense of "community identity" around such centres.

Principle 6:Enhance business activities (formal and informal) at each of the identified nodal points in the Sedibeng District and incorporate informal and emerging business activities into Thusong Centres and modal transfer facilities.

The SDF proposes a two tier Business Node Hierarchy for SDM. It comprises the Central Business District (B1) of Vereeniging, Vanderbijlpark, Meyerton and Heidelberg and the lower order Regional Business Nodes (B2) which are intended to serve the second order activity nodes in the district and surrounding rural communities. Business nodes play an important role in serving the retail and office needs of communities, but also represent significant opportunities for economic development and job creation in the informal sector.

These areas should be treated as special precincts requiring dedicated management to prevent urban decay and the excessive relocation of economic activities to decentralised business nodes. The CBD revitalization programme provides an opportunity for innovative long-lasting solutions to address prevalent socio-economic challenges in the Business Nodes. The idea is tomanage scarce resources andrespond topressing public demands such as water,housing, safety, and jobs.

It is also recommended that a developmental approach towards informal trade and the broader "Township Economy" be followed. This should be as much about minimising barriers to entry into this sector for the unemployed as it is about assisting people in this group to grow their enterprise – especially in former township areas.

Informal trading, skills training of informal traders, and proper management and regulation of designated informal trade areas within these business nodes should be dealt with as a consolidated programme aimed at economic empowerment of the poor in Sedibeng District assisting informal traders to continuously "upscale" towards and within the formal economy.

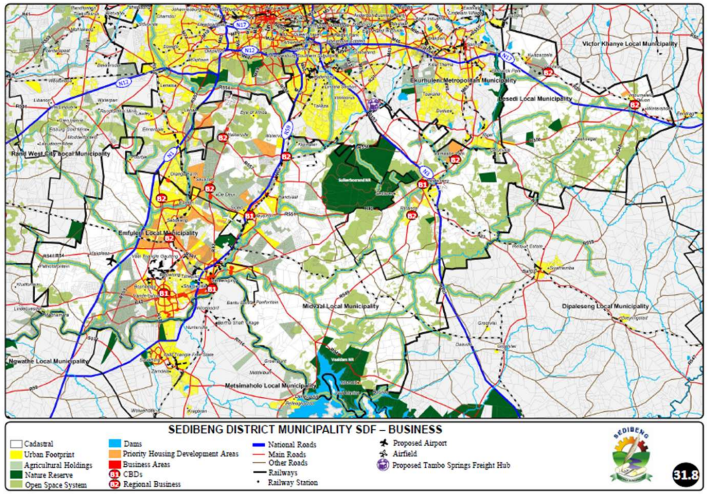


Figure 8: Sedibeng District Municipality SDF –Principle 6 Business

Principle 7:Concentrate industrial and agro-processing activities at the higher order nodes or along the major development corridors in the District where infrastructure is available.

The following industrial development objectives should inform and guide future industrial development in the Sedibeng District:

- Strengthen the functionality and performance of existing industrial nodes at **Duncanville** and **Powerville** (I1), Mittal Steel (I2), **Meydustria** (I3), **Daleside** (I4), **Waterval** (I5) and **Heidelberg-Springfield** (I6).
- Diversify the existing industrial base of the industrial nodes and unlock local resources by developing and expanding industrial activity where potential exists, especially along the N1 corridor in the vicinity of Mittal Steel as part of the Vaal Logistics Hub and the Vaal Aerotropolis (I7), the Elandsfontein interchange north of **Savannah City** (I8) and at **Heidelberg Showgrounds** (I9) as a logistics centre along N3 corridor.
- Exploit opportunities offered by existing strong agricultural base through encouraging development of agro-processing and related downstream activities and industries around the **Devon/ Impumelelo** (I10) and **Kwazenzele** (I11) rural node with functional linkages to the higher order agro industries located at Delmas (Victor Khanye) to the north-east and to Heidelberg-N3 corridor to the south.
- Ensure Development of the proposed **Agri Hub** (I12) at Rietkuil.
- Strengthen existing agglomeration advantages which would contribute to the establishment of sustainable clusters.
- Contribute to industry related skills development and capacity building of the local labour force and contribute to SMME development.
- Promote the incorporation of green industries and technology in all industrial areas.
- Ensure availability and sustainability of engineering services and related infrastructure serving industrial areas.
- Support development objectives of the Vaal Special Economic Zone.

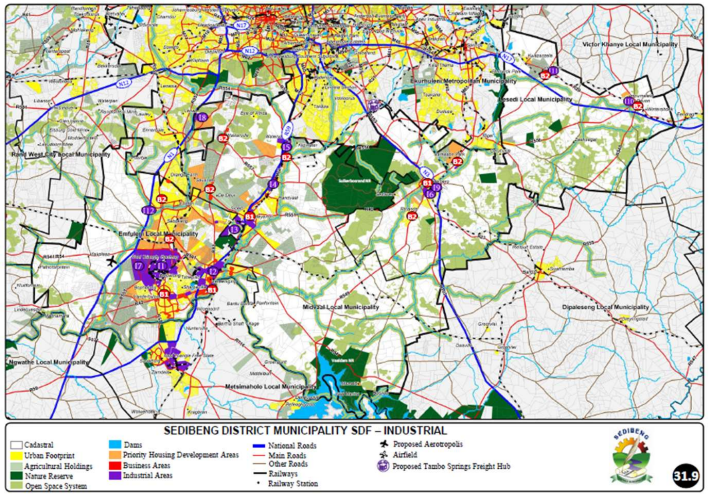


Figure 9: Sedibeng District Municipality SDF - Principle 7 Industrial

Principle 8:Optimally utilise the mining potential in the District in such a way that a sustainable balance is maintained between mining, agriculture and the natural environment.

Mining is a temporary land use which contributes to the economy for a limited period of time. Therefore measures need to be put in place to ensure that the agricultural and tourism potential of mining areas are restored once the mining activities are terminated.Mining activities contribute to job creation for low skilled people. Hence the limited mining activity and potential present in the region should be exploited where possible. The mining sector in Sedibeng and Lesedi had a strong rebound in 2021, where mining in the district grew by an estimated 34.2%, while in Lesedi mining grew by 268.8%.

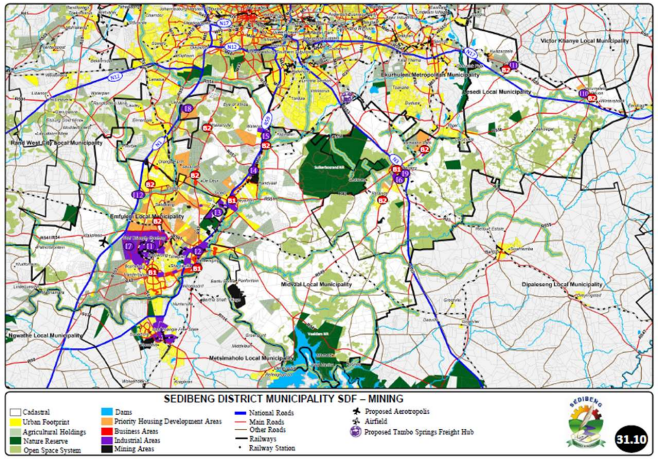


Figure 10: Sedibeng District Municipality SDF - Principle 8 Mining

Principle 9:Promote commercial farming activities throughout the District and establishment of the Agri Park.

Agriculture is an important economic activity in the SedibengDistrict which should be protected and enhanced through the development of downstream activities such as agro-processing which add value to produce and create significant numbers of job opportunities.

It is recommended that the following areas be earmarked as potential Rural Intervention Areas (RIA) in terms of National Outcome 7 (Rural Development) objectives:

- The existing Doornkuil area as a potential agrotropolis/agri-city.
- The existing Langzeekoegat area as a potential Agri Village.
- The existing Bantu Bonke/Panfontein area as a potential Agri Village.
- The broader Kwazenzele-Vischkuil precinct which comprises a large "rural poor" population amid an area of high agricultural potential.
- The broader Devon-Impumelelo precinct which comprises a large "rural poor" population amid an area of high agricultural potential.
- The agricultural area to the west of the N1 corridor in the vicinity of the proposed Rietkuil Agri Hub.

These areas should be developed based on the competitive advantages of each, and should create linkages to complement each other and assist in dissemination and allocation of resources. Maximise on the homogeneity and heterogeneity opportunities where present to support rural development in the region.

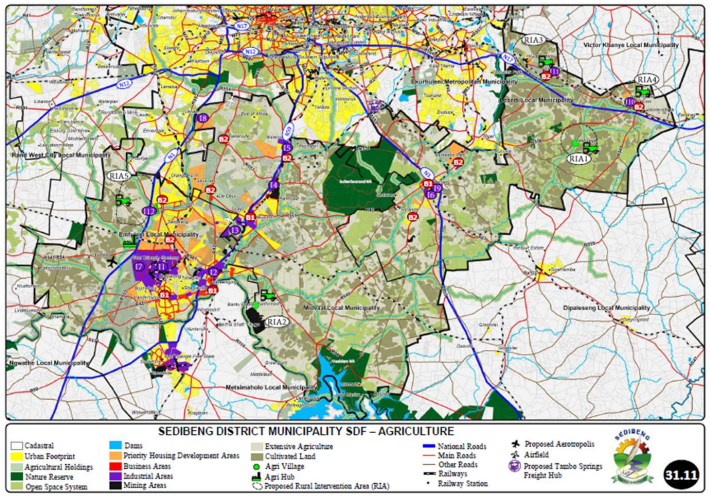


Figure 11: Sedibeng District Municipality SDF - Principle 9 Agriculture

Principle 10: **Utilise the existing natural, cultural-historic and man-made resources towards the development of Tourism Precincts and Tourism Corridors throughout the District.**

The proposed objectives towards tourism development in the Sedibeng Region are as follow:

- Focused (prioritised) tourism development growing from the core of the Vaal River, Vaal Dam and the Suikerbosrand Nature Reserve as

anchors from where the benefits of the tourism economy are spread across the district;

- To diversify the current tourism base through providing for various types of tourism such as agri-tourism, eco-and educational tourism, cultural-historic tourism and adventure tourism etc.
- Work in partnership with the Sports, Recreation, Arts and Culture and Heritage department to provide tourists with safe, high quality and authentic experiences and service excellence;
- Growing both overnight and day visitor numbers and visitor yields in all the Tourism Precincts;
- Promote public and private sector collaboration in developing tourism services and facilities;
- Responsible tourism ensuring environmental and economic sustainability and benefits for all.
- Utilising the Vaal River for water sports and activities and to attract more visitors to the region.
- Investing in the Maritime potential presented by existing water resources.

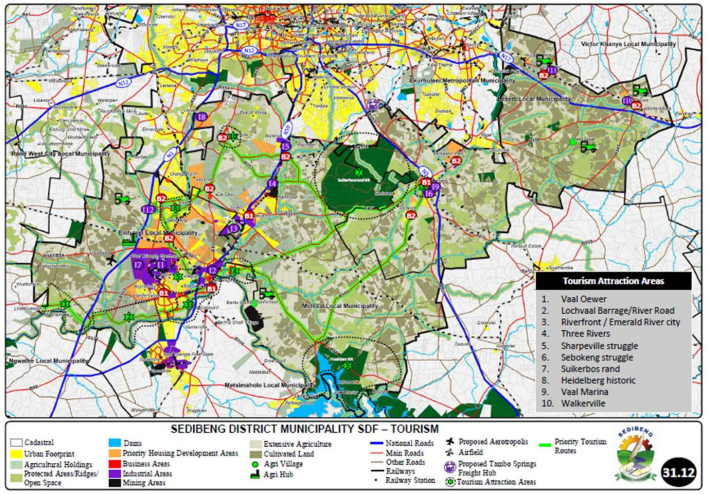


Figure 12: Sedibeng District Municipality SDF - Principle 10 Tourism

Principle 11: Ensure that all communities (urban and rural) have access to at least the minimum levels of services as enshrined in the Constitution and to direct infrastructure investment towards the economic activity nodes in the district, priority housing development areas earmarked for residential development and communities with excessive service backlogs.

Engineering services play a pivotalrole towards the establishment of sustainable human settlements, facilitating economic development and accelerating land development.

Infrastructure investment should be primarily directed towards serving the identified urban and rural nodes within the district.More specifically, the economic activity areas,PHDAs and municipal owned land. This should be informed by the Capital Investment Framework ofthe district SDF and Southern Corridor Regional Implementation Plan.

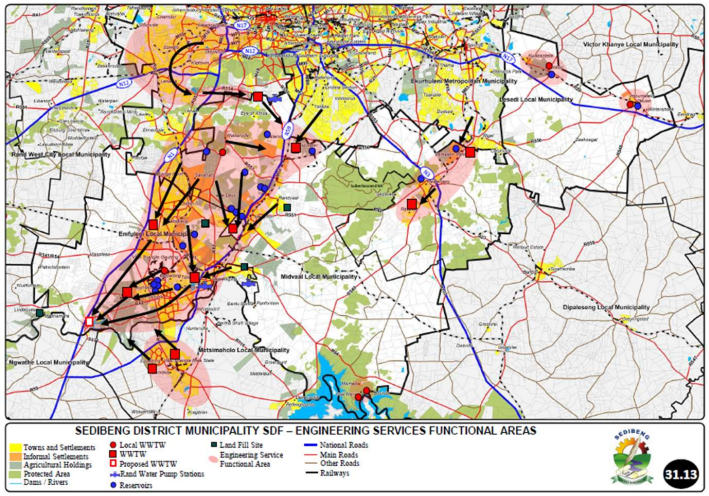


Figure 713: Sedibeng District Municipality SDF - Principle 11 Engineering Services Functional Areas

Principle 12:Implement a district-wide Growth Management Strategy to ensure spatial manifestation of the SDF Development Principles

The last principle (Principle 12) deals with the implementation of the SDF which calls for active Growth Management which is an approach widely used internationally to ensure that growth in population and the economy is supported by the necessary services and infrastructure and at the same time meet spatial and socio-economic objectives of towns and cities. In the case of the Sedibeng District Municipality the Growth Management Strategy needs to go a step further, by incorporating important interventions that are critical for a sustainable future in the region. This principle should be read in line with the District Development Model (One Plan) objectives that seek to align plans and programmes of both the public and private sectors to ensure maximum impact of projects.

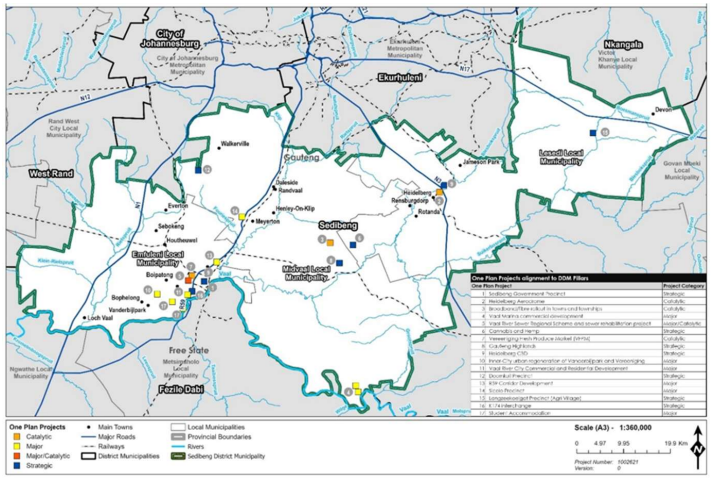


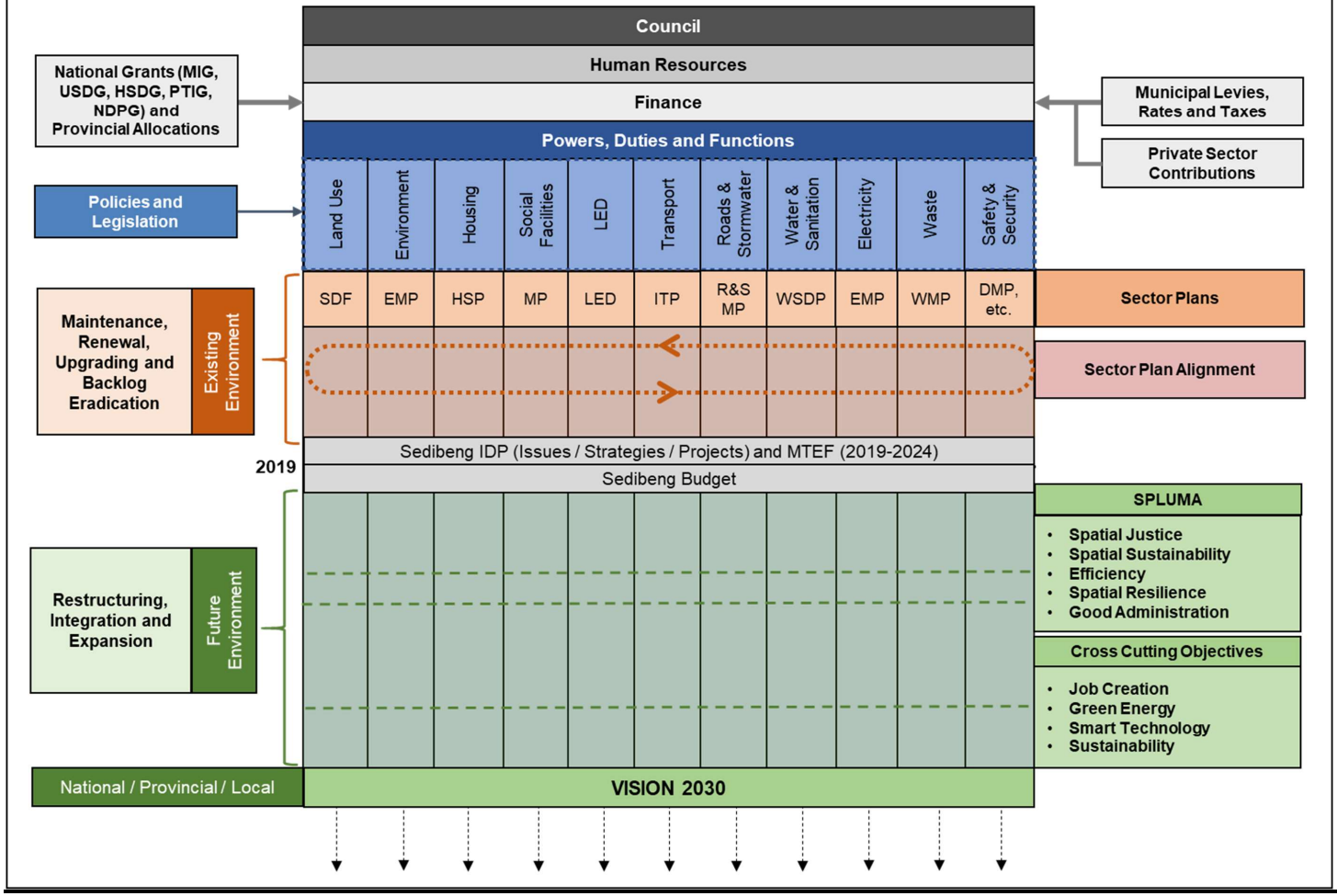
Figure 14: Spatial Location of DDM One Plan Projects

8.SECTORAL ALIGNMENT

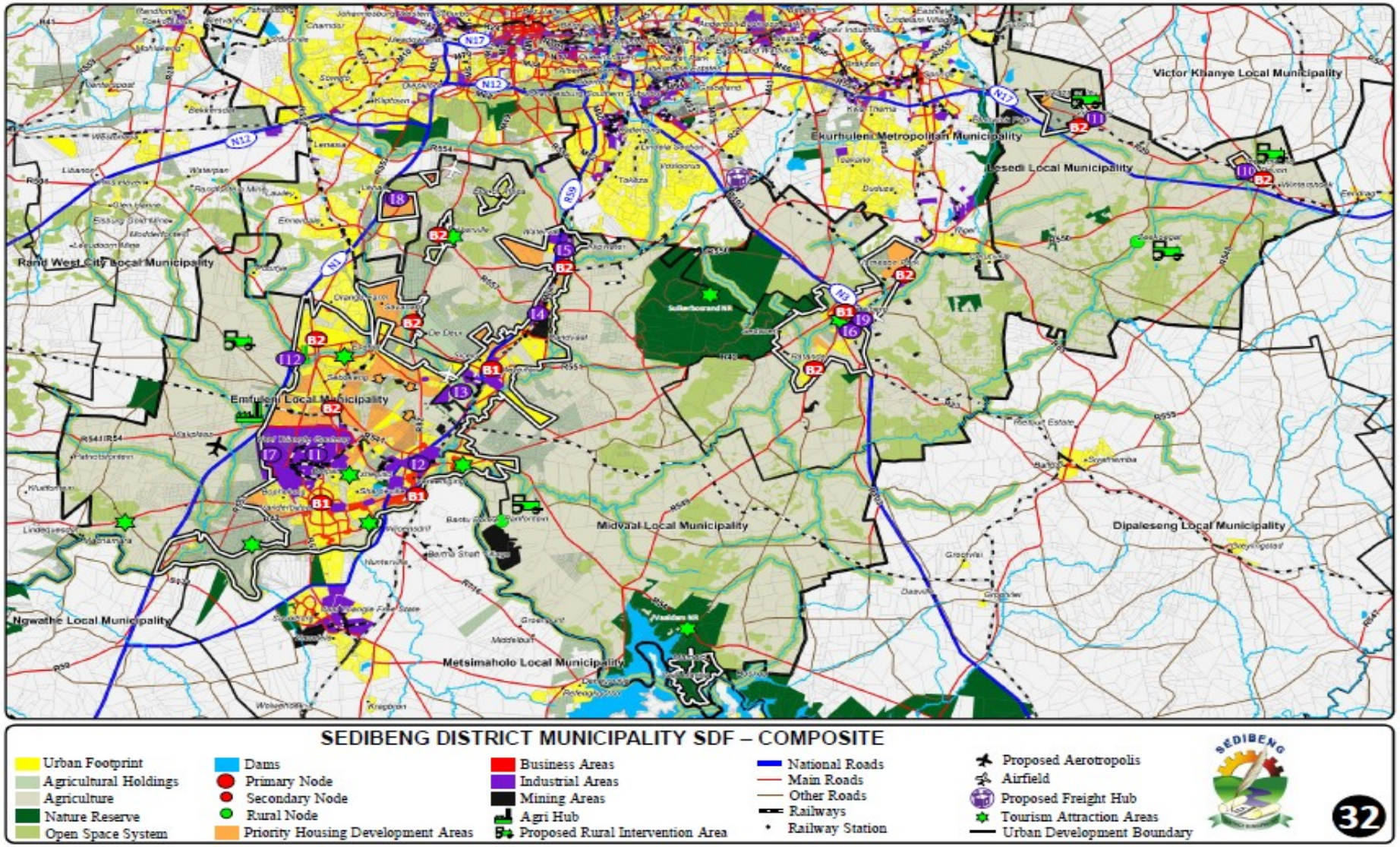
Diagram 1 Illustrates the context of the Sedibeng SDF within the broader municipal institutional environment which is briefly summarized as follows:

- The Sedibeng District Municipality (and Local Municipalities) has a set of legally mandated powers, duties and functions assigned to it in terms of the provisions of the Municipal Structures Act 117 of 1998.
- Council Officials represent the human resources required to perform and execute these powers, duties and functions whileCouncillors (Political Representatives) need to oversee such activities.
- The funding required to perform the powers, duties and functions is acquired from a number of sources including national and provincial government grant allocations, municipal rates and taxes and private sector contributions.
- The powers, duties and functions of a municipality translate into a number of development sectors or departmentslike land use, transport, housing, environment, engineering services, economic development etc. within the municipality. Most of these sectors are guided by sector plans to be compiled in line with sector specific policies and / or legislation. For example, an Integrated Transport Plan (ITP) is compiled in terms of the requirements of the National Land Transport Act and a Water Services Development Plan (WSDP) in terms of the Water Services Act.
- Sector Plans deal with the existing environment within the municipality (status quo), and the planned or proposed future environment (3, 5, 10 years or longer into the future).

Diagram 1: Sedibeng SDF Sectoral Alignment and IDP / Budget



- It is however essential that these sector plans are all based on a common Vision for the municipal area. Such Vision is normally based on and derived from the National Vision (NDP), a Provincial Vision (Gauteng 2030) and District Vision (One Plan) and Local Municipality Vision (IDPs).
- The Municipal Spatial Development Framework (SDF) represents the Spatial Vision of the region and it serves to provide guidance in this regard to all other sectors as well.
- When the SDF is compiled it is informed by all the other sectors e.g. the Environmental Management Plan may indicate all areas to be earmarked for conservation in the SDF, or the Water Services Development Plan which indicates the areas most suitable or unsuitable to provide engineering services etc.
- Based on inputs received during the Situational Analysis, the SDF then identifiesdifferent areas in the municipality for different future land uses e.g. the future open space system; the Priority Housing Development Areas, economic activity areas, areas for future community facilities, enterprisezones etc.
- When the sector plans are revised in future, these are based on the proposed location, extent and nature of land uses proposed in the municipal SDF. This process is referred to as sectoral alignment.
- In this way it is ensured that all projects identified by the various sector plans (and incorporated in the Municipal IDP, MTEF and Budget) are spatially aligned with each other and that all infrastructure investment within the municipality is consistently well aligned and congruent with the broader development vision as captured in the Spatial Development Framework of the municipality.
- Collective sectoral investment in the correct areas within a municipality over an extended period of time will inevitably result in enhanced spatial justice, efficiency, sustainability and resilience, and effectively represents good administration – the five principles of SPLUMA.
- Lastly there are also some cross-cutting themes that need to be addressed by all sectors within the municipality. These include secondary objectives such as economic recovery, job creation, the green agenda, smart technology and overall sustainability enhancement.



Sedibeng District Municipality SDF - Composite

One Plan projects list with their relevant information.

The list of 20 projects have been assessed and 3 projects were removed that are no longer relevant. These 3 projects are indicated in a table below the projects list. The projects list is currently in review; 2 additional projects that are located in the Midvaal Local Municipal area has been identified which would be added before the completion of the plan.

Table: One Plan list of Projects

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
1	Heidelberg Aerodrome	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing.	Catalytic	• Spatial Re-structuring • Infrastructure Development • Economic positioning	Lesedi	VAAL SEZ ; Lesedi Municipality	No figures	Tripartite partnership between GIFA, LLM and MTP Aviation has been finalized.
2	Broadband/fibre rollout in towns and townships.	To roll out fibre in all key and major townships to create universal access to connectivity	Catalytic	• People development	ALL	Private sector; GDED; Local Municipalities	N/A	No progress
3	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.	Catalytic	• Spatial Re-structuring • Infrastructure engineering • Economic positioning	Midvaal	Midvaal Municipality and GGDA	R1.3bn	Midvaal LED strategy in public participation stage. The strategy has identified catalytic projects ie UJ island that will trigger development in the area.
4	Cannabis and Hemp	Support large scale cannabis projects	Strategic	• Economic positioning • People Development	Sedibeng	Office of the Premier; SDM; VSEZ	N/A	

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
5	Vereeniging Fresh Produce Market (VFPM)	To re-establish the VFPM that will attract producers to take advantage of the large customer base (between Jo'burg and Bloemfontein), enable customers of fresh produce to purchase their goods within the market's catchment rather than travelling to remote markets.	Catalytic	• Economic positioning • People Development	Emfuleni	SDM (Project Owner); GIFA; GDARD; GDID	R1bn	TVR2A received from both GPT and NT. RFQ sent for comments before we can advertise. Awaiting feedback from NT. GDARD has committed R23m for refurbishment and upgrades, however appointed service provider has quoted more than available funding.
6	Gauteng Highlands	To develop a city characterized by mixed uses such as mixed typology residential uses, an industrial park and commercial uses.	Strategic	• Spatial Restructuring • Infrastructure engineering	Midvaal	Private developers (Diego)	Not available	No progress
7	Heidelberg CBD	Regenerate the Heidelberg CDB and provide business functions for itself and surrounding areas. Address access challenges and enhance amenities which will in turn create a more conducive environment for business development.	Strategic	• Integrated Service provisioning • People Development	Lesedi	Lesedi	R14.9m to address access challenges and enhance amenities.	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
8	Inner-City urban regeneration of Vanderbijlpark and Vereeniging	To revitalize the urban town center's 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.	Major	• Integrated Service provisioning • People Development	Emfuleni	Emfuleni Municipality	Not available	No progress
9	Sedibeng Regional Sewer Scheme	Repair the sewer networks to mitigate spillages into the Vaal River and Expand WWTW capacity to open up the river for Tourism attraction activities and for public use.	Strategic	• People development • Infrastructure engineering • Integrated Service Provisioning	Sedibeng	DWS; Rand Water; GPG	R7.2 billion	Project underway with Rand Water as the implementing agent
10	Vaal River City Commercial and Residential Development	To develop a Smart River City that will be characterized by mixed land uses, i.e residential, commercial, light industrial etc.	Major / Catalytic	• Spatial Restructuring • Integrated Service Provisioning • People Development • Economic positioning	Emfuleni	Office of the Premier GDED; Emfuleni Municipality	R 500 Million for phase 1 bulk infrastructure: Electricity estimated at R95 million, roads R250 million, water 40 million. Sewer 100 million. Rand Water is the implementing agency for	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
							the sewer (Leeukuil wastewater works) increasing the capacity by 25 Mega liters.	
11	Doornkuil Precinct	Located adjacent to the Savannah City mega housing development. The proposed precinct will be comprised of a regional hospital, agricultural and medical training (educational) facilities, recreational facilities, business and commercial facilities and a transport node.	Strategic	• People Development • Integrated Service Provisioning	Midvaal	Midvaal Municipality	"Not available	"Feasibility for cemetery complete.
12	R59 corridor development	The aim is to transform the functionality and develop into a major connecting freeway and economic gateway. The R59 connects metropolitan and local Gauteng municipalities with each other and Sasolburg in the Free State.	Major	• Spatial Restructuring	Midvaal	Midvaal Municipality	PPP option to be considered "	Draft pre-feasibility completed in 2021"
13	Sicelo Precinct	To promote economic and social growth, and development. Develop industrial and business uses, with specific focus on the metal and ceramic manufacturing industry. Formalise informal settlement, which accommodates approximately 2500 families and expand residential	Major	• Spatial Re-structuring • Infrastructure Development • Economic positioning • People	Midvaal	Midvaal Municipality	Not available	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
		capacity.		Development				
14	Langzeekoeigat Precinct (Agri Village)	To develop an agri-village to support the growth of local enterprises, self-sustainability and the development of agri-based economic activities.	Strategic	• Spatial Re-structuring • Infrastructure engineering • Economic positioning	Lesedi	Lesedi; DRDLR	Not available	Precinct plan concluded in 2021
15	K 174 interchange	To construct an interchange at the convergence of R42 and R59 that will open up access to the Vaal River City	Strategic	• Spatial Res-structuring	Sedibeng	GDRT	Not available	Pre-feasibility study commissioned Sept 2021
16	Student accommodation	To develop decent student accommodation to address the shortfall of about 10 000 students near the University center's of NWU and VUT.	Major	• People Development • Infrastructure engineering	Emfuleni	Emfuleni Municipality, SDM; Private Sector facilitated by the GGDA.	R320 Million	Contractor has been appointed and is currently finalising sub-contractor partnership with local business. Expected to break ground before end 2022.
17	Sedibeng Government Precinct	To create a one-stop service area, where most government services and civic facilities can be easily accessed by the community of the Sedibeng District. It will form the core of a rejuvenated,	Strategic	• People development • Integrated Service Provisioning	Sedibeng	SDM; DPW; GDID; GIDA	R120 million	No progress

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
		mixed-use CBD and propel the Vereeniging Inner City Regeneration programme.						
18	Rietspruit	Portions 2&3 of Farm Rietspruit 583 IQ 697ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Emfuleni	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
19	Swartkoppies	Portion 25 of Farm Zwartkopjes 143IR 500ha in extent Owned by Rand Water SOC	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Confirmation of Board approval received in writing Land Availability Agreement subject to the conclusion of the prescribed public consultation processes The project has been put on hold
20	Kookfontein	Remaining Extent of Portion 2 and Remaining Extent of Portion 64 Kookfontein 545-IQ 100ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Midvaal	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
21	Heildberg x24	Heidelberg Ext 24 Township 20ha in extent	Catalytic	• Infrastructure engineering • Economic	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease

Pr No:	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Munix	Implementing agents	Project Budget	Current progress
				positioning				R100 rental payable per annum
22	Langlaagte	Portion 5 of Farm Langlaagte 186 149ha in extent	Catalytic	• Infrastructure engineering • Economic positioning	Lesedi	GGDA, Vaal SEZ		Land Availability Agreement signed with the following key terms: 99-year lease R100 rental payable per annum
23	Vaal Aerotropolis*	To develop an airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing. The project includes the development of the Vaal International Airport, to be developed, operated, and managed by Vaal Aerozone (Pty) Ltd. It will be the only airport in Gauteng where integrated air cargo services are designed and planned as a priority. It includes an Airport City, Agri-Zone, Cargo Terminal and a Trade Zone. The Aerotropolis will be managed through a SEZ.	Catalytic	• Spatial Re-structuring • Infrastructure Development • Economic positioning	Emfuleni	Vaal Aerozone (Pty) Ltd	R 29.3 billion	Draft LSDF has been submitted to Emfuleni. Waiting for public participation to be initiated. Submission of town planning and E.I.A applications will take place during March as most of the technical studies have been completed. Construction to start in 2028 and will be completed in 2032.

***Project number 23**, the Vaal Aerotropolis has been included after the project was accepted by the SDM council. The project categorisation and inclusion in the SDM One Plan was finalised on 22 April 2025 as part of the DDM Hub, SDM and Local Municipal Steering Committee meeting.

Three Projects Removed from One Plan:

The table below contains the 3 projects that has been removed from the original list of 20 projects. These projects are no longer deemed relevant to the One Plan. The projects will be moved to the Sedibeng IDP.

Table1: Projects not relevant to the One Plan

Pr Nr	Project	Project Description	Project Type (Catalytic, Major or Strategic)	Alignment to DDM Pillars	Municipality	Implementing agents	Project Budget	Current progress 2023
1	Regional Bulk Infrastructure to catalyze the SEZ	To fund all strategic bulk infrastructure requirements to comply with SEZ requirements and drive the economy of the Vaal.	N/A	• Infrastructure engineering • Economic positioning	Emfuleni	GGDA; Vaal SEZ; SDM; Rand Water	R12 million for feasibility studies	The District Municipality has requested support from the Municipal Infrastructure Support Agent and awaiting feedback. The requested support is to develop an Integrated Infrastructure Master Plan for the region.
5	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.	N/A	• Economic positioning	Sedibeng	GGDA; SDM	N/A	
13	Land in township for commercial development.	To identify municipal/state owned land parcels	NA			Emfuleni Municipality	N/A	

Social Sector Interventions:

The section focusses on the initiatives that strengthen support for WCPDs.

Table: WCPD Interventions

Interventions	Description of action
Women	Sedibeng will expand programmes that improve women's economic participation, including enterprise development, ICT and agricultural training. GBVF responses will be strengthened through expanded safe houses, social worker deployment, and improved coordination with SAPS. Leadership training and gender mainstreaming will support greater representation of women in governance. These efforts involve OoP, GDSD, GDED, GDARD, SALGA and local municipalities.
Children	Key interventions include upgrading ECD centres, professionalising practitioners, and expanding child protection through additional social workers and community programmes. After-school services and safe transport routes will support learning and safety. GDSD, GDE, SAPS and local municipalities will lead implementation.
Persons with Disabilities	Universal access upgrades will improve accessibility in public buildings and transport systems. Economic inclusion will be strengthened through support for PWD-owned businesses and workplace accommodation. Expanded provision of assistive devices and improved rehabilitation services will enhance daily functioning. SDM, LMs, GDSD, Health and other departments will lead implementation.

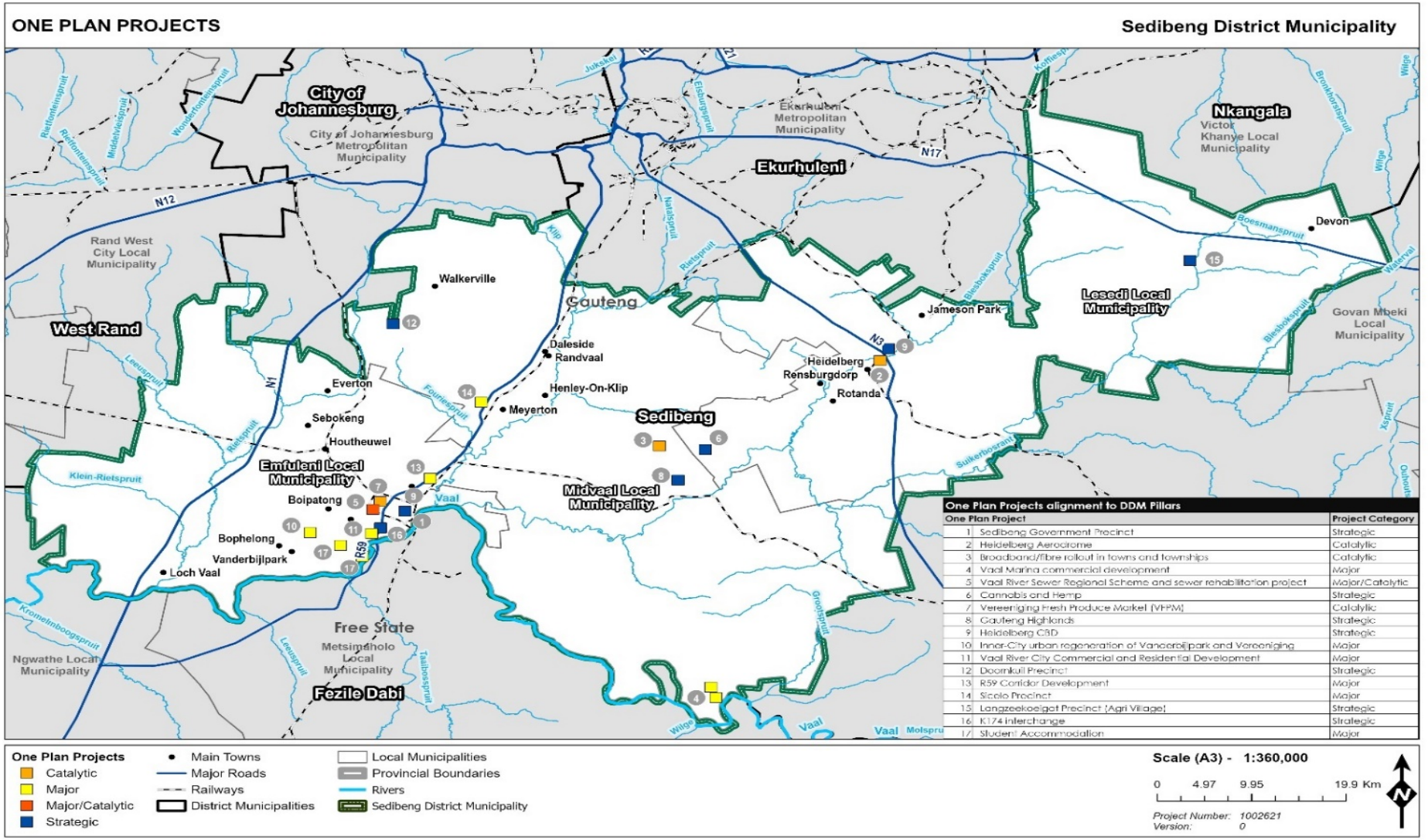
Social Programmes:

By implementing inclusive programmes that focus on safety, social protection, economic empowerment and access to essential services, Sedibeng can significantly improve the well-being of Women, Children and Persons with Disabilities. This includes expanding child protection and ECD services, strengthening GBVF response mechanisms, improving access to healthcare and psychosocial support, and ensuring that public facilities and infrastructure accommodate persons with disabilities. By mainstreaming WCPD needs into planning, budgeting and service delivery, the district can promote dignity, equity and full participation for vulnerable groups, supporting a socially cohesive and inclusive society.

Table: Cross-cutting Social Programmes

Cross-Cutting Intervention	Description	Responsible Departments
Integrated WCPD District Forum	• Establish a district-wide coordination forum to integrate planning, reporting, and implementation for WCPD. • Develop a unified monitoring system to track service access, GBVF cases, child protection outcomes, disability inclusion, and programme performance.	OoP, SDM, LMs, GDSD
Community Awareness & Advocacy Programme, Training for Departments and LMs	• District-wide campaigns on rights, safety, inclusive services, and community support for WCPD groups. • Mainstream gender, disability, and child protection training for municipal staff and frontline workers.	GDSD, OoP, NGOs, SDM, LMs

Map: Spatial location of the One Plan projects in the Sedibeng District area which will be updated when new information becomes available.



THIRD GENERATION DDM ONE PLAN: SEDIBENG DISTRICT MUNICIPALY 2025

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1. DISTRICT VISION 2050

1.1 1. What is the overall 2050 vision statement for your district/metro?

"Fostering Sedibeng as an accessible economic development region."

This vision reflects the district's intent to transform into an inclusive and investment-friendly economic hub by leveraging its existing infrastructure, skilled labour base, and spatial advantages to attract private investment and generate sustainable employment opportunities

2.1 2. What is the overall strategic goal for your district/metro?

The One Plan outlines several strategic goals and guiding principles to achieve the above vision, structured under the DDM Pillars. These include:

- Improve overall economic performance by optimising existing resources and infrastructure to stimulate growth across sectors.
- Promote economic diversification and value addition to reduce dependency on single industries and build resilience.
- Encourage beneficiation of local resources to unlock new revenue streams and promote sustainable use.
- Leverage comparative advantages (location, infrastructure, human capital) to position Sedibeng competitively in the global market.
- Foster a green economy through sustainable practices that balance development with environmental stewardship

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2. People

Table 1: People development strategies

Strategies	Guiding Principles
Implement programs to reduce poverty levels through targeted interventions.	By identifying vulnerable communities and implementing targeted interventions such as social welfare programs, skills development initiatives, and access to basic services, Sedibeng can effectively alleviate poverty and improve the quality of life for its residents.
Introduce initiatives to address unemployment and promote job creation.	By fostering an environment conducive to economic growth and investment, Sedibeng can stimulate job creation across various sectors and provide opportunities for employment and entrepreneurship, particularly for its youth population.
Develop support systems for child and women-headed households.	By implementing social support programs, access to education, healthcare services, and economic empowerment initiatives, Sedibeng can enhance the well-being and resilience of these households, contributing to overall social development and inclusion.
Enhance health services and promote wellness programs.	By investing in healthcare infrastructure, improving access to quality healthcare services, and promoting preventive healthcare measures and wellness programs, Sedibeng aims to improve health outcomes and enhance the overall well-being of its residents.

1. What is the desired future for the people in your district/metro?

The desired future is to improve the standard of living for all Sedibeng communities through a cohesive, cooperative, and coordinated system approach to development. This includes empowering residents—especially those with mental health challenges—to pursue social and economic opportunities while remaining integrated within their communities, supported by local social, health, educational, and employment structures

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2. What is the overall strategic goal for people development in your district/metro?

The overarching goal is to radically improve the quality of life and overall well-being of people living in the district, with an emphasis on vulnerable and marginalised groups such as women, youth, and persons with disabilities

3. What are the key people development strategies and outcomes to take your district/metro from the current state to its desired future?

The One Plan outlines several targeted strategies and desired outcomes:

Table 2: Targeted strategies and desired outcomes for People

Strategy	Guiding Principle / Outcome
Reduce poverty levels	Implement targeted interventions such as social welfare programs, skills development initiatives, and access to basic services to alleviate poverty.
Address unemployment and promote job creation	Foster an enabling environment for economic growth, entrepreneurship, and youth employment.
Support child- and women-headed households	Introduce social and economic support programmes, ensuring access to education, healthcare, and empowerment initiatives.
Enhance health and wellness	Invest in healthcare infrastructure, preventive measures, and wellness programs to improve life expectancy and health outcomes.

4. What is the quality of living standards you aspire for your communities?

Sedibeng aspires to a high standard of living marked by equitable access to quality healthcare, education, housing, and safety, reflected in a rising Human Development Index (HDI), reduced poverty and inequality, and improved access to services across all municipalities

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5. How does your district/metro plan to respond to Women, Youth and Persons with Disabilities (WYPD)?

The district's response framework includes:

- Gender-Based Violence and Femicide (GBVF) Response: Through the Sedibeng Rapid Response Task Team (RRTT), the district enforces 365 days of activism on no violence against women and children, ensuring continuous intervention and victim support
- Economic Empowerment: Women in business are prioritised in procurement and access to funding opportunities.
- Youth Employment: Focus on skills development and youth entrepreneurship initiatives.
- Persons with Disabilities: Recognition of the need for inclusion in government programmes and establishment of initiatives similar to the Presidential Youth Employment Initiative, specifically for persons with disabilities

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3. Economy

Table 3: Economic positioning strategies

Strategies	Guiding Principles
Develop strategies to improve overall economic performance.	Emphasises the need to optimise existing resources and infrastructure to bolster economic activities across various sectors. By identifying key areas for improvement and investment, Sedibeng can create an environment conducive to economic growth and innovation.
Promote economic diversification and value addition.	By encouraging the expansion of industries and the development of new economic sectors, Sedibeng can reduce dependency on specific industries and foster a more resilient and diverse economy. This approach not only enhances economic stability but also creates opportunities for job creation and skill development.
Explore opportunities for beneficiation of local resources.	By adding value to raw materials and natural resources found within the region, Sedibeng can tap into new revenue streams and promote sustainable utilisation of its resources.
Leverage comparative advantages for sustainable economic growth.	By identifying and capitalising on Sedibeng's unique strengths, such as geographic location, infrastructure, and human capital, the region can position itself competitively in the global marketplace and attract investments and business opportunities.
Foster the development of a green economy through sustainable practices.	This underscores Sedibeng's commitment to environmental stewardship and long-term sustainability. By integrating environmentally friendly practices into economic activities and infrastructure development, Sedibeng can mitigate environmental risks while promoting responsible and sustainable growth.

1. What are the key economic competitive and comparative advantages of your district/metro?

- Manufacturing: Sedibeng remains a national hub for high-value mass production manufacturing, contributing over 30% to the local economy, dominated by fabricated metals (ArcelorMittal) and chemicals (SASOL).
- Tourism: A significant driver for local consumer spending and foreign exchange income, supported by natural and heritage assets.
- Agriculture: Identified as a growth area with potential for agro-processing and rural development.

- Trade: Strategic position within Gauteng's logistics network, connecting to key markets via major road and rail corridors.

3.1 2. What is the desired future for the economy of your district/metro?

A diversified, inclusive, and green economy that stimulates sustainable employment, leverages industrial infrastructure, and promotes innovation, while ensuring environmental sustainability and social equity.

4.1 3. Key Economic Development Strategies and Outcomes

- Infrastructure Development: Expansion of industrial parks, logistics zones, and catalytic investments (e.g., Sedibeng SEZ, Fresh Produce Market, Vaal River City).
- Sectoral Support: Revitalisation of manufacturing, agriculture, tourism, and township economies.
- Investment Promotion: Collaboration with DBSA, SEZs, and provincial agencies to unlock private investment.
- Skills Development: Aligning education and labour to reduce youth unemployment and improve productivity.
- Green Growth: Promoting circular economy and low-carbon initiatives for resilience.

5.1 4. Type and Quality of Job Opportunities

Focus on high-quality, skilled, and sustainable jobs in manufacturing, logistics, agro-processing, tourism, and renewable energy—aimed at increasing labour absorption and reducing youth unemployment.

6.1 5. Entrepreneurship Envisioned

A vibrant SMME and informal sector ecosystem, supported by access to finance, mentorship, and markets.

The district envisions inclusive entrepreneurship, prioritising youth and women-owned enterprises to drive local innovation and social enterprise development.

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7.1 6. Role of Technology

Technology is envisaged as a catalyst for industrial transformation and competitiveness, through:

- Digitalisation of manufacturing (Industry 4.0)
- Smart agriculture and agri-tech adoption
- E-commerce and logistics optimisation
- Digital service platforms for business support and governance efficiency.

8.1 7. Contribution to National and Global Growth

Sedibeng aims to reposition itself as a key contributor to Gauteng's industrial corridor, supporting the re-industrialisation of South Africa and integrating into regional and global value chains, especially in steel, chemicals, and advanced manufacturing.

9.1 8. Competitive Local Products

- Steel and metal fabrication
- Chemicals and plastics
- Agro-processed products
- Tourism and cultural experiences (heritage and riverfront assets).

10.1 9. Brand Positioning and Marketing Strategy

Sedibeng is positioned as "Gauteng's Southern Gateway" — a connected, industrial, and investment-ready region offering competitive land costs, access to markets, and a strategic logistics location near Johannesburg, Free State, and Northwest borders.

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11.1 10. Response to Women, Youth and Persons with Disabilities (WYPD)

- Women: Access to enterprise and procurement opportunities.
- Youth: Focused on skills training, entrepreneurship incubators, and industrial internships.
- Persons with Disabilities: Integration into business and employment programmes, aligned with provincial and national empowerment frameworks.

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4. Spatial

Table 4: Spatial restructuring and environmental sustainability

Strategies	Guiding Principles
Implement spatial integration initiatives to optimise land use and connectivity.	By identifying strategic areas for development, improving transportation networks, and promoting mixed-use development, Sedibeng can create vibrant, interconnected communities that foster economic opportunities and enhance quality of life.
Develop sustainable human settlements considering environmental impacts.	By prioritising sustainable building practices, green infrastructure, and eco-friendly design principles, Sedibeng can create resilient, inclusive communities that promote environmental stewardship and enhance resilience to climate change.
Implement climate change adaptation and mitigation strategies.	By investing in climate-resilient infrastructure, promoting renewable energy sources, and implementing nature-based solutions, Sedibeng can mitigate the impacts of climate change, enhance ecological resilience, and foster a more sustainable and liveable environment for current and future generations.

12.1 1. Desired Spatial Form

Sedibeng envisions a spatially integrated, well-connected, and environmentally sustainable district. The desired spatial form promotes compact, mixed-use urban development, reduced fragmentation between settlements, and equitable access to economic and social opportunities across all local municipalities.

13.1 2. Key Spatial Transformation Strategies and Outcomes

- Spatial Integration: Identify strategic growth areas and improve inter-municipal connectivity.

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- Mixed-use Development: Encourage integration of residential, commercial, and industrial activities.
- Infrastructure-led Growth: Direct investments toward transport, logistics, and service infrastructure.
- Inclusive Planning: Address spatial inequalities by upgrading townships and rural settlements.
- Cross-boundary Coordination: Align with the Gauteng City Region for regional development synergy.

Outcomes:

Enhanced spatial equity, efficient land use, and vibrant, economically productive urban centres.

14.1 3. Sustainability and Climate Change Strategies and Outcomes

- Green Infrastructure: Integrate eco-friendly designs and sustainable building practices.
- Renewable Energy Transition: Promote solar and alternative energy adoption.
- Climate Adaptation: Build resilience to flooding and drought through ecological restoration.
- Carbon Reduction: Implement mitigation measures in transport and industry.
- Nature-Based Solutions: Leverage open spaces and wetland systems for resilience and biodiversity.

Outcome:

A climate-resilient and low-carbon district that safeguards natural assets while supporting economic activity.

15.1 4. Desired Settlement Patterns and Structures

A polycentric urban structure is envisioned — anchored by Emfuleni, Midvaal, and Lesedi as key development nodes — supported by compact, mixed-use corridors, upgraded townships, and well-serviced rural settlements.

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16.1 5. Key Economic Nodes Catalysing Spatial Transformation

- Vaal SEZ / River City Precinct (Vanderbijlpark–Vereeniging corridor) – industrial revitalisation and logistics.
- Heidelberg / Lesedi Industrial and Agri-hub – agro-processing and manufacturing.
- Midvaal Aerotropolis and Logistics Hub – logistics, aviation-linked industries, and trade.
- Sharpeville Heritage and Tourism Node – cultural and tourism-based regeneration.

17.1 6. Spatial Competitive Advantages / Regional Identity

- Strategic location within Gauteng's Southern Corridor, bordering Free State, Mpumalanga, and North West.
- Access to major transport corridors (N1, R59, N3, rail, and Vaal River).
- Strong industrial and logistics base, and proximity to markets and infrastructure networks.
- Rich cultural and environmental assets including the Vaal River system and heritage sites.

18.1 7. Precinct Concept

Sedibeng's precinct approach focuses on developing catalytic nodes through precinct-level planning:

- Each node serves as an integrated hub for living, working, and recreation.
- Government Precinct, Fresh Produce Market Precinct, and River City Precinct are current focus areas.
- The goal is to stimulate local investment and spatial regeneration through coordinated land development.

19.1 8. Land Development Targets

Targets include:

- Densification around existing corridors and transport routes.
- Expansion of industrial and logistics zones by 2030.
- Township upgrading with serviced sites and affordable housing delivery.

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- Preservation of agricultural land and open spaces to ensure food security.

20.1 9. Response to Women, Youth and Persons with Disabilities (WYPD)

- Equitable Access to Land: Prioritising women and youth in land allocation and resettlement schemes.
- Inclusive Spatial Planning: Designing settlements that are accessible and safe for all.
- Empowerment in Construction & Planning: Promoting WYPD participation in precinct planning, housing, and infrastructure projects.
- Targeted Employment: Reserving opportunities within spatial and environmental programmes for youth and women entrepreneurs.

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5. Infrastructure

Table 5: Infrastructure engineering strategies

Strategies	Guiding Principles
Provision of additional bulk infrastructure capacity for future developments, public and private.	By anticipating future needs and investing in the expansion of key infrastructure such as water, sanitation, energy, and transportation networks, Sedibeng aims to accommodate anticipated growth and development while ensuring the efficient functioning of essential services.
Implement integrated infrastructure delivery projects.	By adopting a holistic approach to infrastructure development, Sedibeng can optimise resource allocation, streamline project delivery processes, and enhance coordination among stakeholders. Integrated projects that address multiple infrastructure needs simultaneously can maximise efficiency and minimize disruptions, ultimately accelerating progress towards Sedibeng's development objectives.
Focus on human settlements development for improved living conditions.	By prioritising the development of sustainable, inclusive, and well-planned human settlements, Sedibeng aims to create vibrant communities with access to essential services, recreational facilities, and economic opportunities. This strategic focus on human settlements aligns with the broader goal of fostering social cohesion, promoting equity, and enhancing overall liveability within the region.

21.1 1. Desired Future State of Infrastructure

Sedibeng's vision is to establish modern, resilient, and sustainable infrastructure systems that support economic growth, equitable service delivery, and environmental sustainability. The district aims for integrated infrastructure networks — water, sanitation, energy, transport, and digital — that provide universal access and enable industrial, agricultural, and residential development.

22.1 2. Key Infrastructure Engineering Strategies and Outcomes

The district identifies several guiding strategies:

Table 6: Infrastructure guiding strategies

Strategy	Guiding Principle / Outcome
Provision of additional bulk infrastructure capacity	Expand water, sanitation, energy, and transport systems to meet future growth demands.
Integrated infrastructure delivery projects	Coordinate multi-sectoral investments to optimise resources and accelerate delivery.
Human settlements development	Promote sustainable, inclusive, and well-planned settlements with access to essential services.
Environmental compliance and resilience	Align infrastructure planning with environmental standards to reduce degradation and increase climate resilience.

Outcome:

Efficient, equitable, and future-ready infrastructure that enables economic competitiveness and social inclusion.

23.1 3. Level of Investment by Settlement Type and Economic Node

The One Plan identifies differentiated investment focus areas:

- Urban Nodes (Vereeniging, Vanderbijlpark, Heidelberg, Meyerton): Bulk infrastructure and urban renewal projects (e.g., Inner-City Regeneration, Vaal River City, Government Precinct).
- Corridors (R59 and N1): Economic gateway upgrades to support industrial logistics.
- Rural and Agricultural Nodes: Infrastructure for Agri-villages (e.g., Langzeekoeigat Precinct) and smallholder development.
- Investments are supported by partnerships with Rand Water, GDRT, DPW, and GDID across Emfuleni, Lesedi, and Midvaal.

24.1 4. Operational and Maintenance Systems

- Ongoing maintenance programmes for water, sewer, and road networks.
- Rand Water as implementing agent for major schemes (e.g., Sedibeng Regional Sewer Scheme).
- Lifecycle management plans embedded in project phases (1–2 years for design, 2–4 years for construction, ongoing O&M).
- Municipal infrastructure grants earmarked for repair and rehabilitation.

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25.1 5. Infrastructure Funding and Financial Models

- Public-Private Partnerships (PPPs): Key for major projects like Vaal River City, R59 Corridor, and Fresh Produce Market.
- Government Grants and Subsidies: Primary funding for water, roads, and housing.
- Development Bonds & Real Estate Financing: Used in urban and commercial precincts.
- Municipal Budget Allocations: Applied to smaller-scale projects and maintenance.
- Specialised Funds: e.g., Water Infrastructure Financing, Agricultural Development Funds.

26.1 6. Infrastructure Asset Management Plan

- The plan emphasises integrated asset management across municipalities to track lifecycle performance, improve budgeting, and ensure asset longevity.
- It aligns with the Infrastructure Delivery Management System (IDMS) framework.
- Focus areas: asset condition assessments, preventive maintenance, and renewal planning for key infrastructure sectors.

27.1 7. Response to Women, Youth and Persons with Disabilities (WYPD)

- Local participation in construction and maintenance contracts to empower WYPD groups.
- Employment equity in infrastructure projects, with specific targets for women and youth.
- Training and mentorship programmes within infrastructure and engineering fields.
- Accessibility and universal design standards in all new infrastructure developments.

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6. Service delivery

Table 7:Integrated service provision strategies

Strategies	Guiding Principles
Implement innovative approaches to integrated service delivery.	By adopting a holistic approach that considers the interdependencies among various service sectors, Sedibeng can streamline service delivery processes, improve coordination among relevant stakeholders, and maximise the impact of interventions.
Leverage Fourth Industrial Revolution (4IR) technologies to enhance services.	By embracing innovative technologies such as smart infrastructure, digital platforms, and data-driven decision-making tools, Sedibeng can enhance service delivery, optimize resource allocation, and address emerging needs more proactively.
Foster a culture of innovation in service provision.	By nurturing an environment that encourages experimentation, learning, and collaboration, Sedibeng can stimulate the development of innovative solutions, pilot projects, and best practices that address evolving community needs and enhance service outcomes.
Enhance water, sanitation, electricity, and waste management systems.	Enhancing water, sanitation, electricity, and waste management systems is paramount for ensuring the provision of basic services that are essential for human well-being, public health, and environmental sustainability. By investing in infrastructure upgrades, capacity building, and technology adoption, Sedibeng can improve the reliability, efficiency, and resilience of key service systems, thereby enhancing the overall liveability and attractiveness of the region for residents, businesses, and investors.

28.1 1. Desired Future State for Integrated Service Provisioning

Sedibeng aims for universal, reliable, and equitable access to all basic municipal services — including water, sanitation, energy, waste management, and roads — through coordinated intergovernmental planning and efficient infrastructure systems. The desired state is one where service delivery is predictable, financially sustainable, and technologically enabled, enhancing community quality of life and investor confidence.

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29.1 2. Key Service Provisioning Strategies and Outcomes

- Integrated Service Planning: Alignment of water, sanitation, electricity, and solid waste services across all three local municipalities (Emfuleni, Lesedi, Midvaal).
- Infrastructure Maintenance and Rehabilitation: Regular renewal and upgrades to reduce losses and improve efficiency.
- Public-Private Partnerships: Collaboration with Rand Water, Eskom, and private operators to stabilise services.
- Performance Monitoring: Implementation of district-level service delivery dashboards for real-time tracking.
- Outcomes: Improved service reliability, reduced outages, and enhanced coverage across all settlements.

30.1 3. Integrated Service Provisioning Model

The model is district-coordinated and municipality-driven, aligning with DDM principles:

- Sedibeng District Municipality (SDM) provides coordination, oversight, and bulk infrastructure planning.
- Local Municipalities (Emfuleni, Lesedi, Midvaal) manage operational delivery, billing, and local infrastructure maintenance.
- Sector Partners (Rand Water, Eskom, GDARD, CoGTA) provide technical, financial, and implementation support.

31.1 4. Ensuring Universal Coverage

- Prioritisation of underserved rural and peri-urban areas through targeted infrastructure investment.
- Expansion of basic service access programmes, including sanitation upgrades and off-grid energy pilots.
- Implementation of service expansion master plans linked to spatial and population growth trends.

32.1 5. Guaranteeing Quality of Services

- Introduction of service level standards monitored by the district.
- Continuous capacity building for municipal technical teams.
- Establishment of customer service centres for query resolution and performance feedback.

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- Integration of smart monitoring tools for leak detection, energy tracking, and waste management.

33.1 6. Managing and Reducing Service Interruptions

- Implementation of preventive maintenance programmes.
- Rapid response teams for emergency repairs and disaster response.
- Digital systems for fault detection and reporting.
- Improved coordination between municipalities and utility providers to limit disruptions.

34.1 7. Competitive Pricing and Affordability

- Adoption of cost-reflective tariffs balanced with indigent support programmes.
- Cross-subsidisation mechanisms to ensure affordability for vulnerable communities.
- Reduction of technical and non-technical losses to enhance financial sustainability.

35.1 8. Customer Satisfaction

- Establishment of client service standards and complaint resolution mechanisms.
- Regular community feedback sessions and surveys.
- Publication of annual service delivery performance reports to improve transparency and accountability.

36.1 9. Basic Norms and Standards

- Alignment with national service delivery benchmarks (e.g., National Water Services Act, Energy Regulation Act, Waste Management Policy).
- Minimum service standards for:
    - Water: 25L/person/day within 200m
    - Sanitation: Safe and hygienic toilets for all

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- Electricity: Universal access by 2030
- Waste: Weekly household collection in urban areas.

37.1 10. Response to Women, Youth and Persons with Disabilities (WYPD)

- Employment equity and skills development in service delivery departments.
- Targeted procurement from women- and youth-owned service providers.
- Accessible infrastructure design (universal design principles).
- Inclusive participation in community service planning forums.

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7. Governance

Table 8: Governance strategies

Strategies	Guiding Principles
Enhance accountability mechanisms at various levels of governance.	By implementing measures to strengthen oversight, promote ethical conduct, and enhance reporting systems, Sedibeng aims to build trust and confidence among stakeholders while ensuring the efficient use of resources.
Improve audit performance through effective financial management.	By implementing robust financial management practices, Sedibeng can enhance accountability, mitigate financial risks, and demonstrate fiscal responsibility. Effective financial management not only safeguards public funds but also instils confidence in investors, creditors, and other stakeholders, thereby facilitating economic development.
Address staff vacancies to ensure efficient public service delivery.	By prioritising human resource management and addressing staffing gaps, Sedibeng can optimise service delivery, enhance productivity, and meet the evolving needs of its residents. A well-staffed and motivated workforce is crucial for implementing policies, programs, and projects that drive economic development and improve quality of life.
Strengthen ward committees for increased community participation.	By empowering local communities and enhancing grassroots participation in decision-making processes, Sedibeng can ensure that development initiatives are responsive to the needs and aspirations of its diverse population. Community involvement fosters ownership, promotes social cohesion, and enhances the effectiveness of governance structures.
Ensure stability in the administration for effective governance.	By promoting stability, Sedibeng can minimise disruptions, maintain institutional memory, and sustain momentum in achieving its development objectives. Stable governance provides a conducive environment for policy implementation, program execution, and stakeholder engagement, thereby facilitating progress towards the vision of Sedibeng as a vibrant economic hub.

38.1 1. Desired Future State for Governance and Financial Management

Sedibeng envisions a capable, ethical, transparent, and collaborative governance system that drives successful One Plan implementation and measurable development outcomes across the district.

The desired governance state emphasises:

- Sound financial management and sustainability.
- Strengthened institutional capacity and accountability.
- Effective coordination across all three spheres of government under the District Development Model (DDM).
- Transparent decision-making and citizen participation.

39.1 2. Key Governance and Financial Management Strategies and Outcomes

The Governance Improvement Framework provides the roadmap for reform and includes the following core strategies:

Table 9: Key Governance strategies

Strategic Focus Area	Outcome/Action
Institutional Cohesion & Accountability	Strengthen coordination between SDM, Emfuleni, Lesedi, and Midvaal. Improve reporting lines and committee integration.
Financial Discipline & Sustainability	Implement financial recovery plans, revenue enhancement, and cost management.
Transparency & Ethics	Establish governance charters, annual audits, and digital performance dashboards.
Stakeholder Participation	Formalise business, labour, and civil society participation through DDM Committees.
Capacity Development	Continuous training via CoGTA, SALGA, and LGSETA to build managerial and technical skills.

Expected Outcomes:

Improved audit results, institutional credibility, investor confidence, and sustainable service delivery.

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40.1 3. Financial Management and Viability Model

- The district currently depends heavily on the equitable share, which provides limited growth (<3% annually).
- Revenue generation constraints are being addressed through a financial recovery plan, turnaround strategies, and feasibility studies on potential income streams (e.g., property leases, service fees).
- Cost containment is being pursued by finalising the organisational structure and reducing the wage bill.
- The Fresh Produce Market Turnaround Strategy and Transport Agency Tariff Review are key revenue-enhancing projects.
- The long-term goal is to create a financially self-sustaining district municipality through improved revenue diversification and operational efficiency.

41.1 4. Leveraging Intergovernmental and Stakeholder Relations

Sedibeng's DDM Hub plays a central coordinating role across governance levels:

- Intergovernmental Collaboration: Structured engagement between mayors, MECs, and national departments.
- Traditional and Khoisan Leadership: Inclusion in planning and land-use decisions.
- Civil Society and Private Sector: Partnership through institutionalised DDM committees and local chambers (PPGI, NBI, GTCoC).
- Stakeholder Forums: Regular dialogue and annual Governance Summits ensure alignment of priorities and accountability.

42.1 5. Envisaged Future Institutional Capacity

The district seeks to evolve into a high-performing, learning-oriented institution with:

- Skilled leadership and technically capable staff.
- Digital governance systems for data-driven decision-making.
- An organisational culture centred on performance, transparency, and citizen focus.
- Institutionalised governance charters and peer mentorship systems across local municipalities.

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43.1 6. Response to Women, Youth and Persons with Disabilities (WYPD)

- Representation and empowerment of WYPD groups in governance forums and committees.
- Capacity-building programmes targeting WYPD officials.
- Inclusive procurement policies for women- and youth-owned enterprises.
- Accessibility measures integrated into institutional and service design.

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8. Catalytic project template

Table 10: Project template

Project name	Project level	Estimated budget	Project location	Beneficiary size (for community projects only)	Estimated start date	Estimated end date	Project sector / industry	Stakeholders / Social partners	Project owner/s / Implementing entity	STRATEGIC ALIGNMENT (NDP / SDG / Africa Agenda)
Heidelberg Aerodrome	Catalytic	TBD	Lesedi Local Municipality	N/A	2024	2029	Transport / Aviation	Lesedi LM; MTP Aviation Solutions; SDM; Gauteng Province	Lesedi Municipality	NDP 9, SDG 8, Africa Agenda 2063 Goal 10
Broadband / Fibre Rollout in Towns and Townships	Strategic	TBD	All municipalities	Communities across SDM	2024	Ongoing	ICT / Infrastructure	SDM; Private ISPs; National Treasury; DTPS	Sedibeng District Municipality	NDP 9, SDG 9, Africa Agenda Goal 3
Vaal Marina Commercial Development	Catalytic	TBD	Midvaal Municipality	N/A	2024	Ongoing	Commercial / Tourism	Midvaal LM; GGDA; Private Sector	Midvaal Municipality	NDP 11, SDG 8, Africa Agenda Goal 4
Cannabis and Hemp	Catalytic	TBD	Sedibeng District (Vaal SEZ)	N/A	2024	2028	Agriculture / Manufacturing	SDM; VSEZ; DALRRD; Private Investors	Sedibeng District Municipality	NDP 1, SDG 9, Africa Agenda Goal 5

Vereeniging Fresh Produce Market (VFPM)	Major	TBD	Emfuleni Municipality	Regional communities / traders	2024	Ongoing	Agriculture / Logistics	Emfuleni LM; GDARD; GIFA; SDM	Emfuleni Municipality	NDP 7, SDG 2, Africa Agenda Goal 6
Gauteng Highlands	Catalytic	Private funded	Lesedi Municipality	N/A	2024	Ongoing	Real Estate / Tourism	Private Developers; GDID; SDM	Private Developer	NDP 11, SDG 8, Africa Agenda Goal 12
Heidelberg CBD Renewal	Strategic	TBD	Lesedi Municipality	Communities & businesses	2024	Ongoing	Urban Renewal / Infrastructure	Lesedi LM; GDID; Private Sector	Lesedi Municipality	NDP 11, SDG 11, Africa Agenda Goal 1
Inner-City Urban Regeneration (Vanderbijlpark & Vereeniging)	Strategic	TBD	Emfuleni Municipality	Urban population	2024	Ongoing	Urban Renewal / Infrastructure	Emfuleni LM; GDID; Private Sector	Emfuleni Municipality	NDP 11, SDG 11, Africa Agenda Goal 1
Sedibeng Regional Sewer Scheme	Major	TBD	SDM Region-wide	Regional households	2024	2028	Infrastructure / Water & Sanitation	SDM; DWS; Rand Water; GPG	Sedibeng District Municipality	NDP 9, SDG 6, Africa Agenda Goal 7
Vaal River City Commercial & Residential Development	Catalytic	TBD	Emfuleni Municipality	Investors and residents	2024	2030	Real Estate / Economic	Office of the Premier; GDED; Emfuleni LM	GDED / Emfuleni Municipality	NDP 11, SDG 8, Africa Agenda Goal 12
Doornkuil Precinct	Catalytic	TBD	Midvaal Municipality	Mixed-use residents	2024	Ongoing	Urban Development / Infrastructure	Midvaal LM; GDID; Private Sector	Midvaal Municipality	NDP 11, SDG 11, Africa Agenda Goal 1

R59 Corridor Development	Catalytic	TBD	Midvaal Municipality	District businesses	2024	Ongoing	Economic / Transport	Midvaal LM; GDRT; Private Investors	Midvaal Municipality	NDP 8, SDG 9, Africa Agenda Goal 10
Sicelo Precinct	Strategic	TBD	Midvaal Municipality	Residents of Sicelo	2024	Ongoing	Human Settlements / Infrastructure	Midvaal LM; GDID; GPG	Midvaal Municipality	NDP 9, SDG 11, Africa Agenda Goal 1
Langzeekoeigat Precinct (Agri Village)	Strategic	TBD	Lesedi Municipality	Local farming community	2024	Ongoing	Agriculture / Rural Development	Lesedi LM; DRDLR; GDARD	Lesedi Municipality	NDP 7, SDG 2, Africa Agenda Goal 5
K174 Interchange	Major	TBD	SDM / GDRT jurisdiction	Regional commuters	2024	2027	Transport / Infrastructure	SDM; GDRT; SANRAL; Private Concessionaires	Sedibeng District Municipality	NDP 9, SDG 9, Africa Agenda Goal 10
Student Accommodation	Strategic	TBD	Emfuleni Municipality	Students and households	2024	Ongoing	Education / Infrastructure	SDM; Emfuleni LM; GGDA; Private Sector	Emfuleni Municipality	NDP 9, SDG 4, Africa Agenda Goal 17
Sedibeng Government Precinct	Strategic	TBD	Vereeniging	Public sector staff and community	2024	2028	Public Administration / Infrastructure	SDM; DPW; GDID; GIDA	Sedibeng District Municipality	NDP 9, SDG 16, Africa Agenda Goal 7
Vaal Aerotropolis	Catalytic	R32Bn	Emfuleni	N/A	2028	2032	Transport / Infrastructure	SDM, Emfuleni, OOP, Private Sector	Vaal Aerozone (Pty) Ltd	NDP 9, SDG 8, Africa Agenda 2063 Goal 10

Heidelberg Aerodrome

Table 11: Heidelberg Aerodrome project information

Project Overview	The Heidelberg Aerodrome project aims to upgrade the existing airfield in Lesedi into a functional regional aerodrome with capacity for general aviation, training and, over time, freight and logistics support linked to the Vaal SEZ and broader Southern Corridor. It is conceived as an enabling infrastructure platform to support industrial, agro-processing, training and emergency services.
Local context	Heidelberg sits on the N3 corridor between Johannesburg and Durban, with strong logistics and industrial potential. The aerodrome can serve as a secondary aviation node supporting regional logistics, emergency response and training activity, complementing the Vaal SEZ platform and the broader Gauteng logistics network. This positioning as a supporting logistics/training hub is inferred from the location and typical district-scale aerodrome roles.
Key stakeholders and beneficiaries	• Lesedi Local Municipality • Gauteng Growth and Development Agency (GGDA) / Vaal SEZ (as strategic partner) • Aviation partners and potential private operators • Local businesses, SMMEs and residents in Heidelberg and surrounding settlements
Project status and timelines	The project is currently at a conceptual/catalytic stage within the One Plan, with no confirmed budget and limited implementation progress noted. Detailed pre-feasibility, aviation compliance work and a business case will be required before design and construction can proceed.
Intended impact	• Enable aviation-related investment and jobs (maintenance, training, logistics, tourism charters). • Improve regional connectivity and disaster/emergency response capability. • Support the Vaal SEZ and Gauteng logistics value chain.
Key risks and mitigation (partly inferred)	• Regulatory and aviation compliance: Mitigate through early engagement with SACAA, DoT and ACSA, and funding for technical studies. • Financial viability: Mitigate via a PPP/lease model, anchored tenants (flight schools, MRO, logistics operators) and integration with the Vaal SEZ pipeline. • Environmental and noise impacts: Address through full EIA and flightpath management, with early community engagement.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

Employment; Transport; Clean environment; Recreation and Leisure	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors; Improved service delivery in the local government sphere

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Broadband / Fibre Rollout in Towns and Townships

Table 12: Broadband / Fibre Rollout in Towns and Townships project information

Project Overview	This project aims to roll out broadband and fibre connectivity across urban areas and townships in Emfuleni, Midvaal and Lesedi, improving digital access for households, businesses, public facilities and learning institutions.
Local context	Sedibeng's townships and rural settlements face digital exclusion, which constrains education, SMME growth and access to services. Nationally, broadband expansion is a key enabler for 4IR, digital government and inclusive growth. The emphasis on digital inclusion and 4IR is informed by national ICT policy trends and generic broadband programmes.
Key stakeholders and beneficiaries	• SDM and the three local municipalities • Provincial e-government / ICT departments and SITA • Private telecoms operators and ISPs • Schools, TVETs, health facilities, municipal service points • Residents, youth and SMMEs
Project status and timelines	The One Plan identifies the rollout as a major project but does not yet reflect a consolidated district-wide programme with confirmed budgets; implementation is likely happening through a combination of municipal ICT projects and private sector investment.
Intended impact	• Reduce the digital divide and improve access to online services and education. • Enable township digital entrepreneurship and remote work. • Support smart metering, e-governance and improved service management.
Key risks and mitigation (partly inferred)	• Fragmented implementation: Establish a district-wide digital infrastructure plan and MoUs with operators. • Vandalism and theft of infrastructure: Incorporate community watch, ducting and security standards in design. • Affordability for low-income users: Engage operators on low-cost packages and support public Wi-Fi hotspots.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

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Education and skills; Employment; Housing, water, sanitation, and electricity; Safety & Security	Quality Education; Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Reduced Inequalities; Sustainable Cities and Communities; Partnerships for the Goals	Quality Education and Skills Innovation; Economic Transformation and Jobs; Pan-African World-Class Infrastructure; High Living Standards for All	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors; Improved service delivery in the local government sphere; Reduced poverty and improved livelihoods

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Vaal Marina Commercial Development

Table 13: Vaal Marina Commercial Development project information

Project Overview	The Vaal Marina project intends to develop a commercial and tourism-focused node around the Vaal Dam, enhancing retail, hospitality, recreation and water-based tourism activities to position the area as a key leisure destination in Midvaal.
Local context	The Vaal Dam is a critical water resource and tourism asset, with existing marinas and weekend homes. Tourism and eco-tourism have been identified in the Midvaal IDP and LED strategy as growth sectors, particularly around the dam and natural assets.
Key stakeholders and beneficiaries	• Midvaal Local Municipality • Private developers and hospitality operators • GDARD and tourism agencies • Local communities and SMMEs
Project status and timelines	The project is identified as a strategic tourism and commercial opportunity but currently has no confirmed budget or advanced planning status in the One Plan. A precinct plan and feasibility process would be needed to structure phasing, infrastructure requirements and investment packaging.
Intended impact	• Diversify the Sedibeng economy via tourism and leisure. • Stimulate SMME opportunities in hospitality, guiding, retail and services. • Improve public access to the Vaal Dam and associated recreational infrastructure.
Key risks and mitigation (partly inferred)	• Environmental and water-quality constraints: Coordinate with the Sedibeng Regional Sewer Scheme and DWS to improve water quality and enforce pollution controls. • Unequal benefit sharing: Ensure local community and SMME participation via targeted procurement and enterprise support. • Infrastructure gaps (roads, bulk services): Phase development alongside upgrades to roads and bulk water/sanitation.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Recreation and Leisure; Clean environment; Housing, water, sanitation, and electricity	No Poverty; Decent Work and Economic Growth; Sustainable Cities and Communities; Responsible Consumption and Production; Life	High Living Standards for All; Growth through Blue Economy; Sustainable, Climate-Resilient Economies; Economic Transformation and Jobs; Prominent African Cultural Revival	Increased employment and work opportunities; Reduced poverty and improved livelihoods; Accelerated growth of strategic industrial and labour-intensive sectors; Improved

	Below Water; Life on Land; Climate Action	service delivery in the local government sphere

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Cannabis and Hemp

Table 14: Cannabis and Hemp project information

Project Overview	This project focuses on establishing a regulated cannabis and hemp value chain, including cultivation, processing and related agro-industrial activities, leveraging Sedibeng's agricultural land and proximity to markets.
Local context	National policy shifts on industrial cannabis and hemp create opportunities for rural development, agro-processing and high-value crops, provided that licensing, compliance and security are effectively managed. Community feedback after the Presidential Imbizo highlighted confusion and barriers around cannabis licensing and market access.
Key stakeholders and beneficiaries	• Farmers (emerging and commercial) • DALRRD, GDARD and SAHPRA • Private investors / processors • Local communities (jobs, land reform projects).
Project status and timelines	The One Plan records the project as a catalytic agricultural initiative, but detailed locations, licensing pipeline, budget and implementing partners are still emerging.
Intended impact	• Diversify agricultural production and support high-value crops. • Create rural jobs across cultivation, processing and logistics. • Support SMMEs and co-operatives in agro processing.
Key risks and mitigation (partly inferred)	• Regulatory complexity: Establish a district cannabis working group with DALRRD, GDARD and SAHPRA to support applicants. • Security and community backlash: Implement strict security and awareness campaigns about legal vs illegal production. • Market volatility: Secure offtake agreements and anchor processors before scaling.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Nutrition; Education and skills; Clean environment	No Poverty; Zero Hunger; Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Responsible Consumption and Production; Climate Action; Good Health and Well-being	Modern, Productive Agriculture; Economic Transformation and Jobs; Good Health and Nutrition; Sustainable, Climate-Resilient Economies; High Living Standards for All	Increased employment and work opportunities; Reduced poverty and improved livelihoods; Accelerated growth of strategic industrial and labour-intensive sectors; Optimised

	social protection and improved coverage

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Vereeniging Fresh Produce Market (VFPM)

Table 15: Vereeniging Fresh Produce Market (VFPM) project information

Project Overview	The VFPM project involves major refurbishment and expansion of the Vereeniging Fresh Produce Market to reposition it as a regional agro-logistics hub serving Sedibeng and surrounding areas, improving market access for small and commercial farmers.
Local context	VFPM is a regional market for fruit and vegetables. It has been identified by the Economic Recovery Plan and Presidential Imbizo commitments as a priority investment to stimulate agriculture and township economies. National and provincial discussions emphasise fresh-produce markets as key enablers for farmers' access to formal value chains
Key stakeholders and beneficiaries	• SDM (project owner) and Emfuleni LM • GDARD, GDID, GIDA, GIFA • Farmers (smallholders and commercial), traders and logistics operators • Local communities and consumers.
Project status and timelines	The project is catalytic, with an indicative budget of around R1 billion. GDARD has committed R23 million toward refurbishment and upgrades, but quotations exceed available funding. TVR2A has been received from both GPT and NT, and an RFQ has been circulated for comments ahead of procurement.
Intended impact	• Expand market access and reduce post-harvest losses. • Support agro-processing, cold-storage and logistics businesses. • Create jobs in handling, trading, logistics and related services.
Key risks and mitigation (partly inferred)	• Funding shortfall: Package the project for blended finance (provincial CAPEX, DBSA/AFD loans and possible grant support), and scope in phases. • Operational inefficiencies: Implement a modern market management model with ICT systems, transparent fee structures and maintenance budgets. • Infrastructure downtime during construction: Phase works to keep parts of the market operational.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

Employment; Nutrition; Clean environment; Transport; Housing, water, sanitation, and electricity	Zero Hunger; Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Responsible Consumption and Production; No Poverty	Modern, Productive Agriculture; Economic Transformation and Jobs; Pan-African World-Class Infrastructure; High Living Standards for All; Good Health and Nutrition	Increased employment and work opportunities; Reduced poverty and improved livelihoods; Accelerated growth of strategic industrial and labour-intensive sectors

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Gauteng Highlands

Table 16: Gauteng Highlands project information

Project Overview	Gauteng Highlands is a large mixed-use development in Midvaal, comprising residential neighbourhoods, an industrial park and commercial areas. It aims to create a new city-scale node leveraging proximity to the R59 corridor and the Southern Corridor growth path.
Local context	Midvaal has identified construction, manufacturing, agriculture and logistics along the R59 as key economic growth sectors. The Gauteng Highlands project positions itself within this spatial logic as a large, master-planned urban extension.
Key stakeholders and beneficiaries	• Midvaal Local Municipality • Private developer ("Diego", as noted) • Provincial departments (GDID, GDED) for bulk and regional infrastructure • Future residents, workers and businesses.
Project status and timelines	The project is strategic, with no budget figures recorded in the One Plan and no implementation progress reported yet; it is at a conceptual / early planning stage.
Intended impact	• Provide mixed-income housing, industrial and commercial opportunities. • Support logistics and manufacturing along the R59. • Create a well-planned, serviced settlement with integrated amenities.
Key risks and mitigation (partly inferred)	• Bulk services capacity (water, sanitation, power): Align with regional infrastructure planning and use development contributions to fund upgrades. • Market absorption risk: Phase development according to demand and anchor uses (industrial/warehousing). • Spatial inequality risk: Ensure inclusionary housing and public transport integration.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Housing, water, sanitation, and electricity; Transport; Clean environment; Recreation and Leisure	No Poverty; Decent Work and Economic Growth; Sustainable Cities and Communities; Industry, Innovation, and Infrastructure; Reduced Inequalities; Clean Water and Sanitation; Affordable and Clean Energy	High Living Standards for All; Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Reduced poverty and improved livelihoods; Accelerated growth of strategic industrial and labour-intensive sectors; Improved

	service delivery in the local government sphere

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Heidelberg CBD Regeneration

Table 17: Heidelberg CBD Regeneration project information

Project Overview	The project aims to regenerate the Heidelberg CBD by improving access, upgrading public spaces and amenities, and creating a more attractive environment for business, services and housing.
Local context	Heidelberg is a key town in Lesedi with historic urban fabric and a role as a regional service centre. The Lesedi IDP/LED notes the need for CBD revitalisation to support SMMEs and investment.
Key stakeholders and beneficiaries	• Lesedi Local Municipality • Local businesses, property owners and landlords • Commuters, shoppers and residents • GDID (for possible precinct funding)
Project status and timelines	The project is strategic with an indicative budget of R14.9 million for access and amenity upgrades, but no implementation progress yet.
Intended impact	• Reverse CBD decline, improve safety and cleanliness. • Support small business growth and property reinvestment. • Enhance walkability and public transport access.
Key risks and mitigation (partly inferred)	• Limited municipal CAPEX and OPEX for maintenance: Explore provincial co-funding and CID-type models. • Crime and vandalism: Pair physical upgrades with law-enforcement and social partnerships (CPF, business forums). • Displacement of informal traders: Include designated trading spaces and trader support.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Transport; Safety & Security; Recreation and Leisure; Clean environment	Decent Work and Economic Growth; Sustainable Cities and Communities; Industry, Innovation, and Infrastructure; Reduced Inequalities; Peace, Justice, and Strong Institutions	Economic Transformation and Jobs; High Living Standards for All; Effective Institutions and Leadership; Pan-African World-Class Infrastructure	Increased employment and work opportunities; Reduced poverty and improved livelihoods; Improved service delivery in the local government sphere; Improved governance and performance of public entities

Inner-City Urban Regeneration of Vanderbijlpark and Vereeniging

Table 18: Inner-City Urban Regeneration of Vanderbijlpark and Vereeniging project information

Project Overview	This project focuses on revitalising the urban centres of Vanderbijlpark and Vereeniging through infrastructure rehabilitation, new residential development, open space improvements and incentives such as the Urban Development Zone scheme.
Local context	Both town centres have experienced economic decline, vacancies and infrastructure deterioration linked to de-industrialisation, loss of manufacturing jobs and municipal financial constraints. Regeneration is critical to reposition these nodes as mixed-use urban centres.
Key stakeholders and beneficiaries	• Emfuleni Local Municipality • SDM and provincial departments (GDED, GDID) • Property owners, developers and SMMEs • Residents and commuters.
Project status and timelines	The project is classified as a major intervention, but currently there is no recorded budget and no progress beyond strategic identification.
Intended impact	• Attract new private investment and increase property values. • Introduce affordable inner-city residential units. • Improve urban safety, public transport interchanges and public spaces.
Key risks and mitigation (partly inferred)	• Complex land ownership and arrears: Use UDZ incentives, debt restructuring and precinct-based agreements. • Infrastructure backlog costs: Package bankable components and explore UDZ/PPP models. • Community scepticism: Conduct visible quick wins (lighting, cleaning, enforcement) to build trust.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

Employment; Housing, water, sanitation, and electricity; Transport; Safety & Security; Clean environment	No Poverty; Decent Work and Economic Growth; Sustainable Cities and Communities; Reduced Inequalities; Industry, Innovation, and Infrastructure; Peace, Justice, and Strong Institutions	Economic Transformation and Jobs; High Living Standards for All; Pan-African World-Class Infrastructure; Effective Institutions and Leadership; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Reduced poverty and improved livelihoods; Accelerated growth of strategic industrial and labour-intensive sectors; Improved service delivery in the local government sphere; Improved governance and performance of public entities

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Sedibeng Regional Sewer Scheme

Table 19: Sedibeng Regional Sewer Scheme project information

Project Overview	The Sedibeng Regional Sewer Scheme seeks to repair sewer networks, expand wastewater treatment works (WWTW) capacity and eliminate sewage spillages into the Vaal River, thereby enabling tourism, recreation and safe water use.
Local context	Emfuleni's wastewater crisis has led to significant pollution of the Vaal River, with national government interventions (Rand Water as implementing agent under Section 63 of the Water Services Act) and legal actions highlighting the urgency.
Key stakeholders and beneficiaries	• DWS (lead) and Rand Water (implementing agent) • GPG, SDM, Emfuleni LM • Vaal River users, tourism operators and communities • Environmental and civil society organisations.
Project status and timelines	The project is strategic, with an estimated budget of R7.2 billion. It is underway with Rand Water as the implementing agent, focusing on network repairs and WWTW upgrades (including Leeuwkuil).
Intended impact	• Stop sewage pollution into the Vaal River and its tributaries. • Restore the river's recreational and tourism potential. • Enable future development along the river (e.g. Vaal River City, marinas).
Key risks and mitigation (partly inferred)	• Implementation delays and cost escalations: Strong programme management and ring-fenced funding, regular reporting via the DDM Hub. • O&M weaknesses post-upgrade: Establish sustainable maintenance budgets and local capacity, linked to the district asset management and maintenance system. • Community frustration: Maintain transparent communication on timelines and visible interventions.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

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Housing, water, sanitation, and electricity; Clean environment; Healthcare; Employment	Clean Water and Sanitation; Good Health and Well-being; Sustainable Cities and Communities; Life Below Water; Life on Land; Climate Action	Good Health and Nutrition; Sustainable, Climate-Resilient Economies; High Living Standards for All; Pan-African World-Class Infrastructure; Modern, Productive Agriculture	Reduced poverty and improved livelihoods; Improved service delivery in the local government sphere; Increased employment and work opportunities; Improved governance and performance of public entities

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Vaal River City Commercial and Residential Development

Table 20: Vaal River City Commercial and Residential Development project information

Project Overview	Vaal River City is a mixed-use "Smart River City" development along the Vaal River, with residential, commercial and light industrial components. It is supported by significant bulk infrastructure, including roads, electricity, water and sewer.
Local context	The Presidential Imbizo highlighted the Vaal River City as a key strategic project to leverage the SEZ and riverfront assets. The project aligns with efforts to unlock the Southern Corridor through integrated human settlements and economic nodes.
Key stakeholders and beneficiaries	• Office of the Premier and GDED • Emfuleni Local Municipality • Rand Water (for sewer and WWTW upgrades) • Private developers and investors.
Project status and timelines	The project is major/catalytic. An estimated R500 million is required for Phase 1 bulk infrastructure (electricity, roads, water and sewer), with Rand Water already increasing WWTW capacity at Leeuwkuil. No vertical development has commenced yet.
Intended impact	• Create a new mixed-use, river-front city that supports housing, tourism and services. • Leverage investments in the SEZ and the sewer scheme. • Provide jobs during construction and operations.
Key risks and mitigation (partly inferred)	• Dependency on sewer scheme and K174 interchange: Coordinate programmes and critical path sequencing via the DDM Hub. • Environmental approvals: Undertake thorough EIAs with strong mitigation measures. • Market risk: Phase development and secure anchor tenants (e.g. offices, leisure facilities) before large-scale roll-out.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

Employment; Housing, water, sanitation, and electricity; Transport; Recreation and Leisure; Clean environment	No Poverty; Decent Work and Economic Growth; Sustainable Cities and Communities; Industry, Innovation, and Infrastructure; Reduced Inequalities; Climate Action; Life Below Water	High Living Standards for All; Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Reduced poverty and improved livelihoods; Accelerated growth of strategic industrial and labour-intensive sectors; Improved service delivery in the local government sphere

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Doornkuil Precinct

Table 21: Doornkuil Precinct project information

Project Overview	The Doornkuil Precinct, adjacent to the Savannah City mega-housing development, will host a regional hospital, agricultural and medical training facilities, recreational amenities, business and commercial centres and a transport node.
Local context	Savannah City is a major integrated housing development in Midvaal, and Doornkuil is intended to provide social and economic services to support this expanding population and the wider region, strengthening the R59 corridor.
Key stakeholders and beneficiaries	• Midvaal Local Municipality • Provincial DoH, DHEST and GDID (for hospital and training facilities) • Communities in Savannah City and surrounding areas • Private developers and service providers
Project status and timelines	The project is strategic but still early-stage; only a feasibility study for a cemetery component has been completed. Budgets and a full precinct implementation plan are still required.
Intended impact	• Improve access to health care and training. • Create a multi-use node supporting jobs, learning and recreation. • Reinforce Savannah City as a complete, well-serviced settlement.
Key risks and mitigation (partly inferred)	• Inter-departmental coordination: Establish an intergovernmental project steering committee via the DDM Hub. • Land assembly and zoning: Complete township establishment and rezoning early. • Funding for social facilities: Sequence hospital and training facilities with national/provincial MTEF allocations.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

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Healthcare; Education and skills; Employment; Housing, water, sanitation, and electricity	Good Health and Well-being; Quality Education; Sustainable Cities and Communities; Decent Work and Economic Growth; Reduced Inequalities	Quality Education and Skills Innovation; Good Health and Nutrition; High Living Standards for All; Economic Transformation and Jobs	Reduced poverty and improved livelihoods; Increased employment and work opportunities; Improved service delivery in the local government sphere; Optimised social protection and improved coverage

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R59 Corridor Development

Table 22: R59 Corridor Development project information

Project Overview	The R59 Corridor Development aims to transform the R59 freeway into a major economic gateway and logistics corridor, connecting Gauteng metros and local municipalities with Sasolburg (Free State), with a focus on industrial, logistics and mixed-use development.
Local context	Midvaal's LED and IDP emphasise the R59 as a strategic corridor for construction, manufacturing, logistics and transport & storage industries.
Key stakeholders and beneficiaries	• Midvaal Local Municipality (lead) • GDRT, SANRAL and GDID • Private developers and logistics companies • Local communities and workers.
Project status and timelines	The project is a major, long-term intervention. A draft pre-feasibility study was completed in 2021, and a PPP option is being considered.
Intended impact	• Increase industrial and logistics investment along the corridor. • Create jobs in manufacturing, warehousing and services. • Improve connectivity and freight efficiency between Gauteng and Free State.
Key risks and mitigation (partly inferred)	• PPP complexity and investor appetite: Develop a robust business case and market-sound the PPP; ensure transparent procurement. • Road and interchange capacity: Align with K174 and other upgrades; coordinate with SANRAL. • Spatial inequality: Ensure local labour and SMME participation and manage edge-city sprawl.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Transport; Clean environment	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies; High Living Standards for All	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors; Improved service delivery in the local government sphere

Sicelo Precinct

Table 23: R59 Sicelo Precinct project information

Project Overview	The Sicelo Precinct project promotes economic and social growth by developing industrial and business uses (focused on metal and ceramic manufacturing) and formalising an informal settlement of ±2,500 families with expanded residential capacity.
Local context	Sicelo is a growing settlement in Midvaal with informal housing and limited services. Integrating housing, industry and social facilities is aligned with human-settlement policy and Midvaal's growth priorities.
Key stakeholders and beneficiaries	• Midvaal Local Municipality • DRDLR / DHS (for human settlements) • Local households and businesses • Private investors in industrial activities.
Project status and timelines	The project is major, but the One Plan currently doesn't list a budget or advanced implementation steps. Detailed precinct planning, township establishment and servicing will be required.
Intended impact	• Upgrade living conditions and provide secure tenure. • Create industrial and SMME opportunities, especially in manufacturing. • Integrate housing with employment and social amenities.
Key risks and mitigation (partly inferred)	• Relocation and social disruption: Use in-situ upgrading where possible and intensive community participation. • Infrastructure costs: Phase servicing and seek human settlements grants plus developer contributions. • Environmental constraints (e.g. geotechnical): Ensure full technical investigations guide layout.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

DRAFT

Housing, water, sanitation, and electricity; Employment; Social Protection; Safety & Security; Education and skills	No Poverty; Clean Water and Sanitation; Sustainable Cities and Communities; Reduced Inequalities; Decent Work and Economic Growth; Peace, Justice, and Strong Institutions	High Living Standards for All; Economic Transformation and Jobs; Good Health and Nutrition; Sustainable, Climate-Resilient Economies	Reduced poverty and improved livelihoods; Increased employment and work opportunities; Improved service delivery in the local government sphere; Optimised social protection and improved coverage

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Langzeekoeigat Precinct (Agri-Village)

Table 24: Langzeekoeigat Precinct (Agri-Village) project information

Project Overview	The Langzeekoeigat Agri-Village project aims to develop an Agri-village to support local enterprises, self-sufficiency and Agri-based economic activities in Lesedi.
Local context	Lesedi and Sedibeng have significant high-potential agricultural soils. Post-Imbizo, farmers highlighted lack of land and market access; an Agri-village responds to these challenges by combining settlement and productive land in a planned manner.
Key stakeholders and beneficiaries	• Lesedi Local Municipality • DRDLR/DALRRD • Local farmers and co-operatives • GDARD and agricultural support agencies.
Project status and timelines	The project is strategic. A precinct plan was concluded in 2021, but no budget or implementation progress is recorded yet.
Intended impact	• Support smallholder farming and rural livelihoods. • Provide serviced settlement with access to services and markets. • Promote agro-processing and local food systems.
Key risks and mitigation (partly inferred)	• Unclear operating model (communal vs individual plots): Develop an agreed land-use and tenure model with beneficiaries. • Market access: Link to VFPM, SEZ agro-processing and procurement programmes. • Institutional fragmentation: Align DALRRD, GDARD and municipal roles through a joint implementation plan.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

DRAFT

Nutrition; Employment; Housing, water, sanitation, and electricity; Education and skills; Clean environment	No Poverty; Zero Hunger; Clean Water and Sanitation; Decent Work and Economic Growth; Sustainable Cities and Communities; Life on Land; Climate Action	Modern, Productive Agriculture; Economic Transformation and Jobs; Good Health and Nutrition; Sustainable, Climate-Resilient Economies; High Living Standards for All	Reduced poverty and improved livelihoods; Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors; Optimised social protection and improved coverage

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K174 Interchange

Table 25: K174 Interchange) project information

Project Overview	The K174 interchange project will construct an interchange at the convergence of the R42 and R59, unlocking access to Vaal River City and other developments in the Southern Corridor.
Local context	K174 is a critical junction in the R59 corridor, directly supporting Vaal River City, the SEZ and surrounding developments. The DDM Lekgotla and Presidential Imbizo commitments specifically reference the Vaal River City interchange as a priority.
Key stakeholders and beneficiaries	• Sedibeng District Municipality • GDRT and possibly SANRAL • Developers in Vaal River City and along R59 • Commuters and freight operators.
Project status and timelines	The project is strategic; a pre-feasibility study was commissioned in September 2021. Budget figures are not yet recorded.
Intended impact	• Improve access to Vaal River City and adjacent developments. • Reduce congestion and improve road safety. • Enhance logistics efficiency along R59.
Key risks and mitigation (partly inferred)	• Funding and prioritisation within provincial roads budget: Engage GDRT and explore co-funding/ developer contributions. • Design complexity: Integrate road design with Vaal River City precinct planning. • Construction disruptions: Plan traffic management and stakeholder communication.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Transport; Employment; Clean environment	Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Decent Work and Economic Growth; Climate Action	Pan-African World-Class Infrastructure; Economic Transformation and Jobs; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors; Improved service delivery in the local government sphere

Student Accommodation (NWU/VUT)

Table 26: Student Accommodation (NWU/VUT) project information

Project Overview	This project develops decent student accommodation near NWU and VUT to address a shortfall of around 10,000 beds in Emfuleni.
Local context	The Sedibeng area hosts NWU and VUT campuses, but there is a severe shortage of safe, decent student accommodation, leading to overcrowded and informal rentals. The Imbizo also surfaced community proposals for student residential projects.
Key stakeholders and beneficiaries	• Emfuleni Local Municipality and SDM • NWU and VUT • GGDA and private developers • Students and local communities.
Project status and timelines	The project is major, with an estimated budget of R320 million. A contractor has been appointed and is finalising sub-contractor partnerships with local businesses, with construction expected to commence (noting the original expectation was by end-2022 and should be verified/updated).
Intended impact	• Provide safe, well-located accommodation for students. • Stimulate local construction and service jobs. • Reduce pressure on informal and sub-standard rentals.
Key risks and mitigation (partly inferred)	• Affordability for students: Align with NSFAS/financial aid and institutional accommodation policies. • Local economic inclusion: Enforce local labour and SMME targets in contracts. • Operations and maintenance: Ensure sustainable management model (university or professional operator).

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes

DRAFT

Education and skills; Housing, water, sanitation, and electricity; Employment; Safety & Security	Quality Education; Sustainable Cities and Communities; Reduced Inequalities; Decent Work and Economic Growth; No Poverty	Quality Education and Skills Innovation; High Living Standards for All; Economic Transformation and Jobs; Empowered Youth and Children	Reduced poverty and improved livelihoods; Increased employment and work opportunities; Optimised social protection and improved coverage; Improved service delivery in the local government sphere

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Sedibeng Government Precinct

Table 27: Sedibeng Government Precinct project information

Project Overview	The Sedibeng Government Precinct will create a one-stop government node where most district, provincial and national services can be accessed in a rejuvenated mixed-use CBD, supporting the Vereeniging Inner-City Regeneration programme.
Local context	The Sedibeng Economic Recovery Plan identifies the Government Precinct and VFPM as flagship projects to revitalise the CBD and improve service delivery.
Key stakeholders and beneficiaries	• SDM (lead), DPW, GDID, GIDA • Provincial and national departments with local offices • Residents, businesses and civil society
Project status and timelines	Strategic project with an indicative budget of R120 million. No substantial implementation progress is recorded yet.
Intended impact	• Improve accessibility and efficiency of government services. • Anchor CBD regeneration with a strong public-sector presence. • Stimulate surrounding retail, office and residential investment.
Key risks and mitigation (partly inferred)	• Inter-governmental coordination and space planning: Develop a consolidated accommodation strategy and MoUs. • Funding constraints: Phase construction and explore national public works programmes. • Security and accessibility: Integrate urban design that ensures safety, universal access and active edges.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Clean environment; Safety & Security; Social Protection	Peace, Justice, and Strong Institutions; Decent Work and Economic Growth; Sustainable Cities and Communities; Industry, Innovation, and Infrastructure; Reduced Inequalities	Effective Institutions and Leadership; Economic Transformation and Jobs; High Living Standards for All; A United Africa	Improved governance and performance of public entities; Improved service delivery in the local government sphere; Increased employment and work opportunities

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Rietspruit (Portions 2 & 3 of Farm Rietspruit 583 IQ)

Table 28: Rietspruit (Portions 2 & 3 of Farm Rietspruit 583 IQ) project information

Project Overview	Rietspruit is a catalytic industrial and logistics site of about 697 ha in Emfuleni, earmarked for SEZ-related development under GGDA and the Vaal SEZ.
Local context	Along with Swartkoppies, Kookfontein, Heidelberg x24 and Langlaagte, Rietspruit forms part of the Vaal SEZ land portfolio to support industrial, logistics and agro-processing investments.
Key stakeholders and beneficiaries	• GGDA and Vaal SEZ • Emfuleni Local Municipality • Rand Water and other utilities (for bulk services) • Industrial investors and operators.
Project status and timelines	A Land Availability Agreement has been signed with a 99-year lease at R100 per annum, indicating strong commitment to SEZ development. Detailed infrastructure planning, EIA and investor recruitment are still required.
Intended impact	• Attract industrial and logistics investments as part of the Vaal SEZ. • Create long-term employment and diversify the economy. • Unlock under-utilised land adjacent to the industrial belt.
Key risks and mitigation (partly inferred)	• Bulk infrastructure requirements: Coordinate with the Regional Sewer Scheme and power/water providers. • Project delays due to SEZ approvals: Maintain close alignment with national SEZ processes and timelines. • Environmental compliance: Conduct robust EIAs and implement mitigation.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	**SDG_Alignment**	**Africa2063_Alignment**	**MTDP_Outcomes**
Employment; Clean environment; Transport	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors

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Swartkoppies (Portion 25 of Farm Zwartkopjes 143 IR)

Table 29: Swartkoppies (Portion 25 of Farm Zwartkopjes 143 IR) project information

Project Overview	Swartkoppies is a 500-ha site (owned by Rand Water SOC) designated for SEZ-linked catalytic development in Midvaal.
Local context	The site forms part of the Vaal SEZ land assembly, important for industrial and logistics expansion in the Southern Corridor.
Key stakeholders and beneficiaries	• Rand Water SOC (landowner) • GGDA and Vaal SEZ • Midvaal Local Municipality • Industrial investors
Project status and timelines	A Land Availability Agreement is subject to public consultation processes, with Board approval already confirmed. The project is currently on hold pending completion of these processes and broader SEZ decisions.
Intended impact	• Expand SEZ-ready land for industrial uses. • Create employment and support regional logistics.
Key risks and mitigation (partly inferred)	• Delays in approvals/public consultations: Implement a structured stakeholder engagement programme. • Alignment with Rand Water's core mandate: Maintain mutually beneficial arrangements that protect water infrastructure.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Clean environment; Transport	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors

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Kookfontein (Remaining Extent Portions 2 & 64 Kookfontein 545-IQ)

Table 30: Kookfontein (Remaining Extent Portions 2 & 64 Kookfontein 545-IQ) project information

Project Overview	Kookfontein is a 100 ha SEZ-related catalytic site in Midvaal, earmarked for industrial and logistics development as part of the Vaal SEZ programme.
Local context	It complements other SEZ parcels (Rietspruit, Swartkoppies, Heidelberg x24, Langlaagte) and is strategically located within the Southern Corridor.
Key stakeholders and beneficiaries	• GGDA and Vaal SEZ • Midvaal Local Municipality • Industrial investors and logistics operators.
Project status and timelines	A Land Availability Agreement has been signed with a 99-year lease at R100 per annum. Detailed planning, infrastructure and investor attraction remain outstanding.
Intended impact	• Increase investible SEZ-ready land. • Support industrial clustering and job creation.
Key risks and mitigation (partly inferred)	• Infrastructure and environmental constraints: Integrated planning with DWS, DFFE and utilities. • Investor pipeline uncertainty: Marketing via GGDA and provincial investment promotion, aligned with Vaal Aerotropolis and logistics strategies.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Clean environment; Transport	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors

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Heidelberg Ext 24 Township (Heidelberg x24)

Table 31: Heidelberg Ext 24 Township (Heidelberg x24) project information

Project Overview	Heidelberg Ext 24 (20 ha) is a catalytic township development in Lesedi associated with the Vaal SEZ land portfolio, intended for industrial/commercial development.
Local context	The site strengthens Heidelberg's role as an R103/N3 industrial node, complementing the aerodrome and other mixed-use projects.
Key stakeholders and beneficiaries	• Lesedi Local Municipality • GGDA and Vaal SEZ • Vaal SEZ investors.
Project status and timelines	A Land Availability Agreement has been signed (99-year lease, R100/year). Further planning and servicing are required before investment.
Intended impact	• Provide land for SEZ-aligned commercial and industrial uses. • Support job creation and economic diversification in Lesedi.
Key risks and mitigation (partly inferred)	• Market demand: Integrate marketing with the broader SEZ investment promotion. • Infrastructure capacity: Ensure bulk and access roads are planned jointly with other SEZ parcels.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Clean environment; Transport; Housing, water, sanitation, and electricity	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies; High Living Standards for All	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors

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Langlaagte (Portion 5 of Farm Langlaagte 186)

Table 32: Langlaagte (Portion 5 of Farm Langlaagte 186) project information

Project Overview	The Langlaagte site (149 ha) in Lesedi is another catalytic parcel in the Vaal SEZ portfolio, intended for industrial/logistics uses.
Local context	Together with Heidelberg x24 and other sites, Langlaagte reinforces the SEZ network, enabling diversification away from heavy steel towards other industrial sectors.
Key stakeholders and beneficiaries	• Lesedi Local Municipality • GGDA and Vaal SEZ • Industrial investors.
Project status and timelines	A Land Availability Agreement has been signed (99-year lease, R100/year). Implementation remains at pre-development stage.
Intended impact	• Increase land supply for catalytic industrial/logistics projects. • Support job creation and municipal revenue.
Key risks and mitigation (partly inferred)	• Integrated planning across SEZ sites: Adopt a common framework for phasing, infrastructure and land-use mix. • Community expectations: Communicate long timelines and opportunities clearly through the DDM structures.

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Clean environment; Transport	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors

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Vaal Aerotropolis

Table 33: Vaal Aerotropolis project information

Project Overview	The Vaal Aerotropolis involves the development of the Vaal International Airport and surrounding Aerotropolis (Airport City, Agri-Zone, Cargo Terminal and Trade Zone), to be developed, operated and managed by Vaal Aerozone (Pty) Ltd as an SEZ-led node.
Local context	The project has been promoted as Gauteng's only airport where integrated air-cargo services are planned as a priority, linking industrial and agricultural production in the Southern Corridor to domestic and international markets. It links strongly with the Vaal SEZ land parcels (Rietspruit, Swartkoppies, etc.) and the broader logistics strategy.
Key stakeholders and beneficiaries	• Vaal Aerozone (Pty) Ltd (lead private developer) • Emfuleni Local Municipality and SDM • GGDA and national SEZ structures • DPE, DoT, SACAA and aviation users • Local communities and businesses.
Project status and timelines	The project is catalytic, with an estimated investment of R29.3 billion. A draft LSDF has been submitted to Emfuleni; public participation is awaited. Town-planning and EIA applications are planned, with construction scheduled from 2028 to 2032, subject to approvals and financing.
Intended impact	• Establish a regional air-cargo and logistics hub in the Vaal. • Unlock large-scale investment and employment across aviation, logistics, agro-processing and services. • Anchor the Southern Corridor as an integrated logistics, manufacturing and Agri-export region.
Key risks and mitigation (partly inferred)	• Regulatory approvals (EIA, aviation licensing, SEZ designation): Early and continuous engagement with regulators and alignment to national SEZ and aviation frameworks. • Large capital requirement and investor risk: Use phased development, blended finance and strong anchor tenants (cargo operators, training schools, logistics companies). • Social and environmental impacts: Comprehensive EIAs, noise mitigation, community engagement and benefit-sharing models (jobs, enterprise development).

The following table presents the NDP and SDG and Africa Agenda 2063 priorities alignment, as well as the Medium-Term Development Plan (MTDP) Strategic Priorities Outcomes that apply.

NDP_Alignment	SDG_Alignment	Africa2063_Alignment	MTDP_Outcomes
Employment; Transport; Clean environment; Education and skills	Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Sustainable Cities and Communities; Climate Action; Partnerships for the Goals	Economic Transformation and Jobs; Pan-African World-Class Infrastructure; Sustainable, Climate-Resilient Economies; Africa as a Key Global Partner	Increased employment and work opportunities; Accelerated growth of strategic industrial and labour-intensive sectors; Improved service delivery in the local government sphere

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SEDIBENG DISTRICT MUNICIPALITY

STRATEGIC RISK ASSESSMENT REPORT

SEPTEMBER 2025

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Ref :SDM/RM/2324/001
Date : 30 September 2025

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STRATEGIC RISK ASSESSMENT REPORT – SEDIBENG DISTRICT MUNICIPALITY

The Strategic Risk Assessment for the Sedibeng District Municipality was conducted in September 2025. This report provides results which should be considered in order to effectively manage risks and to ensure that Strategic Outcomes are achieved, also to provide managers with a structured and systematic way to make informed decisions. The Risk Assessment process followed a facilitated workshop approach with Clusters with the assistance of the Gauteng Provincial Risk Management Support Team.

OBJECTIVE

The objective of the Risk Assessment is to assist Management with the identification and assessment of risks that could impact on the achievement of the Municipality's objectives.

WAY FORWARD

The implementation of action plans as per identified timeframes is important as it assists in reducing the level of risk exposure for each risk identified. Once the risk exposure has been significantly reduced, the certainty of achieving the Strategic Outcomes should improve. The attention of the Municipality is drawn to the slow implementation of action plans over the previous financial years.

Monitoring and evaluation is an important component of the Risk Management processes, it is imperative that the risk register is reviewed regularly by Management and the Risk Management Committee, taking into account the emerging risks.

LIMITATION OF ASSURANCE

Whilst every effort has been made to ensure comprehensiveness of the Risk Assessment, the process is not designed to provide assurance regarding completeness of risks or adequacy and effectiveness of controls, and therefore this report reflects only the results of Risk Assessment (at the point in time) and not that of Compliance or Risk-Based Audit.

APPRECIATION

The Risk Management Team would like to take the opportunity to express our appreciation to various members of management and staff for the assistance and courtesy afforded to us during the course of this Risk Assessment.

We would be pleased to provide you with further assistance and request that you do not hesitate to contact Meme Masibihlele (016) 450 3107 / 072 134 6098 with any queries.

PREPARED BY:

_____ _____

Ms. M MASIBIHLELE **Date: ____September 2025**
RISK MANAGER

SUPPORTED BY:

_____ **Date:_____ September 2025**

Mr. K. MBONGO
DIRECTOR: OFFICE OF THE MM

APPROVED BY:

_____ **Date: ___September 2025**

Mr. MF MATHE
MUNICIPAL MANAGER

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1. RISK ASSESSMENT APPROACH

A decentralised survey approach was followed to review the strategic risks and identify emerging risks based on the outcomes outlined in the Integrated Development Plan and the Service Delivery and Budget Implementation Plan of the Municipality. The strategic risk register template was distributed electronically to Senior Management and the risk champions to request insertions / updates / amendments to the previously identified strategic risks. The aim was to ensure that all significant risks are identified, assessed and appropriate response actions are put in place.

2. RISK ASSESSMENT CRITERIA

The following criteria were applied for evaluation and analysis of identified risks based on inherent and residual exposures:

Table 1: Likelihood

Scale	Likelihood	Description	Probability
1	Rare	The risk is conceivable but is only likely to occur in extreme or exceptional circumstances.	1 in 5+ years
2	Unlikely	The risk occurs infrequently and is unlikely to occur within the next 3 – 5 years; or very few recorded or known incidents can reasonably occur. or none has occurred within other organizations within the sector.	1 in 3+ to 5 years
3	Possible	The incidents will possibly occur in the next 2 to 3 years or had occurred once in the past 2 to 3 years.	1 in 1+ to 3 years
4	Likely	The risk could easily occur and is likely to occur at least once within the next 12 months or event has occurred once in the last financial year.	1 per year
5	Almost certain	The risk is already occurring or is likely to occur multiple times each year or an event has occurred in the last year repeatedly.	Multiple times per year

Table 2: Impact Rating

Scale	Impact	Description of the level of impact
1	Low	No material impact
2	Minor	Insignificant impact
3	Moderate	Disruption to normal operations.
4	Significant	Significant impact on the operations and functions.
5	Critical	Fundamental impact to operations and functions.

Table 3: Risk Exposure Rating Table: Likelihood x impact

Likelihood	Impact				
	Low (1)	Minor (2)	Moderate (3)	Significant (4)	Critical (5)
Almost certain (5)	Medium (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Low (4)	Medium (8)	High (12)	Very High (16)	Very High (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

3. RISK RESPONSE DECISIONS

Risk response is concerned with identifying the most appropriate strategies to reduce or eliminate inherent risk level within the acceptable tolerance level of the institution. Responding

to risk involves identifying and evaluating the range of possible options to mitigate risks by reducing the likelihood of risks occurrence and/or reducing the impact of risks should they occur and implementing the chosen option.

In identifying risk response decisions, the Municipality must take into consideration the requisite resources as well as the fiscal constraints currently faced.

The following are the risk responses considered during the risk assessment process.

Risk Responses to threats:

	Category	Description
Avoid	Terminate	Management takes action to remove the activities that gave rise to the risks.
Mitigate	Treat	Management undertakes to implement actions that are designed to reduce the likelihood, impact, or both to an acceptable level
Transfer	Transfer	Steps taken to shift the risk and loss of liability to third parties such as insuring and outsourcing. The risk may be wholly or partly transferred. It must be noted that this gives rise to a risk of being dependent on the 3rd party.
Accept	Tolerate	Management accepts the risk. Because of the following reasons amongst others: • the probability or consequences of the risk is low or minor, • the cost of treating the risk outweighs any potential benefit, • the risk falls within the Institution's established risk appetite and/or tolerance levels. • The institution has limited/no control over the risk such as natural disasters, economic downturn, pandemic. These risks should be dealt with under a business continuity plan.

Risk Response to opportunities:

Category	Description
Exploit	Exploiting is where management try to eliminate the uncertainty by making the opportunity absolutely happen. In this risk response strategy, you make

	sure you realise the opportunity, you take the opportunity seriously and develop a strategy to realise it. Simply put, with the exploit risk response strategy, you increase the chance of the event happening to 100%.
Share	The third party take the responsibility for opportunity and share the gain.
Enhance	The management analyse the root cause of the positive risk and tries to increase the probability and positive impacts of it.
Accept	Informed decision to accept both the impact and likelihood of the risk. Therefore, no actionable response

4. PARTICIPANTS LIST

The following Participants were part of the Strategic Assessement Sessions:

	Name:	Designation:
1.	Mr Motsumi Mathe	Municipal Manager
2.	Mr Khulu Mbongo	Director: Office of the Municipal Manager
3.	Mr Molefe Maubane	Gauteng Provincial Treasury (Risk Management Support)
4.	Mr Mxolisi Mtswene	Gauteng Provincial Treasury (Risk Management Support)
5.	Ms Bertha Masibihlele	Manager: Risk Management
6.	Mr Atwell Sijadu	ED: Community Services
7.	Mr Greg Makhubu	ED: SPED
8.	Ms Florence Mokgobu	ED: Corporate Services
9.	Ms Lungile Twala	ED: TIE
9.	Ms Mathapelo Masisi	CFO

5. SUMMARY OF STRATEGIC RISKS

Fifteen (15) risks identified during the Risk Assessment process are shown below:

No	Risk	Inherent Risk Rating	Residual Risk Rating	Risk Response
1.	Inadequate Disaster Management Units in the District	25	16	Treat
2.	Dilapidation of SRAC&H Facilities	25	20	Treat
3.	High Crime rate	25	20	Treat
4.	Inability to deliver ICT services	20	16	Treat
5.	Organisational Instability	20	20	
6.	Fraud and Corruption	25	20	
7.	Non-Compliance of Municipal buildings with safety standards in line with OHS Act	25	16	Treat
8.	Inability to conduct Council business	20	16	Treat
9.	Inability to adapt to document Management Workshop Systems	20	12	Treat
10.	Reputational risks (Gradual loss of corporate memory)	20	12	Treat
11.	Poor Air Quality	25	16	Treat
12.	Inadequate regulation of Public transport in the District	16	9	Treat
13.	Declining economy within the district	25	16	Treat
14.	Urban Migration	25	25	Treat
15.	Financial Sustainability	25	15	Treat

6. OBJECTIVES STRATEGIC

KPA1 Good Governance and Public Participation
KPA 2 Municipal Financial Viability and Management
KPA 3 Local Economic Development
KPA 4 Basic Services and Infrastructure
KPA 5 Municipal Transformation and Organisational Development
TRea

7. DETAILED RISK REGISTER

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
1.	Basic Services and Infrastructure	Inadequate Disaster Management capacity leading to delayed response and recovery in emergencies	Number of communities prone to disaster	- Inadequate disaster IGR between District and Local Municipalities - Inadequate Disaster Management resources within the region - Inadequate public awareness on Disaster Management (Disaster risk reduction) - Lack of Disaster Management Units at Locals	Environmental, Economic and Social impact Loss of lives and damage to property/infrastructure	**5**	**5**	25	- Emergency Services Forum and Disaster Management Advisory Forums - Disaster Management Plan - Disaster Risk Reduction Awareness Programmes	**4**	**4**	**16**	Treat	- Development of SLA's with local municipalities - Sourcing of funds for disaster management centre establishment - Recruitment of competent staff - Escalation of challenges to the PDMC. - Implementation of DRR Programmes	3 3 3 C C
2.	Basic Services and Infrastructure	Dilapidation of SRAC&H Facilities	Number of non-functioning	Lack of resources (funding/budget)	- Closure of facilities - Loss of revenue	**5**	**5**	**25**	Minimum upkeep of the facilities	**4**	**5**	**20**	Treat	- Facilitate leasing out of SRA&H facilities	3

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
			SRAC&H facilities	to maintain facilities	- Loss of human life and injuries				(aligned to OHS Standards) -Facilities not utilised at full capacity -Internal building assessments conducted annually					- Facilitate PPP - Sourcing of grants to refurbish the facilities	
3.	Basic Services and Infrastructure	High Crime rate	Increase in the number of crime incidents reported	- Non-functional CCTV Street Surveillance System - Lack of visible policing	Disinvestments Public mistrust Reputational damage	5	5	25	- Community Safety Forum	4	5	20	Treat	- Seek Business Sector participation for a broader integration of CCTV Systems and technical support - Engage Gauteng Provincial Government to extend the scope of the Traffic Wardens to also cover by-laws - Deployment of	'3 3

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
														Traffic Wardens for enhancement of visible policing and law enforcement compliance and enforcement - Conduct Education and awareness programs - Engagements to integrate CCTV Systems with Gauteng Provincial Government	C
4.	Good Governance	Inability to deliver ICT services and other key business processes	Number of days/times it takes to be fully operational after the occurrence of business disruptions and a disaster	Inadequate measures for Disaster Recovery	Financial and data loss in all business/ service delivery areas	4	5	20	Approved Disaster Recovery Policy	4	4	16	Treat	Implementation of Disaster Recovery Plan (DRP) for ICT and the entire organisation	3

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
5.	Municipal Transformation and Organisational Development	Organisational Instability	- Number of Vacancies in key and critical positions for extended periods - Number of staff without required competencies and qualifications	- High number of officials acting in key positions - Non-approved organisational structure - Non-adherence to succession planning policy - Inadequate individual performance management	Inability to meet organisational mandate	4	5	20	- Compilation of Advertisements to fill the positions - Municipal Structures Act (MSA) - Municipal Staff Regulations - Roadshows on all approved policies to all employees - Succession Planning Policy - Performance contracts for Section 56 and 57 officials compiled	4	5	20	Treat	- Enhancement of capacity building critical in areas - Performance contracts are signed within stipulated and legislated timeframes - Cascading of individual performance - Review and implement succession planning policy	3 2 3 2 3
6.	Good Governance and Public Participation	Fraud and Corruption	- Percentage of key management and personnel vetted (criminal,	Inadequate vetting of key management personnel including SCM,	- Corruption - Legal and compliance breaches - Organisational instability	5	5	25	Vetting of key management personnel including SCM, Finance, and	4	5	20	Treat	- Research alternative vetting services providers outside SSA	M

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
			qualification, references) - Average time taken to complete vetting checks - Number of disciplinary cases/dismissals linked to unethical conduct - Audit findings related to recruitment and HR controls	Finance and Licensing Officials	- Financial losses				Licencing Officials through state agency services or available service providers - Vetting of qualifications through institutions of higher learning and Department of Education - Financial Misconduct Board - Code of Conduct - Discipline Policy					Code of Conduct circulation and Ethics workshops - Appointment of stakeholder to assist with the vetting of key personnel - Apply consequence management where adverse findings are raised due to non- compliance to the vetting process	A th a

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
									- Declaration of interest in Bid Committees Financial disclosures of councillors and officials						
7.	Municipal Transformation and Organisational Development **(LINK WITH RISK 2 – COMMUNITY SERS)**	Non-Compliance of Municipal buildings with safety standards in line with OHS Act	Number of contraventions to the OHS Act	- Lack of infrastructure funding in the District - Dilapidated Infrastructure (Municipal Buildings)	- Prohibition of access by the Department of Employment and Labour - Litigation (Civil and Criminal)	**5**	**5**	**25**	- Repairs and Maintenance are done as per maintenance and repairs plan within the limited, allocated operational budget. - OHS inspections - OHS Committee	**4**	**4**	**16**	Treat	- Ensure compliance to scheduled maintenance through reporting monthly and annually) - Conduct OHS inspections and provide reports	C C 1 1 1 1
8.	Municipal Transformation and Organisational Development	Inability to conduct Council business	- Number of vehicle breakdowns (Mechanical and Accidents)	Compromised municipal fleet (Insufficient budget for fleet acquisition) - Poor maintenance of	Reputational damage	**4**	**5**	**20**	- Fleet policy (Not properly adhered to) - Physical vehicle monitoring	**4**	**4**	**16**	Treat	- Workshops in fleet policy and SOP to ensure adherence to policy - Apply consequence management to	3

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
				municipal fleet assets					- Insurance					non-compliance with Fleet Policy	
9.	Municipal Transformation and Organisational Development	- Inability to adapt to Document Management Workshop Systems	- Number of training workshops organised - Number of refresher training workshops organised	- Resistance to change to the new system - Lower user adoption - Security vulnerabilities and opportunities for misconduct - Ethical lapses	- Reduced productivity - Workflow ineffiencies - Failure to achieve the systems' potential benefits - Employee mistrust - Increased reports of poor or failures to address corporate memory of the institution	4	5	20	- Training workshops (online and physical)	3	4	12	Treat	- Change Management Strategy - Management workflow system in the performance contracts of Senior Management -Comprehensive re-training program	3
10.		Reputational risks (gradual loss of corporate memory)	- Decrease in negative media mentions - Decrease in negative social media sentiment												
11.	Basic Services and Infrastructure	Poor Air Quality	- Exceedance in National Ambient Air Quality Standards (PM and SO2)	- Region declared as high priority area (VTAPA and HPA) for air pollution due to domestic fuels burning, waste	- Health Hazards - Depletion of environmental resources - Disruption of ecosystems	5	5	25	- Issuing of Atmospheric Emmissions Licences and other permits - Public Education and	4	4	16	Treat	- Develop Air Quality By-Laws - Establishment of new listed activity in terms of Section 21 National Air	3

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
				burning, industrial activities (Mining, Agriculture) - Financial constraints - Influx of industries	- Impact on economy - Impact on life expectancy				awareness campaigns - VTAPA Air Quality Management Plan - Ambient Air Quality monitoring - Technical Steering Committees (National, Provincial and District) - Maintenance and operational Ambient Air Quality Monitoring Stations					Quality Act no 39 of 2004 - Appointment of the Compliance, Monitoring and enforcement official - Collaborations with other stakeholders	
12.	Basic Services and Infrastructure	Inadequate regulation of public transport in the district	Number of operating licences issued by Provincial Department of Roads and Transport	- Outdated Integrated Transport Plan (ITP).	- Violence in the public transport industry	4	4	16	- Priority Transport Plan Forum - IGR Forums	3	3	9	Treat	Review Integrated Transport Plan (ITP) in compliance with the National Land	3

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
				-Financial constraints (maintenance of taxi ranks, combating illegal taxi ranks)	- Illegal Taxi ranks				- Regular meetings with stakeholders - Reliance on grants from GDRT - Tripartite engagements by the District, GDRT and Taxi Association					Transport Act No 5 of 2009	
13.	Local Economic Development	Declining economy within the district	- Number of businesses shutting down in the district - % loss in investment - Number of businesses scaling down operations	- Low levels of economic growth - Competitiveness and comparative challenges - Geopolitical challenges - Low investor confidence	Increased unemployment rate	**5**	**5**	**25**	- Vaal Special Economic Zone projects - Growth and Development Strategy - Request for proposals of the implementation of IDP projects				Treat	- Unlocking Vaal Special Economic Zone projects - Review of Growth and Development Strategy - Follow up with National Treasury on MFMA Section 33 process - Business Retention and	C 3 3 2

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
									- Engagement with business/potential investors and stakeholders					Investment attraction through stakeholder engagement	G
				Lack of tourism demand in the Sedibeng Region	- Declining appeal of Sedibeng as a destination - Closure of establishments, products and services				-Local Tourism Associations -District Development Model Tourism Committee -District and Provincial Tourism Fora -District Tourism Strategy -Tourism Destination Map					-Promote Sedibeng Regional Tourism -Review of District Tourism Strategy -Lobby for funding to Redesign the Sedibeng Tourism website -Frequent updates of Sedibeng Tourism website -Create tourism demand through targeted	G 3 3 G

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
									-Skills development and tourism awareness programmes					marketing initiatives (generic tourism brochure, maps etc) -Facilitate skills development and awareness programmes -Linking tourism products and data base of tourism products to the Sedibeng website	3 2 Q 3 2
				Underutilization of the full capacity of the Fresh Produce Market	Declining economic value of the FPM				-Market agents Infrastructure Rental space -Fresh Produce Market Open days					-Engage with prospective agents -Maintenance and upgrading of infrastructure	Q

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
														Issue notices for Rental space	
				-Lack of long-term economic development in the District -Lack of diverse economic sectors -Lack of compliance and funding for SMME's	-Limited and unsustainable economic development -Inability to contribute to the provincial Growth Domestic Product -Scaling down on investment				-Growth and Development Strategy -Integrated Development Plan -Spatial Development Framework -District Development Model					-Business retention and Investment attraction through stakeholder engagement -Implementation of the IDP projects and programs -Implementation of the Spatial Development Framework projects and programs -Coordinate projects and programs in the District Development Model	

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
				-Diminishing Food Security -Diminishing of land availability for agricultural activities	Increased poverty levels and higher cost of living				-Access to the Fresh Produce Market -Rural Development Plan					-Strengthen intergovernmental relations with all relevant stakeholders -Fresh Produce Market open days -Implement Rural Development Plan	3
14.		Urban migration	-Mushrooming of informal settlements -Illegal land invasions -Increasing beneficiary list	-Lack of low-cost housing -Housing backlog	-Financial burden on local municipalities -Abandoned and incomplete projects	5	5	25	District-wide coordination of human settlements programs and projects					Identify land for housing development	C
			Lack of suitable land for housing development											Strengthen intergovernmental relations to coordinate the human settlement programme	

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
			Outdated spatial planning datasets	Unavailability of budget for Geographic Information System	-Unplanned and uncoordinated development in the region -Inability to track development trends -Outdated spatial planning products	5	5	25	-Planning and Geographic Information System Forum -Provincial Geographic Information System Forum	5	5	25		Submission of the application to acquire funds for the Geographic Information System	3 2
15.	Municipal Financial Viability and Management	Financial Sustainability	- Year on year Growth in Salary bill - Non-compliance with financial regulations - Vacancy rate vs Payroll growth	High salary bill	-Non-payment of creditors within 30 days -Fruitless and wasteful expenditure (overdue accounts interest).	5	5	25	- Financial Recovery Plan - Revenue enhancement strategy - Cost containment policy - Funded Budget	3	5	15	Treat	Implement cost savings measures as per financial recovery plan	C
			- Variance in equitable share transfers received vs budgeted (cash flow risk)	Dependence on equitable share					Approved Policies and SOPs in place					- Implementation of the Financial Recovery strategy - Review Policies and SOPs	3

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Ir
			- Number of months the Municipality can operate without equitable share (financial resilience)												
			- Percentage of UIFW expenditures recovered within a set time frame - Number of UIFW cases where consequence management actions (disciplinary, legal, financial) were implemented vs total UIFW cases identified.	Lack of follow up on recovery and consequence management on UIFW Expenditure	Financial loss										

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Promote efficient delivery of Primary Health Care Services in the region

SEDIBENG DISTRICT MUNICIPALITY

STRATEGIC RISK ASSESSMENT REPORT

SEPTEMBER 2025

Enq : Ms Bertha Meme Masibihlele
E-mail: bertham@sedibeng.gov.za
Ref :SDM/RM/2324/001
Date : 30 September 2025

Mr. M.F. Mathe
Municipal Manager
Sedibeng District Municipality
P.O Box 471
Vereeniging
1930

STRATEGIC RISK ASSESSMENT REPORT – SEDIBENG DISTRICT MUNICIPALITY

The Strategic Risk Assessment for the Sedibeng District Municipality was conducted in September 2025. This report provides results which should be considered in order to effectively manage risks and to ensure that Strategic Outcomes are achieved, also to provide managers with a structured and systematic way to make informed decisions. The Risk Assessment process followed a facilitated workshop approach with Clusters with the assistance of the Gauteng Provincial Risk Management Support Team.

OBJECTIVE

The objective of the Risk Assessment is to assist Management with the identification and assessment of risks that could impact on the achievement of the Municipality's objectives.

WAY FORWARD

The implementation of action plans as per identified timeframes is important as it assists in reducing the level of risk exposure for each risk identified. Once the risk exposure has been significantly reduced, the certainty of achieving the Strategic Outcomes should improve. The attention of the Municipality is drawn to the slow implementation of action plans over the previous financial years.

Monitoring and evaluation is an important component of the Risk Management processes, it is imperative that the risk register is reviewed regularly by Management and the Risk Management Committee, taking into account the emerging risks.

LIMITATION OF ASSURANCE

Whilst every effort has been made to ensure comprehensiveness of the Risk Assessment, the process is not designed to provide assurance regarding completeness of risks or adequacy and effectiveness of controls, and therefore this report reflects only the results of Risk Assessment (at the point in time) and not that of Compliance or Risk-Based Audit.

APPRECIATION

The Risk Management Team would like to take the opportunity to express our appreciation to various members of management and staff for the assistance and courtesy afforded to us during the course of this Risk Assessment. We would be pleased to provide you with further assistance and request that you do not hesitate to contact Meme Masibihlele (016) 450 3107 / 072 134 6098 with any queries.

PREPARED BY:

_____ _____

Ms. M MASIBIHLELE **Date: ____September 2025**
RISK MANAGER

SUPPORTED BY:

_____ **Date:_____ September 2025**

Mr. K. MBONGO
DIRECTOR: OFFICE OF THE MM

APPROVED BY:

_____ **Date: ___September 2025**

Mr. MF MATHE
MUNICIPAL MANAGER

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1. RISK ASSESSMENT APPROACH

A decentralised survey approach was followed to review the strategic risks and identify emerging risks based on the outcomes outlined in the Integrated Development Plan and the Service Delivery and Budget Implementation Plan of the Municipality. The strategic risk register template was distributed electronically to Senior Management and the risk champions to request insertions / updates / amendments to the previously identified strategic risks. The aim was to ensure that all significant risks are identified, assessed and appropriate response actions are put in place.

2. RISK ASSESSMENT CRITERIA

The following criteria were applied for evaluation and analysis of identified risks based on inherent and residual exposures:

Table 1: Likelihood

Scale	Likelihood	Description	Probability
1	Rare	The risk is conceivable but is only likely to occur in extreme or exceptional circumstances.	1 in 5+ years
2	Unlikely	The risk occurs infrequently and is unlikely to occur within the next 3 – 5 years; or very few recorded or known incidents can reasonably occur. or none has occurred within other organizations within the sector.	1 in 3+ to 5 years
3	Possible	The incidents will possibly occur in the next 2 to 3 years or had occurred once in the past 2 to 3 years.	1 in 1+ to 3 years
4	Likely	The risk could easily occur and is likely to occur at least once within the next 12 months or event has occurred once in the last financial year.	1 per year
5	Almost certain	The risk is already occurring or is likely to occur multiple times each year or an event has occurred in the last year repeatedly.	Multiple times per year

Table 2: Impact Rating

Scale	Impact	Description of the level of impact
1	Low	No material impact
2	Minor	Insignificant impact
3	Moderate	Disruption to normal operations.
4	Significant	Significant impact on the operations and functions.
5	Critical	Fundamental impact to operations and functions.

Table 3: Risk Exposure Rating Table: Likelihood x impact

Likelihood	Impact				
	Low (1)	Minor (2)	Moderate (3)	Significant (4)	Critical (5)
Almost certain (5)	Medium (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Low (4)	Medium (8)	High (12)	Very High (16)	Very High (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

3. RISK RESPONSE DECISIONS

Risk response is concerned with identifying the most appropriate strategies to reduce or eliminate inherent risk level within the acceptable tolerance level of the institution. Responding to risk involves identifying and evaluating the range of possible options to mitigate risks by reducing the likelihood of risks occurrence and/or reducing the impact of risks should they occur and implementing the chosen option.

In identifying risk response decisions, the Municipality must take into consideration the requisite resources as well as the fiscal constraints currently faced.

The following are the risk responses considered during the risk assessment process.

Risk Responses to threats:

	Category	Description
Avoid	Terminate	Management takes action to remove the activities that gave rise to the risks.
Mitigate	Treat	Management undertakes to implement actions that are designed to reduce the likelihood, impact, or both to an acceptable level
Transfer	Transfer	Steps taken to shift the risk and loss of liability to third parties such as insuring and outsourcing. The risk may be wholly or partly transferred. It must be noted that this gives rise to a risk of being dependent on the 3rd party.
Accept	Tolerate	Management accepts the risk. Because of the following reasons amongst others: • the probability or consequences of the risk is low or minor, • the cost of treating the risk outweighs any potential benefit, • the risk falls within the Institution's established risk appetite and/or tolerance levels. • The institution has limited/no control over the risk such as natural disasters, economic downturn, pandemic. These risks should be dealt with under a business continuity plan.

Risk Response to opportunities:

Category	Description
Exploit	Exploiting is where management try to eliminate the uncertainty by making the opportunity absolutely happen. In this risk response strategy, you make sure you realise the opportunity, you take the opportunity seriously and develop a strategy to realise it. Simply put, with the exploit risk response strategy, you increase the chance of the event happening to 100%.
Share	The third party take the responsibility for opportunity and share the gain.
Enhance	The management analyse the root cause of the positive risk and tries to increase the probability and positive impacts of it.
Accept	Informed decision to accept both the impact and likelihood of the risk. Therefore, no actionable response

4. PARTICIPANTS LIST

The following Participants were part of the Strategic Assessement Sessions:

	Name:	Designation:
1.	Mr Motsumi Mathe	Municipal Manager
2.	Mr Khulu Mbongo	Director: Office of the Municipal Manager
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5. SUMMARY OF STRATEGIC RISKS

Fifteen (15) risks identified during the Risk Assessment process are shown below:

No	Risk	Inherent Risk Rating	Residual Risk Rating	Risk Response
1.	Inadequate Disaster Management Units in the District	25	16	Treat
2.	Dilapidation of SRAC&H Facilities	25	20	Treat
3.	High Crime rate	25	20	Treat
4.	Inability to deliver ICT services	20	16	Treat
5.	Organisational Instability	20	20	
6.	Fraud and Corruption	25	20	
7.	Non-Compliance of Municipal buildings with safety standards in line with OHS Act	25	16	Treat
8.	Inability to conduct Council business	20	16	Treat
9.	Inability to adapt to document Management Workshop Systems	20	12	Treat

No	Risk	Inherent Risk Rating	Residual Risk Rating	Risk Response
10.	Reputational risks (Gradual loss of corporate memory)	20	12	Treat
11.	Poor Air Quality	25	16	Treat
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15.	Financial Sustainability	25	15	Treat

6. OBJECTIVES STRATEGIC

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7. DETAILED RISK REGISTER

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
1.	Basic Services and Infrastructure	Inadequate Disaster Management capacity leading to delayed response and recovery in emergencies	Number of communities prone to disaster	- Inadequate disaster IGR between District and Local Municipalities - Inadequate Disaster Management resources within the region - Inadequate public awareness on Disaster Management (Disaster risk reduction) - Lack of Disaster Management Units at Locals	Environmental, Economic and Social impact Loss of lives and damage to property/infrastructure	5	5	25	- Emergency Services Forum and Disaster Management Advisory Forums - Disaster Management Plan - Disaster Risk Reduction Awareness Programmes	4	4	16	Treat	- Development of SLA's with local municipalities - Sourcing of funds for disaster management centre establishment - Recruitment of competent staff - Escalation of challenges to the PDMC. - Implementation of DRR Programmes	30 June 2026 30 June 2026 30 June 2026 Ongoing Quarterly	ED: Community Services
2.	Basic Services and Infrastructure	Dilapidation of SRAC&H Facilities	Number of non-functioning	Lack of resources (funding/budget)	- Closure of facilities - Loss of revenue	5	5	25	Minimum upkeep of the facilities	4	5	20	Treat	- Facilitate leasing out of SRA&H facilities	30 June 2026	ED: Community Services

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
			SRAC&H facilities	to maintain facilities	- Loss of human life and injuries				(aligned to OHS Standards) -Facilities not utilised at full capacity -Internal building assessments conducted annually					- Facilitate PPP - Sourcing of grants to refurbish the facilities		
3.	Basic Services and Infrastructure	High Crime rate	Increase in the number of crime incidents reported	- Non-functional CCTV Street Surveillance System - Lack of visible policing	Disinvestments Public mistrust Reputational damage	5	5	25	- Community Safety Forum	4	5	20	Treat	- Seek Business Sector participation for a broader integration of CCTV Systems and technical support - Engage Gauteng Provincial Government to extend the scope of the Traffic Wardens to also cover by-laws - Deployment of	'30 June 2026 30 June 2026	ED: Community Services

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
														Traffic Wardens for enhancement of visible policing and law enforcement compliance and enforcement - Conduct Education and awareness programs - Engagements to integrate CCTV Systems with Gauteng Provincial Government	Quarterly	
4.	Good Governance	Inability to deliver ICT services and other key business processes	Number of days/times it takes to be fully operational after the occurrence of business disruptions and a disaster	Inadequate measures for Disaster Recovery	Financial and data loss in all business/ service delivery areas	4	5	20	Approved Disaster Recovery Policy	4	4	16	Treat	Implementation of Disaster Recovery Plan (DRP) for ICT and the entire organisation	30 June 2026	ED: Corporate Services Municipal Manager

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
5.	Municipal Transformation and Organisational Development	Organisational Instability	- Number of Vacancies in key and critical positions for extended periods - Number of staff without required competencies and qualifications	- High number of officials acting in key positions - Non-approved organisational structure - Non-adherence to succession planning policy - Inadequate individual performance management	Inability to meet organisational mandate	4	5	20	- Compilation of Advertisements to fill the positions - Municipal Structures Act (MSA) - Municipal Staff Regulations - Roadshows on all approved policies to all employees - Succession Planning Policy - Performance contracts for Section 56 and 57 officials compiled	4	5	20	Treat	- Enhancement of capacity building critical in areas - Performance contracts are signed within stipulated and legislated timeframes - Cascading of individual performance - Review and implement succession planning policy	31 December 2025 31 January 2026 30 June 2026	ED: Corporate Services Municipal Manager
6.	Good Governance and Public Participation	Fraud and Corruption	- Percentage of key management and personnel vetted (criminal,	Inadequate vetting of key management personnel including SCM,	- Corruption - Legal and compliance breaches - Organisational instability	5	5	25	Vetting of key management personnel including SCM, Finance, and	4	5	20	Treat	- Research alternative vetting services providers outside SSA	March 2026	ED: Corporate Services

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
			qualification, references) - Average time taken to complete vetting checks - Number of disciplinary cases/dismissals linked to unethical conduct - Audit findings related to recruitment and HR controls	Finance and Licensing Officials	- Financial losses				Licencing Officials through state agency services or available service providers - Vetting of qualifications through institutions of higher learning and Department of Education - Financial Misconduct Board - Code of Conduct - Discipline Policy					Code of Conduct circulation and Ethics workshops - Appointment of stakeholder to assist with the vetting of key personnel - Apply consequence management where adverse findings are raised due to non- compliance to the vetting process	As and when the need arises	

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
									- Declaration of interest in Bid Committees Financial disclosures of councillors and officials							
7.	Municipal Transformation and Organisational Development **(LINK WITH RISK 2 – COMMUNITY SERS)**	Non-Compliance of Municipal buildings with safety standards in line with OHS Act	Number of contraventions to the OHS Act	- Lack of infrastructure funding in the District - Dilapidated Infrastructure (Municipal Buildings)	- Prohibition of access by the Department of Employment and Labour - Litigation (Civil and Criminal)	5	5	25	- Repairs and Maintenance are done as per maintenance and repairs plan within the limited, allocated operational budget. - OHS inspections - OHS Committee	4	4	16	Treat	- Ensure compliance to scheduled maintenance through reporting monthly and annually) - Conduct OHS inspections and provide reports	Quarterly Quarterly. 10 October 25 12 January 26 10 April 26 10 July 26	ED: Corporate Services
8.	Municipal Transformation and Organisational Development	Inability to conduct Council business	- Number of vehicle breakdowns (Mechanical and Accidents)	Compromised municipal fleet (Insufficient budget for fleet acquisition) - Poor maintenance of	Reputational damage	4	5	20	- Fleet policy (Not properly adhered to) - Physical vehicle monitoring	4	4	16	Treat	- Workshops in fleet policy and SOP to ensure adherence to policy - Apply consequence management to	30 June 2026	ED: Corporate Services

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
				municipal fleet assets					- Insurance					non-compliance with Fleet Policy		
9.	Municipal Transformation and Organisational Development	- Inability to adapt to Document Management Workshop Systems	- Number of training workshops organised - Number of refresher training workshops organised	- Resistance to change to the new system - Lower user adoption - Security vulnerabilities and opportunities for misconduct - Ethical lapses	- Reduced productivity - Workflow ineffiencies - Failure to achieve the systems' potential benefits - Employee mistrust - Increased reports of poor or failures to address corporate memory of the institution	4	5	20	- Training workshops (online and physical)	3	4	12	Treat	- Change Management Strategy - Management workflow system in the performance contracts of Senior Management -Comprehensive re-training program	30 June 2026	
10.		Reputational risks (gradual loss of corporate memory)	- Decrease in negative media mentions - Decrease in negative social media sentiment													
11.	Basic Services and Infrastructure	Poor Air Quality	- Exceedance in National Ambient Air Quality Standards (PM and SO2)	- Region declared as high priority area (VTAPA and HPA) for air pollution due to domestic fuels burning, waste	- Health Hazards - Depletion of environmental resources - Disruption of ecosystems	5	5	25	- Issuing of Atmospheric Emmissions Licences and other permits - Public Education and	4	4	16	Treat	- Develop Air Quality By-Laws - Establishment of new listed activity in terms of Section 21 National Air	30 June 2026	ED: TIE

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
				burning, industrial activities (Mining, Agriculture) - Financial constraints - Influx of industries	- Impact on economy - Impact on life expectancy				awareness campaigns - VTAPA Air Quality Management Plan - Ambient Air Quality monitoring - Technical Steering Committees (National, Provincial and District) - Maintenance and operational Ambient Air Quality Monitoring Stations					Quality Act no 39 of 2004 - Appointment of the Compliance, Monitoring and enforcement official - Collaborations with other stakeholders		
12.	Basic Services and Infrastructure	Inadequate regulation of public transport in the district	Number of operating licences issued by Provincial Department of Roads and Transport	- Outdated Integrated Transport Plan (ITP).	- Violence in the public transport industry	4	4	16	- Priority Transport Plan Forum - IGR Forums	3	3	9	Treat	Review Integrated Transport Plan (ITP) in compliance with the National Land	30 June 2026	ED:TIE

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
				-Financial constraints (maintenance of taxi ranks, combating illegal taxi ranks)	- Illegal Taxi ranks				- Regular meetings with stakeholders - Reliance on grants from GDRT - Tripartite engagements by the District, GDRT and Taxi Association					Transport Act No 5 of 2009		
13.	Local Economic Development	Declining economy within the district	- Number of businesses shutting down in the district - % loss in investment - Number of businesses scaling down operations	- Low levels of economic growth - Competitiveness and comparative challenges - Geopolitical challenges - Low investor confidence	Increased unemployment rate	5	5	25	- Vaal Special Economic Zone projects - Growth and Development Strategy - Request for proposals of the implementation of IDP projects				Treat	- Unlocking Vaal Special Economic Zone projects - Review of Growth and Development Strategy - Follow up with National Treasury on MFMA Section 33 process - Business Retention and	Quarterly 30 June 2026 31 March 2026	ED: SPED Quarterly

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
									- Engagement with business/potential investors and stakeholders					Investment attraction through stakeholder engagement	Quarterly	
				Lack of tourism demand in the Sedibeng Region	- Declining appeal of Sedibeng as a destination - Closure of establishments, products and services				-Local Tourism Associations -District Development Model Tourism Committee -District and Provincial Tourism Fora -District Tourism Strategy -Tourism Destination Map					-Promote Sedibeng Regional Tourism -Review of District Tourism Strategy -Lobby for funding to Redesign the Sedibeng Tourism website -Frequent updates of Sedibeng Tourism website -Create tourism demand through targeted	Quarterly 30 June 2026 30 June 2026 Quarterly	

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
									-Skills development and tourism awareness programmes					marketing initiatives (generic tourism brochure, maps etc) -Facilitate skills development and awareness programmes -Linking tourism products and data base of tourism products to the Sedibeng website	31 March 2026 Quarterly 31 March 2026	
				Underutilization of the full capacity of the Fresh Produce Market	Declining economic value of the FPM				-Market agents Infrastructure Rental space -Fresh Produce Market Open days					-Engage with prospective agents -Maintenance and upgrading of infrastructure	Quarterly	

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
														Issue notices for Rental space		
				-Lack of long-term economic development in the District -Lack of diverse economic sectors -Lack of compliance and funding for SMME's	-Limited and unsustainable economic development -Inability to contribute to the provincial Growth Domestic Product -Scaling down on investment				-Growth and Development Strategy -Integrated Development Plan -Spatial Development Framework -District Development Model					-Business retention and Investment attraction through stakeholder engagement -Implementation of the IDP projects and programs -Implementation of the Spatial Development Framework projects and programs -Coordinate projects and programs in the District Development Model		

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
				-Diminishing Food Security -Diminishing of land availability for agricultural activities	Increased poverty levels and higher cost of living				-Access to the Fresh Produce Market -Rural Development Plan					-Strengthen intergovernmental relations with all relevant stakeholders -Fresh Produce Market open days -Implement Rural Development Plan	30 June 2026	
14.		Urban migration	-Mushrooming of informal settlements -Illegal land invasions -Increasing beneficiary list	-Lack of low-cost housing -Housing backlog	-Financial burden on local municipalities -Abandoned and incomplete projects	5	5	25	District-wide coordination of human settlements programs and projects					Identify land for housing development	Quarterly	
			Lack of suitable land for housing development											Strengthen intergovernmental relations to coordinate the human settlement programme		

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
			Outdated spatial planning datasets	Unavailability of budget for Geographic Information System	-Unplanned and uncoordinated development in the region -Inability to track development trends -Outdated spatial planning products	5	5	25	-Planning and Geographic Information System Forum -Provincial Geographic Information System Forum	5	5	25		Submission of the application to acquire funds for the Geographic Information System	31 December 2025	
15.	Municipal Financial Viability and Management	Financial Sustainability	- Year on year Growth in Salary bill - Non-compliance with financial regulations - Vacancy rate vs Payroll growth	High salary bill	-Non-payment of creditors within 30 days -Fruitless and wasteful expenditure (overdue accounts interest).	5	5	25	- Financial Recovery Plan - Revenue enhancement strategy - Cost containment policy - Funded Budget	3	5	15	Treat	Implement cost savings measures as per financial recovery plan	Quarterly	CFO
			- Variance in equitable share transfers received vs budgeted (cash flow risk)	Dependence on equitable share					Approved Policies and SOPs in place					- Implementation of the Financial Recovery strategy - Review Policies and SOPs	30 June 2026	

Nr:	Objective:	Risk:	Key Risk Indicator:	Root Cause:	Possible Consequence:	IL	IM	IS	Current Controls:	RL	RS	RS	Risk Response:	Action Plan:	Implementation Date:	Risk Owner:
			- Number of months the Municipality can operate without equitable share (financial resilience)													
			- Percentage of UIFW expenditures recovered within a set time frame - Number of UIFW cases where consequence management actions (disciplinary, legal, financial) were implemented vs total UIFW cases identified.	Lack of follow up on recovery and consequence management on UIFW Expenditure	Financial loss											CFO

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Promote efficient delivery of Primary Health Care Services in the region

CLUSTER: COMMUNITY SERVICES (STRATEGIC RISKS)

IDP Strategy:

- Promote and build safer communities
- Promote disaster resilient communities
- Promote women advocacy
- Promote efficient delivery of Primary Health Care Services in the region
- Promote People with Disability (PWD) Programmes and equality within our society a
- Protect the customary practice of initiation schools in terms of Constitution and other legislative prescripts
- Promote the development of sports, Arts and Culture and recreation in the region
- Facilitate the Geographical Name Change process
- Promote and preserve Heritage and Museums in the region
- Promotion of National and Provincial commemorative day
-

Risk No	Objective	Risk	Key Risk Indicator	Root Cause	Possible Consequence	Inherent Risk Status			Current Controls	Residual Risk Status			Risk Response	Action Plans	Implementation Date	Risk Owner:
						Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score				
CS01	Basic Services and Infrastructure	Inadequate Disaster Management Units in the District	Number of communities prone to disaster	- Inadequate disaster IGR between District and Local Municipalities - Inadequate Disaster Management resources within the region - Inadequate public awareness on Disaster Management (Disaster risk reduction) - Lack of Disaster Management Units at Locals	Environmental, Economic and Social impact Loss of lives and damage to property/infrastructure	5	5	25	- Emergency Services Forum and Disaster Management Advisory Forums - Disaster Management Plan - Disaster Risk Reduction Awareness Programmes	4	4	16	**Treat**	- Development of SLA's with local municipalities - Sourcing of funds for disater management centre establishment - Escalation of challenges to the PDMC. - Implementation of DRR Programmes	30 June 2026 30 June 2026 Ongoing Quartely	ED: Community Services
CS02	Basic Services and Infrastructure	Delapitation of SRAC&H Facilities	Number of non-functioning SRAC&H facilities	Lack of resources to maintain facilities	- Closure of facilities - Loss of revenue	5	5	25	Minimum upkeep of the facilities	4	5	20	**Treat**	- Facilitate leasing out of SRA&H facilities - Facilitate PPP - Sourcing of grants to refurbish the facilities	30-Jun-26	
CS03	Basic Services and Infrastructure	High Crime rate	Increase in the number of crime incidents reported	- Non-functional CCTV Street Surveillance System - Lack of visible policing	- Disinvestment	5	5	25	- Engagements to integrate CCTV Systems with Gauteng Provincial Government - Deployment of Traffic Wardens for enhancement of visible policing and law enforcement - Community Safety Forum	4	5	20	**Treat**	- Seek Business Sector participation for a broader integration of CCTV Systems and technical support - Engage Gauteng Provincial Government to extend the scope of the Traffic Wardens to also cover by-laws compliance and enforcement - Conduct Education and awareness programs	30 June 2026 30 June 2026	

Cluster: Community Services
Directorate: Community Safety

IDP Strategy: Promote and Build Safer Communities

Key Focus Areas

- Integrated Service Delivery
- Victim Support Interventions
- Promote safety through early intervention towards crime and violence prevention

Risk No	Risk	Root Causes	Inherent Risk Rating			Current Controls	Residual Risk Rating			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
COMMUNITY SAFETY												
1. Social Crime Prevention Unit												
CS01	High Crime rate	Non-functional CCTV Street Surveillance System Lack of visible policing	**5**	**5**	**25**	Engagements to integrate CCTV Systems with Gauteng Provincial Government Deployment of Traffic Wardens for enhancement of visible policing and law enforcement Community Safety Forum	**4**	**4**	**16**	Seek Business Sector participation for a broader integration of CCTV Systems and technical support Engage Gauteng Provincial Government to extend the scope of the Traffic Wardens to also cover by-laws compliance and enforcement	30 June 2026 30 June 2026	Director: Community Safety
2. Events Safety Planning												
CS02	Injuries, fatalities and damage to Council property and equipment at official events	Non-compliance to Safety at Sport and Recreational Events Act, No. 02 of 2010, and Events Safety Policy	**5**	**5**	**25**	Section (6) (3) Application of the Safety at Sport and Recreational Events Act, No. 02 of 2010	**4**	**4**	**16**	Conduct internal awareness and education on the implications of non-compliance to events safety protocols Activation of Events Safety Commitees for major Council events	01/June/2026	Director: Community Safety

Cluster: Community Services
Directorate: Sport, Recreation, Arts, Culture & Herita

IDP Strategy: Promote the development of Sport and Recreation, support Arts and Culture, facilitate Geographical Name Change process, including preservation of heritage and museums in the region

Key Focus Areas

- Sports and Recreation Programmes
- Arts and Culture Programmes
- Geographical Name Change Process
- Public awareness through Oral History
- Commemoration of Historical Events

Risk No	Risk	Root Causes	Inherent Risk Rating			Current Controls	Residual Risk Rating			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
SPORT, RECREATION, ARTS, CULTURE & HERITAGE												
1. Arts and Culture												
SR01	Under-utilisations of the Civic Theatre	Insufficient maintenance Internal capacity constraints Inadequate security measures	4	4	16	Minimal upkeeping and maintenance services Assistance from the users of the facilities	3	4	12	Explore external avenues for partners and funding for the revival of the Civic Theatre	01/June/2026	Director: SRAC&H
2. Museums and Heritage												
SR02	Revoking of the World Heritage status of Sharpeville Human Rights Precinct	Insufficient maintenance None compliance to Heritage standards Inadequate security	5	5	25	Minimal upkeeping and maintenance services Technical support from Gauteng Tourism Authority, and Gauteng Department of Sport, Arts, Culture & Recreation	4	4	16	Build external networks for support, upkeeping and sustenance of the museums' operations Increase security measures at the facilities	01/June/2026	Director: SRAC&H

Cluster: Community Services
Directorate: Health and Social Development

IDP Strategy:
Promote efficient delivery of primary health care, and social development of our communities
Facilitate the implementation, monitoring and evaluation of Ward Based Oriented HIV, AIDS & TB Programmes

Key Focus Areas
- District Health Council Programmes
- Women and Gender Programmes
- People living with Disability
- Ward Based HIV, AIDS & TB Programme
- Initiation Schools Programme

Risk No	Risk	Root Cause	Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
HEALTH AND SOCIAL DEVELOPMENT												
1. Primary Health Care Services												
HSD01	Compromised provision of Primary health care services	Delayed finalization of Provincialisation of health services from Municipalities to Province	**5**	**4**	**20**	District Health Council (DHC) monitors primary health care services IGR Forums with Province and Local Municipalities	**3**	**4**	**12**	Continue engagements through the DHC and the MEC for Health regarding the provincialisation Develop a Process/ Transfer Plan	June 2026	Director: Health and Social Development
2. Woman & Gender												
HSD02	Inadequate empowerment of women within the district	Misapplication of the Employment Equity Act Inadequate resources to implement Women Development Programmes	**5**	**4**	**20**	Women and Gender Programs in place IGR structure in place	**3**	**4**	**12**	Align the Women and Gender Program with National Program of Action Mainstream Women and Gender Programmes within the district	June 2026	Director: Health and Social Development

Cluster: Community Services
Directorate: Disaster Managen

IDP Strategy: Promote Disaster Resilient Communities
Key Focus Areas
- Disaster Risk Reduction (DRR) Initiatives
- Disaster Relief and Responses Efforts
- Integrated Instituional Arrangements for Disaster Managemen

Risk No	Risk	Root Causes	Inherent Risk Rating			Current Controls	Residual Risk Rating			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
DISASTER MANAGEMENT												
1. Disaster Management												
DM01	Inefficient Disaster Management in the District	Lack of Disaster Management units in Local Municipalities	5	5	25	Established Emergency Services Forum (DIS-LOC Forum) & Disaster Management Advisory Forum	4	4	16	Ensure quarterly sitting of the Sedibeng Emergency Services Forum and the Disaster Management Advisory Forum	Quarterly	Director: Disaster Management
		Non-existence of the Disaster Management Centre (DMC)				Utilisation of Adhoc facilities				Approach several sources of funding for establishment of the DMC	01/June/2026	Director: Disaster Management
		Lack of active participation and support from key departments at Local Municipalities and other role players				Adhoc interventions from Executive Management level inter-municipalities' supports				Disaster Management Workshop on Roles and responsibilties	26/June/2026	Director: Disaster Management
DM02	Increase in communities prone or exposed to disasters	Inadequate prevention and mitigation knowledge on risks exposed to	5	5	25	Coordination and facilitation of public education awareness programmes and simulation exercises	4	4	16	Coordinate public awareness programmes on a quarterly basis	Quarterly	Director: Disaster Management
		Poor response time to reported incidents due lack of resources (human capital, fleet & relief material)				Arrangement with Locals Liaison and SDM Fleet unit for temporary assignment of other vehicles Support from PDMC				Expand and build external networks for support and capacity building	01/June/2026	Director: Disaster Management

STRATEGIC RISK REGISTER

CLUSTER: Transport Infrastructure and Environment

Risk No	Objective	Risk	Key Risk Indicator	Root Cause	Possible Consequence	Inherent Risk Status			Current Controls	Residual Risk Status			Risk Response	Action Plans	Implementation Date	Risk Owner:
						Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severit	Risk Score				
TR01	Basic Services and Infrastructure	Poor Air Quality	- Exceedency in Nationa Ambient Air Quality Standards (PM and SO2)	- Region declared as high priority area (VTAPA and HPA) for air pollution due to domestic fuels burning , waste burning, industrial activities (Mining, Agriculture) - Financial constraints - Influx of industries	- Health Hazards - Depletion of environmental resources - Disruption of ecosystems - Impact on economy - Impact on life expectancy	**5**	**5**	**25**	- Issuing of Atmospheric Emmissions Licences and other permits - Public Education and awareness campaigns - VTAPA Air Quality Management Plan - Ambient Air Quality monitoring - Budget increase - Established Appeal panel - Established Appeal panel - Various Technical	**4**	**4**	**16**	**Treat**	- Develop Air Quality By-Laws - Establishment of new listed activity in terms of Section 21 National Air Quality Act no 39 of 2004 - Appointment of the Compliance, Monitoring and enforcement official - Collaborations with other stakeholders	30 June 2026	ED:TIE
TR02		Inadequate regulation of public transport in the district	Number of operating licences issued by Provincial Department of Roads and Transport	Outdated Integrated Transport Plan (ITP). Financial constraints (maintanance of taxi ranks, combating illegal taxi ranks)	Violence in the public transport industry Illegal Taxi ranks	**4**	**4**	**16**	Priority Transport Plan Forum IGR Forums Regular meetings with stakeholders Reliance on grants from GDRT Tripertite engagements by the District, GDRT and Taxi Association	**3**	**3**	**9**	**Treat**	Review Intergrated Transport Plan (ITP) in compliance with the National Land Transport Act No 5 of 2009	30 June 2026	

OPERATIONAL RISK REGISTER

Cluster: **Transport Infrastructure and Environment**
Directorate: **Transport and Infrastructure Planning**

IDP Strategy: Plan and develop accessible,safe and affordable public transport systems and facilities
Key Focus Areas:
- Implementation of Intergrated Transport Plan (ITP)
- Ensure Regional coordination and improvement of IGR structure

Risk No	Risk	Root Causes	Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
TRANSPORT, INFRASTRUCTURE AND ENVIRONMENT												
Transport and Infrastructure Planning												
TIP01	Public transport violence and conflicts	Delay in issuing of operating licenses	4	3	12	- Priority Transport Plan Forum - IGR Forums - Regular meetings with stakeholders - National Land Transport Act - Criminal Procedure Act - Provincial Transport Crisis Committee - SAPS Essential Infrastructure task team - Tripertite engagements by the District, GDRT and Taxi Association Concurrent power in issuing operating licences - Crisis Committee Forum	4	5	20	Review Intergrated Transport Plan (ITP) Monitoring of transport facilities	30 June 2026 Quartely	ED: TIE
		Delays on issuing of Operating licences								Issue Concurrent letter Stakeholder engagements	30-Jun-25	

		Lack of regulation in the industry Poor planning and budget shifts										
TIP02	Infrastructure services backlog within the district Lack of Project Management Unit	Ageing infrastructure	5	5	25		4	4	16	Review of RRAMS	30 June 2026	ED: TIE
		Ineffective IGR				IGR structure in place				Revive IGR for Basic Services	30-Jun-26	

TIE Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

ED: TIE

OPERATIONAL RISK REGISTER

Cluster: **Transport Infrastructure and Environment**
Directorate: **Infrastructure**

IDP Strategy: Effective and sustainable infratructure
Key Focus Areas:

- Strengthening Public Private Partnership that will ensure all municipal entities are self-sustainable
- Cede all transportation matters to relevant sector departments
- Ensure a self-Sustained Vereeniging Free Produce Market.

Risk No	Risk		Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
		Root Cause	Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
TIE												
Airports												
TI01	Inability to fulfil District mandate in respect of operating Aerodromes	Non-adherence to standards and norms Non-compliance with aviation legislation Suspension of the South African Civil Aviation Authority (CAA) Operating License Ageing infrastructure at the SDM Airport Inadequate maintenance due to budget contraints	**5**	**5**	**25**	Maintenance services Partnerships with Stakeholders around security and maintenance	**5**	**5**	**25**	Partnership proposals Develop Turnaround Strategy of Vereeniging Airport Leasing of the Airport	30/June/2026	ED:TIE

TIE Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

ED: TIE

OPERATIONAL RISK REGISTER

Cluster: **Transport Infrastructure and Environment**
Directorate: **Licensing**

IDP Strategy: Render an efficient, effective and corruption free vehicle registration and licensing service
Key Focus Areas:

- Improve the safety and security within the Licensing Centres
- Provide a proper and secure filing system for licensing files and records
- Upgrade the Vanderbijlpark and Meyerton VTS to undertake Vehicle License Renewals Drive-through
- Establish vehicle license renewal points at accessible public service centres
- Establishment of licensing services in previously disadvantaged areas
- Upgrading of the learner license system in Vereeniging and Vanderbijlpark licensing centres
- Provision of licensing services on Saturdays (as approved by the NDoT Regulations) in all licensing centres
- Upgrade and refurbish the Meyerton driver testing ground to comply with legislation
- Create a dedicated customer care system at all licensing centres

Risk No	Risk	Root Causes	Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
TRANSPORT, INFRASTRUCTURE AND ENVIRONMENT												
Licensing Division												
L01	Prevalence of Fraud and Corruption in Licensing Centres Delay in resolving disciplinary and crimininal matters	Inadequacy of e-Natis system Inadequate internal controls Lack of quality checks	5	5	25	OTP Introduced Biometrics Introduced Smart enrolment unit Consequence Management Standard Operating	3	4	12	Introduction of Cashlesss and paperless pilot system Training of employees Intsllation of CCTV cameras Hiring of security personnel	30-Jun-26	ED:TIE
		Lack of training Lack of refresher training courses				In-house training				Filling critical vacant positions	30-Jun-26	
		Abuse of process in proceedings Threats to legal persons (consultants) handling DC's				Fraud Prevention Policy and Plan in place SLA with the Department of Transport -addressing Service Standards, Collective Agreement in place Computerized Learners License Testing systems installed in Meyerton,Vanderbijlpark and Heidelberg LSC's				Continuous Anti-Fraud and Corruption awareness sessions to all licencing staff Implement remedial actions from the Auditor General (AG) Adhere to the Standard Operating Procedures (SOP)	30-Jun-26	
L02	Poor and unhealthy working environment **(Facilities Risk Register)**	Non-compliance with the Occupational Health and Safety Act (OSHA)/ Labour Relations Act				SLA with the Department of Transport (which enforces a compulsory 5% of income to be utilised for service enhancement of the Licence Centres)				Develop and implement a Maintenance Plan for Licensing Facilities	30-Jun-25	ED:Corporate Services
		Insufficient funds for regular maintenance of the facilities								Ensure 50% of ring-fenced licencing income is spent on repair and maintenance of facilities		
		Ageing and dangerous Infrastructure										
L03	Potential Loss of Revenue	Lack of Customer Care/Service				SLA with the Department of Transport to implement the BPM addressing Service Standards, procedures				Continuous training on Customer Care/Service Batho Pele Principles Training	30-Jun-26	ED:TIE

		Obsolete facilities environment								Online Payments		
		Fraud and Corruption				Fraud Prevention Policy and Plan in place				Continuous Anti-Fraud and Corruption awareness sessions to all licencing staff	On-going	
		Shortage of personnel/staff	**5**	**5**	**25**		**5**	**4**	**20**	Filling critical vacant positions	30-Jun-26	
		Inadequate internal controls				Collective Agreement in place				Rapid resolution of discliplinary matters		
		Recurring cash shortages				Cash Management policy in place				Review the cash handling policy to include the licensing environment		
L04	Ineffective document and record management **(Manager Records: Risk Register)**	Existing Archives and other storage spaces are filled beyond capacity				Physical Storage Facilities in all Licensing centres				Implement the OHS/Archives Act and clear the existing Archive facilities		ED: TIE License Manager and Assistant Managers
		Non-compliance with the OHS/Archives Act				Manual record systems in place				Secure funding to acquire an Electronic Document and Record Management System		
						Archives Act,Occupational Health and Safety Act (OSHA)						
		Non-compliance to National Road Traffic Act				Service Level Agreement with the Department of Transport (to implement the Best Practice Model (BPM) addressing Service Standards, procedures)						
						National Road Traffic Act						
L05	Potential loss of life and assets of employees and customers **(Corporate Services Risk Register)**	Obsolete infrastructure and buildings				Occupational Health and Safety Act (OSHA)				Refurbish the buildings and facilities	30-Jun-16	ED: TIE and Manager:Licensing
		Inadequate security personnel				Security guards deployed to strategic positions				Increase and arm security personnel	Immediately	Manager:Internal Security
		Lack of security systems				Security gates installed at cashiers' entrances				Install 24 hour armed response alarm systems	Immediately	
		Inadequate and unmonitored CCTV cameras	**###**	**5**	**25**	Service Level Agreement with the Department of Transport (to implement the Best Practice Model (BPM) addressing Service Standards, procedures) CCTV installed and operational	**5**	**5**	**20**	Introduce electronic access controls		ED: Corporate Services
										Introduce access registers at main entry points	31-Dec-15	Manager: Licensing
L06	Potential closure or downgrading of DLTCs and VTS	Unauthorised use of test terrain all DLTC's				SLA with Department of Transport addressing Service Standards, procedures)				Install concrete palisade fence at the Meyerton LSC test terrain	30-Jun-26	ED: TIE
		Non-compliance to the Road Traffic Act and SANS	**5**	**5**	**25**	CCTV installed and operational	5	4	**20**	Increase security officers at DLTCs	30-Jun-26	
						National Road Traffic Act (NRTA) and SANS				Filling of vacant positions at Licensing Centres	30-Jun-26	

TIE (Licensing) Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

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ED: TIE

OPERATIONAL RISK REGISTER

Cluster: **Transport Infrastructure and Environment**
Directorate: **Environment**

IDP Strategy: Ensure the implementation of MHS programmes to reduce environmental health risks
Key Focus Areas:
- Development of SLA for the rendering of MHS with service providers
- Promulgation of MHS by laws for the District
- Implementation of norm and standards of MHS
- Maintenance and improvement of IGR structure on MHS

Environment Operational Risk Register

Risk No	Risk	Root Causes	Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
TRANSPORT, INFRASTRUCTURE AND ENVIRONMENT												
Municipal Health Services												
E01	Unhealthy environment in the District	Incapacity of the district to perform it's legal mandate in the rendering of efficient MHS	4	5	20	Functinal IGR structure with stakeholders and Local Municipalities to manage MHS across the District	4	4	16		30-Jun-26	Manager: MHS
		Inadequate human resources of three Local Municipalities to implement the MHS programmes in line with National Norms and Standards				Ongoing awareness campaigns with communities				Ensure compliance with National Norms and Standards Implementation of recommendations from the Muncipal Health Assessment conducted by the Provincial Department of Health		
E02	Lack of Municipal Health Services by law	Poorly capacitated staff within the Local Municipalities	5	5	25	National and Provincial Legislative framework in place	4	4	16	Continuous training and capacitation of staff around enabling legislation	30-Jun-26	Manager: MHS
						MHS Standard Operationg Procedures Norms and standards of National Department of Health				Develop and promulgate by-laws MHS	30-Jun-26	
										Development of District MHS by-laws	30-Jun-26	

TIE Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

ED: TIE

OPERATIONAL RISK REGISTER

Cluster: **Transport Infrastructure and Environment**
Directorate: **Air Quality Management**

IDP Strategy: Implementation of effective and efficient environmental management in the Sedibeng District Municipality
Key Focus Areas:

- Implementation of clean smoke campaign for the region
- Promulgation of the AQM By-Laws for the Sedibeng District
- Operation and maintenance of air quality management stations
- Conversion of all APPA registration certificates to Atmospheric Emission Licenses

Risk No	Risk	Root Causes	Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
TRANSPORT, INFRASTRUCTURE AND ENVIRONMENT												
Air Quality Management												
AQM01	Vaal Triangle Airshed priority area	Industrialisation, Industries, Domestic, Mining, Transport Emissions and Bio Mass	**5**	**5**	**25**	District is an Air Quality Licensing Authority Vaal Triangle Priority Area (VTPA) Air Quality Management Plan Implementation task team Gauteng Air Quality Forum MSRG (Multi Stakeholder Reference Group) Issuing of Air Emissions Licenses as per the S21 listed activity (AEL) for listed industries Other Permits Ambient air quality	**4**	**4**	**16**	Develop Air Quality by-laws (applicable to unlisted industries and urban) Review of the Vaal Triangle Priority Area (VTPA) Air Quality Management Plan Conduct community awareness campaigns on indoor and outdoor air quality management	30 June 2026	Manager: Air Quality
		Budget Contraints				Vaal Air Quality Management Forum						
		Resource constraints (lack of human capacity, (Compliance enforcement monitoring and Atmospheric Emission Licensing Permiting)				None				]	30 June 2017	

TIE Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

ED: TIE

SPED
Strategic Risk Register

Risk Ref	Key Performance Areas	Key Risk Indicator	Risk Description	Root Cause	Consequence	Inherent risk			Control assessment	Residual Risk			Action Plans	Risk Owner	Due Date
						Likelihood	Impact	IR	Current Controls in place	Likelihood	Impact	RR			
STRATEGIC RISK															
1	**Local Economic Development**	Number of businesses shutting down in the district % loss in investment Number of businesses scaling down operations	Declining economy within the district	Low levels of economic growth Competitiveness and comparative challenges Geopolitical challenges Low investor confidence	Increased unemployment rate	**5**	**5**	**25**	Vaal Special Economic Zone projects Growth and Development Strategy Request for proposals of the implementation of IDP projects Engagement with business/potential investors and	**4**	**4**	**16**	Unlocking Vaal Special Economic Zone projects Review of Growth and Development Strategy Follow up with National Treasury on MFMA Section 33 process Business Retention and	ED: Strategic Planning and Economic Development	Quarterly 30 June 2026 31 March 2026
				Lack of tourism demand in the Sedibeng Region	Declining appeal of Sedibeng as a destination Closure of establishments, products and services				Local Tourism Associations District Development Model Tourism Committee District and Provincial Tourism Fora District Tourism Strategy Tourism Destination Map				Promote Sedibeng Regional Tourism Review of District Tourism Strategy Lobby for funding to Redesign the Sedibeng Tourism website		Quarterly 30 June 2026 30 June 2026
													Create tourism demand through targeted marketing initiatives (generic tourism		31-Mar-26
									Skills development and tourism awareness programmes				Facilitate skills development and awareness programmes		Quarterly
									Database of tourism products and services				Linking tourism products and data base of tourism		31-Mar-26
				Underutilization of the full capacity of the Fresh Produce Market	Declining economic value of the FPM				Market agents Infrastructure Rental space Fresh Produce Market Open days				Engage with prospective agents Maintainance and upgrading of infrastructure Issue notices for Rental		Quarterly
				Lack of long-term economic development in the District Lack of diverse economic sectors	limited and unsustainable economic development Inability to contribute to the provincial Growth Domestic Product Scaling down on investment				Growth and Development Strategy				Business retention and Investment attraction through stakeholder engagement		Quarterly
									Integrated Development Plan				Implementation of the IDP projects and programs		30-Jun-26

				Lack of compliance and funding for SMME's					Spatial Development Framework				Implementation of the Spatial Development Framework projects and		30-Jun-26
									District Development Model				Coordinate projects and programs in the District Development Model		Quarterly
				Diminishing Food Security	Increased povertly levels and higher cost of living				Access to the Fresh Produce Market				Strengthen intergovernmental relations with all relevant stakeholders		30-Jun-26
													Fresh Produce Market open days		30-Jun-26
				Diminishing of land availability for agricultural activities					Rural Development Plan				Implement Rural Development Plan		30-Jun-26
2	**Planning and Human Settlements Delivery**	Mushrooming of informal settlements Illegal land invasions Increasing beneficiary list	Urban migration	Lack of low cost housing Housing backlog	Financial burden on local municipalities Abandoned and incomplete projects	**5**	**5**	**25**	District-wide coordination of human settlements programs and projects	**5**	**5**	**25**	Identify land for housing development	ED: Strategic Planning and Economic Development	Quarterly
				Lack of suitable land for housing development									Strengthen intergovernmental relations to coordinate the human settlement programme		
3		Outdated spatial planning datasets	Inaccurate spatial datasets	Unavailability of budget for Geographic Information System	Unplanned and uncoordinated development in the region Inability to track development trends Outdated spatial planning products	**5**	**5**	**25**	Planning and Geographic Information System Forum Provincial Geographic Information System Forum	**5**	**5**	**25**	Submission of the application to acquire funds for the Geographic Information System	ED: Strategic Planning and Economic Development	31-Dec-25

OPERATIONAL RISK REGISTER

Cluster: **Strategic Planning & Economic Development**

Directorate: **Development Planning**

IDP Strategy:

- **Support the development of Human Settlement project/programmes**
- **Redress past spatial imbalances**
- **Promote sustainable development in the region**

Key Focus Areas:

- Facilitate, monitor and coordinate Housing Programmes
- Monitor the implementation of key catalystic projects
- Develop and review the spatial development framework

Risk No	Risk	Root Cause	Inherent Risk Status			Current Controls	Residual Risk Status			Risk Treatment		
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score	Action Plans	Implementation Date	Action Owner
STRATEGIC PLANNING & ECONOMIC DEVELOPMENT												
Development Planning												
1. GIS												
DP01	Failure to submit progressive SDF	Budget constraints Limited access to spatial information/data	**5**	**5**	**25**	Planning and GIS Forum Adherence to applicable legislations Vertical and Horizontal alignment with relevant stakeholders Participation in public participation processess Adherence to mandatory authorities	**3**	**3**	**9**	Collate information to inform changes in the SDF Collect various spatial datasets Map development trends Guide forward planning Identify and locate developmental planning and other related projects Annual registration with profesional bodies Request for additional budget	30/June/2026	Manager: Development Planning (LUMS)

DP02	Inefficient utilisation of the GIS	Budget constraints	5	5	25	Planning and GIS Forum Adherence to applicable legislations Vertical and Horizontal alignment with relevant stakeholders	4	4	16	Implement IGR program with the local municipalities Incorporation of capacity needs into the PDPs Collate information to inform changes in the SDF Collect various spatial datasets Map development trends Guide forward planning Mapping and updates per request and demand Request for additional budget	30/June/2026	Manager: Development Planning (LUMS)
2. Spatial Planning and Land Use Management												
DP03	Inability to track and monitor spatial planning, land use management and land development trends	Non-Integrated Land Use Managememt Systems	5	4	20	Town Planner IGR in place Planning and GIS Forum Track developments trends on number of applications received per local municipality SPLUMA Forum	3	4	12	Implementation of Spatial Planning and Land Use Management Act (SPLUMA) Submit comments on major land use applications as and when received Map development trends and identify pressure areas Annual registration with profesional bodies Monitor SPLUMA implementation in local municipalities	30/June/2026	Manager: Development Planning (LUMS)
4. Special Projects												
DP04	Inability to track and monitor Regional Development Planning projects implementation and monitoring	Insufficient project coordination and monitoring	5	3	15	Project Steering Committee meetings with LMs and Developers	3	3	9	Project tracking through the PSC meetings and reporting. Quarterly progress reports to Council for consideration	30/June/2025	Manager: : Dev Planning (Special Projects)
5. Human Settlements												

DP05	Ineffective monitoring and coordination of human settlements	Inefficient IGR structure Insufficient capacity and tools of trade in the human settlements space	**5**	**5**	**25**	Housing forum (IGR) MEC-MMC IGR forums Mentoring programmes in place Coordination of human settlement programmes Technical committees Utilising personal	**4**	**5**	**20**	Review IGR TOR Training of IGR members Coordination of human settlement programmes Monitor the implementation of human settlements programmes and projects Sufficient budget to insource capacity and secufre tools of	30/June/2026	Manager: Human Settlement

SPED Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

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ED: SPED

Failure to submit progressive SDF

OPERATIONAL RISK REGISTER

Cluster: **Strategic Planning & Economic Development**

Directorate: **LED and Tourism**

IDP Strategy: **Create a conducive environment for the creation of job opportuinities to alleviate unemployment, poverty and inequalities**

Key Focus Areas:

- Intergrated and inclusive regional economy

Risk No	Risk		Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
		Root Cause	Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
STRATEGIC PLANNING & ECONOMIC DEVELOPMENT												
LED												
LED1	Insufficient coordination of LED Programmes and Projects Lack of business growth, investment attraction and retention	Lack of human capacity Poor infrastucture and service delivery Decline in the steel manufacturing sector No reviewed district wide plan (GDS)	**5**	**5**	**25**	Acting officials in critical LED Positions Interact with Local Municipalities on their economic development incentives and rebates Developed economic recovery plan Established business forums Limited coordination with relevant stakeholders Identified alternative sectors to drive the economy (Logistics, Tourism, Agriculture	**4**	**4**	**16**	Motivate for the filling of critical posts Continous interaction with local muncipalities Coordination and convening economic and investment summits Stakeholder facilitation for training and development including funding Finalising the GDS review process	30/June/2026	Director:LED & Tourism

SPED Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

ED:
SPED

OPERATIONAL RISK REGISTER

Cluster: Strategic Planning & Economic Development

Directorate: LED and Tourism

IDP Strategy: Promote and support the tourism sector

Key Focus Areas:

- Effective marketing of the region
- Tourism strategy
- Quality tourism quality product and skills

Risk No	Risk	Root Cause	Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
			Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
STRATEGIC PLANNING & ECONOMIC DEVELOPMENT												
	TOURISM											
T01	Difficulty in achieving tourism mandate	Lack of human capacity	5	4	20	Segregation of duties amongst current officials	4	4	16	Motivation on appointment of vacant posts	30/June/2026	Director: LED & Tourism
		Unavailability of Tourism Budget				Tourism workshops Intra-dependency on other units for budget commitments Inter-dependency on other units for budget commitments from Local, Provincial and National				Establish regional tourism organisation Development of tourism website	30/June/2026	
		Ageing infrastructure and environmental threats to natural resources				Consultations with relevant units on the maintenance and potential threats to the tourism sites				Co-ordinate quartely meetings with local municipalities (Tourism and heritage units)	30/June/2026	
		Outdated Tourism Development Strategy				Alignment with Provincial and National Tourism Strategies				Review and implement the tourism strategy	30/June/2026	
		Non-functionality of tourism structures				Established IGR Tourism Forum				Coordinate the establishment of tourism associations in Local Municipalities	30/June/2026	

SPED Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

ED: SPED

OPERATIONAL RISK REGISTER

Cluster: **Strategic Planning & Economic Development**

Directorate: **Fresh Produce Market**

IDP Strategy:

Promote and support agricultural sector financial mobilization

Ensure that adequate support is provided to SMME's (Emerging Farmers and Co-operatives)

Key Focus Areas:

- Intergrated and inlcusive regional economy
- Cede all transportation matters to relevant sector departments
- Ensure a self-Sustained Vereeniging Fresh Produce Market.

Risk No	Risk		Inherent Risk Status			Current Controls	Residual Risk Status			Action Plans	Implementation Date	Action Owner
		Root Cause	Likelihood	Impact / Severity	Risk Score		Likelihood	Impact / Severity	Risk Score			
STRATEGIC PLANNING & ECONOMIC DEVELOPMENT												
FRESH PRODUCE MARKET												
VFPM01	Decline in the economic growth within the Sedibeng Region (loss of business from farmers) Threat to close the Fresh Produce Market Financial loss	Ageing infrastructure Inadequate maintanance of infrastructure Inadequate operations Unhygienic environment Insufficient safety and security measures Lack of Human Capacity Client dissatisfaction (Agents, Tenants)	**5**	**5**	**25**	Adhoc Maintenance conducted Seek financial support from other spheres of government Relevant Legislation Internal general upkeep and procurement processes Access Control, frequent patrols and installation of LED lighting for visibility	**4**	**4**	**16**	Solicit additional funding from other spheres of Government Implementation of the Fresh Produce Market Turn Around Strategy Draft Fresh Produce Market By-Laws Public notice to attract new businesses Motivate for filling of critical vacancies Reinvestment of commission to FPM for operations Implementation of marketing strategies (website) Continous strengthening of business relations	30/June/2026	Manager: Fresh Produce Market

SPED Operational Risk Register
Reviewed in March 2025
Accepted by Risk Owner

ED:
SPED

Annexure 'A'

RECORDS MANAGEMENT STRATEGY FOR SEDIBENG DISTRICT MUNICIPALITY

2023/2024 FINANCIAL YEAR

A. AIMS OF THE RECORDS MANAGEMENT STRATEGY

The Records Management Strategy has a number of aims and objectives, which are geared towards ensuring that Council manages all of its recorded assets effectively. In particular, the strategy will constitute an approach for realizing the benefits of effective records management.

These include the following:

- Effective management of information assets;
- Compliance with statutory and regulatory requirements;
- Efficient use of staff time;
- Space saving;
- Increased accountability;
- Cost reduction;
- Reduction of risk; and
- Improved working environment.

This document outlines the areas of activity that will be undertaken, and how effective records management will support the Council's strategic goals in helping towards improved operational efficiency, which covers the main registry office and all other authorized filing rooms within Council, excluding the Licensing Centres filing rooms.

The aim of the strategy is to create an effective culture of record-keeping across Council, with devolved practices supported by guidance and training provided by Corporate & Support Services. This approach will ensure effective use of all resources, allowing the needs of different clusters/directorates to shape the nature of the implementation in those areas.

As a result of the Council's structure, a flexible, approach will facilitate the introduction of effective record-keeping practices. The implementation of these practices at departmental level will be expected to meet a minimum standard in line with the service delivery and implementation budget plans for every financial year.

The Records Management Strategy will achieve the following:

- All Council's records are captured, filed and managed effectively;
- All recorded information is readily accessible;
- Retention policies exist for all records, and the policy and procedures applied;
- Provision for the long-term storage of vital and other important records;
- Relevant training programmes for all Records Management staff and other relevant end-users to ensure communication of records management principles, and practical advice for implementation; and
- Provision of tools relevant to the implementation of effective records management practices in all areas within Council.

The Council's revised Records Management Policy which was ***inter alia*** approved by Council as well the strategy being the framework tools are necessary to ensure the widest possible acceptance

of the need for proper records management, and demonstrates the Council's commitment to good governance in respect of its records and associated responsibilities.

The said Records Management Policy is a statement of principle and defines the following important issues:

- High-level support for records management;
- The need for effective records management in all areas within Council;
- Responsibilities for the implementation of effective records management; and
- Commitment to professional records management.

The Records Management Policy and Strategy further support the core strategic aims of Council. This Records Management Strategy will be reviewed annually to ensure that it continues to provide effective support to records management activities in all clusters/directorates and that it assists all staff to understand their own responsibilities.

Implementation of Effective Records Management

The implementation of effective Records Management within Council takes place on a consolidated basis. The current Records Management Policy and the said draft strategy describe the various levels of responsibility, which make best use of available resources and enhance knowledge and experience in the relevant areas.

The Archives and Records Management Division under the auspices of the Legal & Support Services has nine employees. However, the Corporate & Support Services currently has six (6) records staff, Records Manager and Records Officer who provide advice and guidance to various end-user Clusters on evaluation and legal compliance as far as archives and records management applications are concerned. This directorate has responsibility for other areas of information compliance including data information in terms of legislation that Council must comply with in order to manage its information and/or records effectively.

The Records Management Policy places responsibility on all staff for the effective management of records within Council. It also places responsibility on the Records Manager to ensure that the policy is implemented and that staff in the different areas of operation are conversant with and aware of the requirements of the policy, and receive appropriate training thereon.

Where there are areas of common interest across a number of clusters/directorates, appropriate departmental consultations will take place and thereafter a generic high-level guidance tool for record-keeping and retention policies will be developed. This will allow for a common approach to the management of similar records across Council, thus reducing duplication of effort and reducing the burden on clusters/directorates.

Assessments of the overall record-keeping requirements where common issues do not apply will be done using the guidance notes within the records management policy.

Records Management Guidance

Guidance for all records management and related issues will be made available via the Council's web pages and shared drive and will form the basis of future Records Management training Sessions including:

- Records Management best practice guidance – general; and
- Records management best practice guidance – paper records systems.

All guidance tools produced will be transmitted at training sessions and included for discussion at senior staff meetings.

The Records Retention Policies

Records retention policy had been created and adopted by Council, which will covers common activities and functions across Council. This policy helps to ensure a uniform approach to the retention and disposal of similar records.

The following benefits are being realized since the inception of the said Policy:

- Efficient departmental planning and decision-making;
- Reduction in storage requirements;
- Easier office moves;
- Help to ensure statutory compliance;
- Reduction of liability issues;

- Compliance with Promotion of Access to Information Act, (No.2 of 2000), Promotion of Administrative Justice Act, (No.3 of 2000) and other legislation that Council must adhere to by managing its information effectively; and
- Operational consistency across Council.

Legislative Compliance

The implementation of effective records management practices requires Council to acknowledge and respond to the requirements of relevant legislation.

These requirements will be closely monitored and advice/guidance provided to clusters/directorates with regard to record-keeping practices. This advice will be provided in response to individual enquiries or more normally in the form of approved records retention documents or appropriate guidance documents.

Appropriate specialized training to all staff will continue and all transactions prompted by legislation shall be monitored to ensure that Council fulfills its statutory obligations.

Training

An integrated approach to Records Management places an emphasis on providing training to all relevant staff and other end-users of all clusters/directorates to understand all the required practices for effective records management.

An effective records management programme will be established to capacitate its staff for qualitative work and, productivity in all respects for efficient records management.

Communication

An effective communication strategy for records management practices will be developed to ensure that guidance is readily available. This will include publicity through appropriate channels.

One of the most accessible sources of current information will be the Council's website. It will act as an information resource for clusters/directorates, which always generate records and will provide the following key elements:

- Records Management Policy Manual;
- General instructions to the File Plan;
- Records Management Strategy;
- Records Retention Policy & Procedures;
- Training opportunities;
- Current legislative and regulatory compliance information; etc.

Records Management Action Plan

An Action Plan will be created on a proactive basis to ensure the continued support of the Records Management Strategy and will be updated in the SDBIP for the current financial year for the milestones and challenges experienced.

B. KEY ELEMENTS

The records management strategy for Sedibeng District Municipality comprises of the following key elements:

Responsibility and Accountability

To provide a clear system of accountability and responsibility fo record-keeping and use.

It is important that all individuals within Council appreciate the need for responsibility in the creation, amendment, management, storage of and access to all Council records. A major target is therefore to have a clear chain of managerial responsibility for all records created by all Clusters/Directorates. This is the prerequisite for effective and well-coordinated records management strategy.

Record Quality

To create and keep records which are adequate, consistent, and necessary for statutory, legal and business requirements.

All Council records should be accurate and complete, in order to facilitate audit, fulfill the Council's responsibilities, and protect its legal and other rights. Records should show evidence of their validity so that any evidence derived from them is clearly credible and authoritative.

Management

To achieve systematic, orderly and consistent appraisal, retention and disposal procedures for records during their life cycle.

Record-keeping systems should be easy to understand, clear and efficient in terms of minimizing staff time and space for storage.

Security

To provide systems which maintain appropriate confidentiality, security and integrity for records in their storage and use.

Records must be kept securely to protect the confidentiality of their contents, and to provide further evidence of their validity in the event of a legal challenge.

Access

To provide clear and efficient access for employees and others who have a legitimate right of access to Council records, and ensure compliance with the National Archives Act and other relevant procedures and guidelines.

Access is a key part of any records management strategy. Fast, efficient access to Records unlocks the information and knowledge they contain.

Training

To provide training and guidance on responsibilities and good practices for all staff involved with records.

Effective records management involves staff all levels. Training and guidance enables staff to understand and implement policies, and facilitates the efficient implementation of Council strategy.

Audit

To audit and measure the implementation of the records management strategy against agreed standards.

As with any other activity, auditing the performance of the records management programme is important in the maintenance of standards.

C. COMMENTS FROM GAUTENG PROVINCIAL ARCHIVES

One of the reasons put forward by the Auditor General of South Africa with regard to government organizations getting qualified reports and disclaimers is the lack of proper records management. Flowing from the above statement, as the Gauteng Provincial Archives charged with the overall responsibility of caring for all the records in the Gauteng province we fully endorse and commend the efforts of the Sedibeng District Municipality in devising such a strategy and we trust that it will go a long way in helping to address the complex records management issues faced by the municipality.

Below is a self-explanatory copy of the Records Management Action Plans for the current financial year for implementation.

FUNCTIONAL RESPONSIBILITY – ELEMENTS	OBJECTIVES & ACTIONS	COMPETENCY	IMPLEMENTATION DATES
Evaluation & monitoring of the Retention Policy and Procedures on all Council's records	To ensure legal compliance through-hout all public correspondence under the auspices of the Distric mainly to determine the ephemeral and permanent records on the required retention periods for effective record-keeping	Records Officer Records Manager	Ongoing
Top level responsibility for development, implementation and ongoing maintenance for records management across Council	Operational decision-making by the Cluster's HOD and MANCO on best practice monitoring and review of records management strategy	Executive Director Director Records Manager	Ongoing
Roll-out plan of the strategy	To provide a clear system of accountability and responsibility for records to ensure that adequate resources to support the relevant functions in place	Executive Director Director Records Manager Records Officer	Ongoing
Records Quality and Management	To create and keep records,	Records	Ongoing

	which are adequate, consistent, and necessary for statutory, legal, and business requirements through development of guidance on good practice with the aim of establishing common and consistent standards of record creation archiving thereof	Manager Records Officer	
Security	To provide systems which maintain appropriate security, confidentiality and integrity for records in their storage and use on development review and approval of policies and procedures. To protect records from unauthorized alteration or erasure, to ensure that access to records is properly controlled, and to maintain adequate audit trails to track the use and location of records within Council	Records Manager Applicable support shall be provided by the Information Management Directorate	Ongoing
	Provision of a larger records store semi-current records which cannot be stored within the filing rooms for reasons of space and cost. The store will provide cheap warehousing of records awaiting disposal, while at the same time meeting standards to ensure that no environmental damage is caused to records. It will also provide security and have strictly controlled access for authorized personnel only Preparation of the Counter Disaster Recovery Plan for recordkeeping in all authorized filing rooms.	Records Manager Records Officer	Ongoing
Access	To provide clear and efficient access for employees and others who have a legitimate right of access to Council records as well as electronic records, and ensure compliance with legislation The requirements for access	Records Manager Records Officer	Ongoing

	to records by data or any other means to follow procedures, as contained in records management policy manual in line with PAAI Manual		
Training and Development	To provide specialized training and guidance on responsibilities and good practice for all staff involved with records. Provision, for staff in general for staff on manuals and instructions, guidance on good practice and advice on procedures and requirements. These will deal with records management within Council.	Records Manager Records Officer	Ongoing
National Archives Week – Year 2024	To promote the national initiative Records/archive management to Improve the visibility, access and Preservation of archives records Management	Executive Director Director Records Manager	May/June 2024
Audit	To audit and measure the implementation of the records management strategy against agreed standards	Records Manager Records Officer	Ongoing
Intergovernmental Relations with the Local Municipalities	To enhance legal compliance and Improve co-operative relations between the District and Local Municipalities on effective and Efficient archives and records Management applications	Records Manager Records Officer	Ongoing
Management	To achieve systematic, orderly and consistent appraisal, retention and disposal procedures for records during their life cycle	Records Manager Records Officer	Ongoing

A2817 REPORT ON DRAFT HUMAN RESOURCES MANAGEMENT STRATEGY

4/2/R **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

1. THAT, council approves the newly developed HR strategy, which is aligned with the local government strategy and municipal staff regulations.

2. THAT, council rescinds the current HR strategy, which is not aligned with municipal staff regulations.

3. THAT, Council acknowledges the delays in tabling the new HR strategy due to councillors' availability and supports the scheduling of a workshop at the earliest possible opportunity.

* * * *

A2818 REPORT ON SEXUAL HARASSMENT POLICY

4/6/7 **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

THAT the amended sections as contained in the body of the Sexual harassment policy be hereby noted.

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A2819 REPORT ON DRAFT OCCUPATIONAL HEALTH & SAFETY POLICY

(4/4/1) **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

1. THAT The existing Occupational Health and Safety Policy be formally rescinded;

2. THAT the policy appended hereto as Occupational Health and Safety Policy for Sedibeng District Municipality be approved and adopted as workplace policy.

* * * * *

A2820 REPORT ON DRAFT JOB EVALUATION POLICY

(4/1/1/2)

Cluster: Corporate Services
Portfolio: Administration

RESOLVED

1. THAT Council rescinds any previous Job Evaluation policies inconsistent with the Municipal Staff Regulations and national standards.

2. THAT Council adopts the Job Evaluation Policy as appended hereto as Annexure A.

3. THAT Human Resources Unit be mandated to operationalise the policy in line with the Municipal Staff Regulations and SALGA directives.

4. THAT Council supports training and awareness programmes for managers and employees to ensure successful implementation and compliance.

*** * * ***

A2821 REPORT ON DRADT SKILLS DEVELOPMENT POLICY

(4/4/1)

Cluster: Corporate Services
Portfolio: Administration

RESOLVED

1. THAT the existing Human Resources Development Policy be rescinded.

2. THAT the attached Skills Development Policy for Sedibeng District Municipality be hereby approved and adopted as work place policy.

*** * * ***

A2822 REPORT ON DRAFT TERMINATION OF SERVICES POLICY OF THE SEDIBENG DISTRICT MUNICIPALITY

(4/3/2/3)

Cluster: Corporate Services
Directorate: Administration

RESOLVED

THAT the Termination of Service Policy Annexure “A “be adopted.

*** * * ***

A2823 APPROVAL OF THE REVIEWED ICT USAGE POLICY

(6/2/1/8) **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

1. THAT the reviewed ICT Usage Policy be approved for implementation; and
2. That the Director ICT be mandated to implement the policy.

* * * *

A2824 APPROVAL OF THE REVIEWED ICT GOVERNANCE FRAMEWORK

6/2/1/8 **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

1. THAT the reviewed ICT Governance Framework be approved for implementation; and
2. THAT the Director ICT be mandated to implement the framework.

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A2825 APPROVAL OF THE REVIEWED ICT DISASTER RECOVERY POLICY

6/2/1/8 **Cluster: Corporate Services**

Portfolio: Administration

RESOLVED

1. THAT the reviewed ICT Disaster Recovery Policy be approved for implementation; and

2. THAT the Director ICT be mandated to implement the policy.

* * * *

A2826 APPROVAL OF THE REVIEWED ICT ENVIRONMENTAL CONTROLS POLICY

6/2/1/8 **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

1. THAT the reviewed ICT Environmental Controls Policy be approved for implementation.
2. THAT the Director ICT be mandated to implement the policy.

* * * *

A2827 APPROVAL OF THE REVIEWED ICT OPERATING SYSTEMS SECURITY CONTROLSPOLICY

6/2/1/8 **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

1. THAT the reviewed ICT Operating Systems Security Controls Policy be approved for implementation.
2. THAT the Director ICT be mandated to implement the policy.

* * * *

A2828 APPROVAL OF THE REVIEWED ICT SECURITY CONTROLS POLICY

6/2/1/8 **Cluster: Corporate Services**
Portfolio: Administration

RESOLVED

1. THAT the reviewed ICT Security Controls Policy be approved for implementation.
2. THAT the Director ICT be mandated to implement the policy.

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A2829 APPROVAL OF THE REVIEWED ICT USER ACCOUNT MANAGEMENT POLICY

(6/2/1/8)

Cluster: Corporate Services
Portfolio: Administration

RESOLVED

1. THAT the reviewed ICT User Account Management Policy be approved for implementation.

2. THAT the Director ICT be mandated to implement the policy.

* * * *

Sedibeng District Municipality

ICT STRATEGIC PLAN (2025 – 2030) (DRAFT)

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GLOSSARY OF TERMINOLOGIES

Terminology	Definition
Audio visual	Using both sight and sound, typically in the form of images and recorded speech or music
Auditor General	Chapter 9 of the Constitution of the Republic of South Africa, 1996 establishes the Auditor-General of South Africa as one of the state institutions supporting constitutional democracy. The functions of the AGSA are described in section 188 of the Constitution and further regulated in the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), which mandates the AGSA to perform constitutional and other functions.
Batho Pele Principles	The “People First” principles are aligned to the Constitution. Government officials must follow the “Batho Pele” principles which require public servants to be polite, open and transparent and to deliver good service to the public
Business process owner	A business process owner is responsible for managing a process from end-to-end. This term usually refers to a Department using a specific process (software etc.) to achieve their set objectives
Capability	A set of tasks that a system or individual is potentially able to perform (acquired skills) at a certain performance level (available capacity)
Corporate Governance	Corporate governance is the structure of rules, practices, and processes used to direct and manage a municipality
Critical Success Factor	Variables or circumstances necessary to enable a positive outcome for a business program or strategy
Disaster Recovery Plan	Disaster Recovery Plan involves a set of policies, tools and procedures to enable the recovery or continuation of vital technology infrastructure and systems following a natural or human-induced disaster
Help Desk	A help desk is a resource intended to provide the end user with information and support related to products and services
High uptime	Refers to the ability of the user to obtain a service, access the system, whether to submit new work, update or alter existing work, or collect the results of previous work. If a user cannot access the system, it is – from the users’ point of view – unavailable. Generally, the term downtime is used to refer to periods when a system is unavailable
ICT Investment framework	A framework to manage ICT investments, which encompasses cost, benefits, prioritization within budget and the formal budgeting process
ICT management framework	A management framework structure and delineate power and the management roles in an ICT Department. The framework also set rules, procedures, and other informational guidelines. In addition, the framework define, guide, and provide for enforcement of these processes
Integrated Development Plan	An approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development
Mission	A written declaration of a municipality's core purpose and focus that normally remains unchanged over time.

Multimedia	Computer information represented through audio, video, and animation in addition to traditional media
Optical fibre network	Fibre optic cable is a network cable that contains strands of glass fibres inside an insulated casing. They are designed for long-distance, high-performance data networking, and telecommunications.
Outsourcing	A business practice of hiring a party outside a company to perform services
Resource	A stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively
Return on investment (ROI)	ROI tries to directly measure the amount of return on a particular investment, relative to the investment's cost. To calculate ROI, the benefit (or return) of an investment is divided by the cost of the investment. The result is expressed as a percentage or a ratio
Risk	An uncertain event or condition that, if it occurs, has an effect on at least one objectives of an organisation
Service level agreement (SLA)	This a formal document that defines a working relationship between parties for a service contract. In this document it refers to the formal parameters set to guide the relationship between ICT and the business owner (Department). The SLA guides aspects of the service – quality, availability, responsibilities between the service provider (ICT) and the service user (Department)
Steering Committee	Provides support, guidance and oversight of progress on activities
Strategic Planning	An organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy
Strategy	A plan of action designed to achieve a long-term or overall aim
Technological infrastructure plan	Information technology infrastructure is defined broadly as a set of information technology (IT) components that are the foundation of an IT service; typically physical components (computer and networking hardware and facilities), but also various software and network components. The technology infrastructure plan is the process of planning the technical evolution of a program or system to achieve its future vision or end-state
Telephony	The activity or process of communicating by phone
Total cost of ownership	an estimate of all the direct and indirect costs involved in acquiring and operating a product or system over its lifetime
Vision	Defines a municipality's desires to achieve in the long-run, generally in a time frame of five to ten years, or sometimes even longer
Wi-fi	A facility allowing computers, smartphones, or other devices to connect to the Internet or communicate with one another wirelessly within a particular area

GLOSSARY OF ABBREVIATIONS

Abbreviation	Definition
AG	Auditor General
AO	Accounting Officer
AV	Audio Visual
CGICT	Corporate Governance of Information and Communication Technology
CGICTPF	Corporate Governance of Information and Communication Technology Policy Framework
COBIT	Control Objectives for Information and Related Technology
CSF	Critical Success Factor
DRP	Disaster Recovery Plan
ICT	Information and Communication Technology
ICTComp	Cobit/ITIL strategic component
ICTIn	ICT Initiative
ICTOSC	ICT Operational Steering Committee
ICTRR	ICT Risk Register
ICTSP	Information and Communication Technology Strategic Plan
IDP	Integrated Development Plan
IDPO	Integrated Development Plan Objectives
MANCO	Management Committee
MM	Municipal Manager
ROI	Return on investment
SDM	Sedibeng District Municipality
SGDS	Sedibeng Growth and Development Strategy
SLA	Service level agreement
TCO	Total cost of ownership

1. INTRODUCTION

Information technology is critical for the Sedibeng District Municipality's (SDM) mission and its successful operations, and information technology is needed to create a strategic advantage for the SDM. When information technology initiatives align with the strategic goals, the impact can be transformative – empowering Departments to improve operations to deliver quality services, and fomenting change through the intelligent use of data.

This Information and Communication Technology Strategic Plan (ICTSP) for 2025-2028 provides a blueprint for achieving the vision of leveraging reliable and emerging technologies and information resources to support the mission and vision of the SDM. The plan draws upon the SDM's IDP, ICT priorities across various locations as well as key ICT trends in the industry.

This ICT Strategic Plan outlines the vision, mission and strategic goals that will guide SDM's technology investments and operations over the next five years. It aims to improve service delivery, strengthen digital capabilities, enhance security and support organisational efficiency and growth.

2. LEGAL FRAMEWORK

The policy bore in mind the legislative conditions, as well as to leverage internationally recognised ICT standards.

The following legislation, among others, were considered in the review of this policy:

- Constitution of the Republic of South Africa Act, Act No. 108 of 1996;
- Copyright Act, Act No. 98 of 1978;
- Electronic Communications and Transactions Act, Act No. 25 of 2002;
- Minimum Information Security Standards, as approved by Cabinet in 1996;
- Municipal Finance Management Act, Act No. 56 of 2003;
- Municipal Structures Act, Act No. 117 of 1998;
- Municipal Systems Act, Act No. 32, of 2000;
- National Archives and Record Service of South Africa Act, Act No. 43 of 1996;
- National Archives Regulations and Guidance;
- Promotion of Access to Information Act, Act No. 2 of 2000;
- Protection of Personal Information Act, Act No. 4 of 2013; and
- Regulation of Interception of Communications Act, Act No. 70 of 2002.

The following internationally recognised ICT standards were leveraged in the review of this policy:

- Control Objectives for Information Technology (COBIT) 2019;
- ISO/IEC 27031:2025 - Cybersecurity — ICT readiness for business continuity; and
- King V Code of Governance Principles, 2025.

The following approved policies provided input during the review of this policy:

- SDM ICT Governance Framework Policy and Charter (A1680), 2017;
- SDM ICT Security Controls Policy (A1678), 2017; and
- SDM ICT Environment Controls Policy (A1916), 2018.

Policies under review was included during the review of the policy.

3. REVIEW

Original Policy approval	26 August 2020
Date of review	November 2025
Review period	Yearly (rolling 5 years)
Date of next review	August 2026

4. OBJECTIVES OF THE POLICY

The objectives of the policy is to articulate the SDM's ICT strategy with the view to ensure alignment with the Sedibeng District Municipality's strategic documents. This ICTSP defines the strategy that must be followed for the following five years and was developed in response to the changing ICT environment in which SDM is increasingly dependent on efficient ICT services to achieve its constitutional mandate.

This policy defines the collective controls to prevent Information Security related risk from hampering the achievement of SDM's strategic goals and objectives.

5. AIM OF THE POLICY

The aim of the ICTSP is to create ICT capability. ICT Capability refers to an organization's ability to use ICT to meeting business needs, to deploy ICT to improve business processes in a cost-effective manner, and to provide long-term maintenance and support for ICT-based systems (Karimi *et al.*, 2007). It is the ability to leverage different ICT resources for intangible benefits. The product of an ICT Strategy is ICT capability. ICT strategy creates, modifies, aligns, and changes ICT capability. Therefore, ICT capability is a means to create value.

The aim of SDM's ICTSP is to:

- Create value for end-users, stakeholders and the organisation;
- Improve the ICT infrastructure capabilities for the benefit of holding any technology systems;
- Indicate technologies that will serve as benefit or use to SDM in its daily operations;
- Maximize the value of resources, and reduce risk to create the best return on investment; and
- Enable an iterative process to create and align ICT capability with organisational requirements.

This policy supports the Sedibeng District Municipality's Corporate Governance of ICT Policy (A1680) and subsequent reviews.

6. SCOPE

This ICT Strategic plan has been developed to guide and assist SDM to be aligned with internationally recognised best practice. The policy applies to everyone in SDM, including its third party service providers and consultants.

The plan covers the following elements of strategy:

- Mission, vision, strategic goals and core values;
- Strategic planning and implementation;
- ICT strategic alignment;
- Strategic roadmap; and
- Document policy monitoring.

7. MISSION, VISION, STRATEGIC GOALS AND CORE VALUES

The vision of the Sedibeng District Municipality (SDM) is

"To be a leading and developmental Metropolitan River City with a strong, diverse economy and high quality standard of living".

SDM's mission is

"To promote and sustain integrated service delivery that enhances and supports the municipality to achieve growth and development for its community".

SDM's values are based on and inclusive of all Batho Pele Principles:

Integrity	Transparency	Accountability
Service Excellence	Trust	Honesty

SDM's strategic objectives are

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

Form the vision, mission and strategic pillars, the ICT Department articulated the Departmental vision and mission in support of the District's defined outcomes.

7.1. Vision and mission of the ICT Department

The vision of the ICT Department is to

"Offer a customer focused single point of contact for ICT services and provide efficient ICT infrastructure through the effective management of ICT resources".

The mission of the SDM ICT Department is to

"Support and promote SDM's effective use of information and communication technology in furthering the long-term vision and strategic goals of the Sedibeng District Municipality".

In support of the mission, the ICT Department will:

7.1.1. Provide technical and operational excellence through a commitment to professionalism whilst striving for continuous improvement;

7.1.2. Provide effective technology support for audio/visual, computer, multimedia, voice, video, and web based applications and services;

7.1.3. Promote and facilitate the effective integration of technology into SDM's objectives through planning, training, consulting, and other support activities;

7.1.4. Develop, enhance, and manage SDM's enterprise networks to provide high uptime and highly functional connectivity among all information resources;

7.1.5. Maintain highly effective, reliable, secure, and innovative information systems to support SDM's functions and objectives;

7.1.6. Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access;

7.1.7. Promote new uses of information technology within the institution through the support for exploratory and innovative applications;

7.1.8. Provide leadership for effective strategic planning in the use of ICT; and

7.1.9. Provide fast & reliable access to all information systems.

7.2. Services rendered

The achievement of strategic objectives is dependent on various ICT services, without which the supporting functions in SDM will not be able to operate effectively and efficiently. Services provided by the ICT Department include:

7.2.1. Managing and executing the ICT capital and operational budget in a cost effective manner in line with directives issued by the budget office and Chief Financial Officer;

7.2.2. Ensuring effective end-user support of ICT service provisioning through various interventions and providing a Help Desk to manage service desk incidents;

7.2.3. Maintaining adequate operations and procedures to ensure effective and efficient resource usage

7.2.3.1. The current ICT infrastructure includes:

7.2.3.1.1. Three (03) physical servers which host 29 virtual appliances that range from Windows to Linux platforms; and

7.2.3.1.2. These appliances share a total of 115 TB of storage capacity.

7.2.3.2. Provisioning of software applications that facilitates the day-to-day operations of the municipality. Software includes Solar (Financial System). Payday (payroll, HR and time and attendance), electronic mail

(GroupWise), server platforms and data storage (MicroFocus OES), records management solution (Quidity), help desk systems (Grouplink), and fresh produce market software (Freshmark Systems;

7.2.3.3. Supporting network platforms, cabling, switches and other peripherals to establish network connections through a local area network and wide area network

7.2.3.3.1. Network infrastructure: - cabling infrastructure currently CAT 6. A phased approach to CAT 7 would be beneficial;

7.2.3.3.2. Switches: Running standard switches and a small number of power of Ethernet (POE) switches; and

7.2.3.3.3. Radio links: - one site connected via a radio link and two sites running on LTE's. Future expansion should include upgrading links Air Fibre.

7.2.3.4. Maintaining and managing the optical fibre network

7.2.3.4.1. Majority of SDM's sites are running on fibre links. Providing ongoing maintenance, management and repairs to sites to ensure the optimal performance and reliability.

7.2.4. Providing a stable and secure platform with high up-time and effective management of operations;

7.2.5. Providing internet access;

7.2.6. Providing cybersecurity posturing. The ICT Department operates within a low-exposure environment, meaning the organisation has a relatively small external digital footprint, no public-facing systems, and a contained internal network. Despite this, the department maintains a defensive, risk-aware cybersecurity posture aligned to best-practice standards. Baseline defensive is focused on implementing essential security controls to protect core systems, data, and users. Emphasis is placed on:

7.2.6.1. foundational cybersecurity hygiene;

7.2.6.2. essential monitoring;

7.2.6.3. simple, standardised security controls;

7.2.6.4. managing risks proportionate to the department's size and exposure;

7.2.6.5. policies cover access control, acceptable use, backups, data protection, and incident response;

7.2.6.6. Access & Identity Management in place with use of strong passwords and role-based access control ensures users only have access to what they need;

7.2.6.7. Access rights are reviewed at least quarterly;

7.2.6.8. Privileged accounts are restricted and monitored;

7.2.6.9. Firewalls and basic intrusion detection/prevention features are in place;

7.2.6.10. Endpoints have updated antivirus/anti-malware and automatic patching where possible;

7.2.6.11. Critical data is backed up regularly and stored securely; and

7.2.6.12. Users receive periodic awareness communications (phishing, password hygiene, data handling)

7.2.7. Administering the telephony system by

7.2.7.1. Add, modify, or remove users and their phone numbers/extensions;
7.2.7.2. Register and configure VoIP phones (IP desk phones);
7.2.7.3. Set up voicemail passwords, call forwarding, call waiting, and other features per user;
7.2.7.4. Configure mobile Webex application;
7.2.7.5. Setup authentication codes (PIN);
7.2.7.6. Work with vendors (Vodacom) to resolve service outages;
7.2.7.7. Train users on phone features, voicemail setup, and best practices; and
7.2.7.8. Regularly review call logs for unauthorized activity.

7.2.8. Delivering audio visual (AV) support and providing AV equipment support; and

7.2.9. Supporting hardware installations and maintaining ICT hardware equipment.

7.3. SWOT Analysis of the ICT Department

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis is a planning tool used to understand key factors - strengths, weaknesses, opportunities, and threats - involved in a project or in an organisation. It involves stating the objective of the organisation or project and identifying the internal and external factors that are either supportive or unfavourable to achieving that objective. SWOT is often used as part of a strategic or planning process, but can be applied to help understand an organisation or a situation, and also for decision-making for many different scenarios. The value of SWOT lies mainly in the fact that it offers self-assessment for management.

S Strengths	W Weakness	O Opportunities	T Threats
Established ICT governance frameworks Reliable infrastructure and systems, demonstrating high uptime and availability Clear ICT policies and standards in place (security, data protection, access control, change management) Robust Cybersecurity capabilities, including firewalls,	Aging or legacy systems that require modernisation or replacement. Resource constraints (skills shortages, understaffing, limited budget). Insufficient automation, leading to manual processes and inefficiencies. Skills gaps in emerging technologies (cloud, AI, Cybersecurity analytics)	Digital transformation and innovation initiatives across the organisation AI and automation to improve efficiencies, business insights, and decision-making Enhanced cybersecurity technologies (zero trust, SOC services, advanced monitoring tools) Data analytics and business	Increasing cybersecurity threats, ransomware, phishing, and data breaches Rapid pace of technology change, requiring continuous upskilling and investment Regulatory pressure, including POPIA, cybersecurity legislation, King V disclosures, ISO requirements Economic constraints reducing

endpoint protection, monitoring, backup Effective vendor management and established contracts with strategic suppliers		intelligence to provide better reporting and forecasting Emerging technologies such as IoT, machine learning, robotic process automation, and edge computing. Modernisation through infrastructure refresh cycles (network, hardware, storage)	ICT budgets and delaying projects. Failure of critical third-party services, such as software outages or ISP failures Increasing stakeholder expectations for faster, more integrated technology services Reputational damage due to system failures, data loss, or ICT governance failures

Completing the SWOT analysis facilitates an understanding of the strengths and weaknesses of the ICT Department. The SWOT analysis encourages the development of strategic thinking and it enables senior managers to focus on the identified strengths and build opportunities, whilst monitoring threats.
It further enables the Department to anticipate future business threats and take action to avoid or minimise their impact on the Department and the organisation.

8. STRATEGIC PLANNING AND IMPLEMENTATION

8.1. **ICT planning and implementation**

ICT planning follows SDM's annual strategic planning process is preceded by a review of SDM's updated Integrated Development Plan (IDP) to understand and translate the ICT alignment requirements with municipal goals and outcomes. The following process of planning and implementation is envisioned:

8.1.1. The Director ICT is responsible for developing an ICTSP, the main objectives of which must be to support the SDM IDP;

8.1.2. The Director ICT must propose a budget to determine the feasibility of projects included in the ICTSP;

8.1.3. On an annual basis, the Director ICT must review relevant information to determine SDM performance an productivity needs;

8.1.4. The Director ICT must update the ICTSP, which is a rolling five-year plan;

8.1.5. The ICTOSC must review the ICTSP according to the following criteria:

8.1.5.1. Improvement in overall productivity and performance of SDM;

8.1.5.2. Achievement of greater efficiencies; and

8.1.5.3. Realisation of positive returns on investment.

8.1.6. The Chairperson of the ICTOSC must present the final plan to the senior management for approval prior to implementing; and

8.1.7. The Director ICT is responsible for implementing the ICTSP;

8.1.8. The Director ICT is responsible for reviewing the ICTSP yearly to ensure that the ICTSP is achieving the expected outcomes. The Director ICT is responsible for reporting achievements and outcomes of the ICTSP to the ICTOSC on a quarterly basis; and

8.1.9. The Director ICT is responsible for implementing updates to the ICTSP, and within three months of such updates, report progress to the ICTOSC.

Effective ICT strategic planning and implementation provide the foundation for a resilient, modern, and business-aligned technology environment. By translating organisational priorities into clear ICT strategic goals, supported by well-defined initiatives, SDM will ensure that technology investments deliver meaningful value.

9. ICT STRATEGIC ALIGNMENT

The intent throughout the document is to align the municipal IDP with ICT initiatives, and departmental objectives to achieve strategic goals. The following section deals with the elements of the ICT strategy and its alignment with the SDM IDP.

9.1. **ICT Strategic Goals**

The following is a summary of the ICT Department's strategic goals:

Priorities	**Strategic Goals**	
Financial	9.1.1	Manage ICT budget, expenditure and operational costs
End-users	9.1.2	Ensure effective end-user service provision
	9.1.3	Maintaining adequate operations and procedures to ensure effective and efficient resource usage
	9.1.4	Provide a stable and secure ICT platform
	9.1.5	Support network platforms, cabling, switches and other peripherals to establish network connections through a local area network and wide area network
	9.1.6	Provision of secure internet access
	9.1.7	Providing cybersecurity posturing
	9.1.8	Administer the telephony system
	9.1.9	Deliver audio visual support and provide equipment support
	9.1.10	Support hardware installations and maintain equipment
Contractual obligations	9.1.11	Evaluate and manage external suppliers through contract targets and performance metrics

ICT strategic goals are identified for alignment with the specific IDP objectives in the table below. The table is a high-level overview, and provides a consolidated view around the IDP pillars as adopted in the five year IDP (2022 – 2027) for the Sedibeng region.

ICT Strategic Goals in support of IDP pillars	IDP pillars 2022/2027	
• Manage ICT budget, expenditure and operational costs • Ensure effective end-user service provision • Maintaining adequate operations and procedures to ensure effective and efficient resource usage • Provide a stable and secure ICT platform • Support network platforms, cabling, switches and other peripherals to establish network connections through a local area network and wide area network • Providing secure internet services • Providing cybersecurity posturing • Administer the telephony system • Deliver audio visual support and provide equipment support • Support hardware installations and maintain equipment • Manage external service providers in line with contract objectives and performance metrics	1	Reinventing our economy
	2	Renewing our communities
	3	Reviving a sustainable environment
	4	Reintegrating the region
	5	Releasing human potential
	6	Good and financially sustainable governance
	7	Vibrant democracy

The ICT strategic goals provide a clear and achievable conduit for transforming Sedibeng's ICT environment to become a strategic enabler rather than a support function alone. The strategic initiatives are programmes or projects designed to achieve a strategic goal, and translate goals into specific, actionable steps.

9.2. **ICT strategic initiatives**

In support of the ICT strategic goals the following key initiatives were identified for strategic implementation as part of the ICT Strategic Plan.

Strategic Goals	Strategic Initiatives	Time frame	Priority status	Estimated budget
Ensuring effective end-user support of ICT service provisioning	ReadAI implementation	2025/2026	Medium	R 40,000
	Explore and adopt automation tools to streamline workflows and reduce manual workloads	2026/2027 2027/2028	Medium	R 100,000
Maintaining adequate operations to ensure efficient resource usage	Upgrade non-managed switches to managed switches	2026/2027 2027/2028	Medium	R 100,000
	Upgrade network cabling form CAT 6 to CAT 7 (phased approach)	2028/2029 2029/2030	Medium	R 500,000
	Roll-out centralised printing	2025/2026 2026/2027	Medium	R 300,000

Providing a stable and secure platform with high up-time	Develop a Infrastructure upgrade plan and roll-out	2025/2026 2026/2027 2027/2028 2028/2029	Medium	R 2,500,000
	Install an early warning fire and water detection system	2025/2026	High	R 150,000
	Upgrade existing fire suppression systems in records offices	2026/2027	High	R 200,000
Support network platforms through LAN/WAN connections	Roll-out Wi-Fi routers in Council buildings	2026/2027 2027/2028	Medium	R 100,000
Cybersecurity posture	Renewal of Firewall monitoring and management contract	2028/2029	High	R 1,500,000
	Develop a Cybersecurity policy and roll-out implementation	2025/2026 2026/2027	High	R 50,000
	Implement advanced cybersecurity measures like multi-factor authentication and improved threat detection systems	2027/2028	High	R 200,000
Supporting hardware installations and maintaining equipment.	Appoint a service provider for hardware and related peripherals	2025/2026	High	R 800,000
	Establish a database of software licenses (software register) to improve governance	2025/2026	Medium	In-house
	Develop a hardware register with upgrade plan for end-of-life hardware	2025/2026 2026/2027 2027/2028 2028/2029	Medium	R 1,450,000

The strategic roadmap will indicate how SDM intends to achieve its strategic alignment during the next five years. The roadmap is the next phase in strategic planning after identifying the ICT Department's vison, mission and strategic alignment.

10. STRATEGIC ROADMAP

A strategic roadmap is a time-based plan that defines where a business is, where it wants to go, and how to get it there. It is a visual representation that organizes and presents important information related to future plans. A strategy roadmap is a link between strategy and execution. Importantly, a strategic roadmap describes the "what" and the "when", where an execution plan describes the "how".

10.1. Five-year implementation plan

ICT STRATEGIC PLAN ROADMAP – 2025 - 2030																			
Strategic Initiatives	**Year 1**				**Year 2**				**Year 3**				**Year 4**				**Year 5**			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ReadAI implementation		X	X	X																
Explore and adopt automation tools to streamline workflows and reduce manual workloads							X	X	X	X	X									
Upgrade non-managed switches to managed switches	X		X		X		X													
Upgrade network cabling form CAT 6 to CAT 7 (phased approach)														X	X	X	X	X		
Roll-out centralised printing				X	X	X	X	X		X										
Develop a Infrastructure upgrade plan and roll-out			X	X	X	X	X	X	X	X	X	X	X	X	X	X				
Install an early warning fire and water detection system				X	X															
Upgrade existing fire suppression systems in records offices					X	X														
Roll-out Wi-Fi routers in Council buildings						X	X		X	X										
Renewal of Firewall monitoring and management contract														X	X	X				
Develop a Cybersecurity			X	X	X	X	X													

policy and roll-out implementation																			
Implement multi-factor authentication and improved threat detection systems										X	X	X							
Appoint a service provider for hardware and related peripherals			X	X															
Establish a software register to improve governance			X	X															
Develop a hardware register with upgrade plan for end-of-life hardware			X	X	X	X	X	X	X	X	X	X	X	X	X	X			

With this roadmap as a guide, the organisation is well positioned to deliver secure, resilient, and future-ready ICT services that support sustainable growth and operational excellence. In order to achieve the desired outcomes, budget allocation and implementation is crucial. Below follows a budget summary for the implementation of the ICT strategic plan.

10.2. Five year budget summary

Within this budget summary section, a proposed five year budget implementation plan in support of the strategic plan is proposed. The plan is inclusive of both operational and capital expenditure. The breakdown per vote is as follows:

FIVE YEAR BUDGET IMPLEMENTATION PLAN						
Vote/Description		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
32112301100EQMRCZZHO	TELEPHONY	79,489	87,438	96,182	105,800	116,380
34332301170EQMRCZZHO	PHONE FAX TELEGRAPH	1,127,540	1,240,294	1,364,323	1,500,756	1,650,831
34952283610EQP08ZZHO	MAINTENANCE OF EQUIPMENT	71,558	82,292	94,635	108,831	125,155
34952301110EQMRCZZHO	LICENCES (RADIO & TELEVISION)	68,322	75,154	82,670	90,937	100,030
34952301730EQP04ZZHO	INTERNET/FIREWALL SERVICES	415,649	498,779	598,535	718,241	861,890
34952301750EQP04ZZHO	NETWORK MAINTENANCE	296,756	341,269	392,460	451,329	519,028
34952301780EQMRCZZHO	SOFTWARE LICENSING	4,697,808	5,637,370	6,764,844	8,117,812	9,741,375

34952301820EQP04ZZHO	WIRELESS NETWORK SERVICES	91,579	100,737	110,811	121,892	134,081
34952320600EQMRCZZHO	CONSUMABLES/CARTRIDGES	504,669	555,136	610,649	671,714	738,886
34952321500EQMRCZZHO	INVENTORY - FINISHED GOODS	63,644	73,191	84,169	96,795	111,314
35412380600EQMRCZZWD	ORP LEASES: PRINTER LEASES	199,711	239,653	287,584	345,101	414,121
34956470020CFC01ZZHO	CAPITAL EXPENDITURE ON NEW ICT EQUIPMENT	1,216,809	1,460,171	1,752,205	2,102,646	2,523,175
34956471420CFC04ZZWD	CAPITAL EXPENDITURE ON NETWORKS	358,929	394,822	434,304	477,734	525,508

The successful implementation of this strategic plan hinges on the allocation of resources. The budget allocation stipulated in this document is conservative, and considers the scarcity of financial resources within Sedibeng. However, technology is a tool that enhances output exponentially, and therefor allocation to specified projects is necessary to achieve the set objectives of this document. Furthermore, not only is financial resources necessary, but other critical success factors are also at play to support strategic output. These factors will be discussed below in more detail.

10.3. Critical success factors

Critical success factor (CSF) is a term for an element or elements that is necessary for an organization to achieve its mission and strategic objectives. A CSF is a critical factor or activity required for ensuring the success of an organization. Therefore, for successful execution and implementation of all identified ICT initiatives, strategic components and strategies identified, critical success factors must be noted as the primary driver towards strategic achievement.

These factors would be considered as, but not limited to the following:

10.3.1. Communicate and align: Strategic Planning is a process not an event. The Account Officer and Senior Management need to clearly communicate their objectives, which should be driven by SDM's values and vision. Having clear goals with a comprehensive list of business objectives creates guidelines that become the foundation for business planning and growth. A key element in the process is the engagement of all levels of staff throughout the organization. Staff engagement generates additional input and helps build their commitment to the end plan. It is essential to involve employees in the planning of strategy and direction for the organization;

10.3.2. Resource capacitation: Adequate, confirmed and authorised funding is the core component towards delivering initiatives;

10.3.3. Ownership: The identification of a champion per initiative with the appropriate mandate and authorisation is imperative to successfully drive all aspects of the initiatives;

10.3.4. Measurement: Continually measuring all aspects of the initiative is the baseline towards ensuring and maintaining successful outcomes;

10.3.5. Program, project and risk management: Governance around these considerations need to be agreed upon and set as mechanism(s) prior to undertaking initiatives, aiding and ensuring delivery;

10.3.6. Management buy-in: Management should actively show that they can see the added value of the strategy and its expected outcomes. If there is no management support, it is likely that the initiative may not be accurately identified to align with organisational needs; and

10.3.7. Ongoing engagement: Ensuring that the initiative is always aligned to the objectives of the municipality, continuous reviews should be scheduled.

The above translation of the strategy to a roadmap was done in a structured and logical manner, thereby ensuring a clear linkage of the strategic roadmap outcomes back to the strategic vision of the ICT Department and SDM in general.

11. DOCUMENT POLICY MONITORING AND EVALUATION

The Sedibeng District Municipality will be responsible to review and/or amend the ICT Strategic Plan 2025 –2030 yearly over the rolling five year period. In context to SDM's governance processes and budgetary cycles, this document will be reviewed yearly by authorised and mandated management and/or municipal stakeholders.

Review of the entire context of the document as a strategic document through initiatives, legislation, alignment or technology changes and/or disruptions, should be deemed as a dictate towards the review of this document and its contents.

SDM shall reserve the right to review, amend or set aside provisions of this document. Such amendments or provisions shall be reduced in writing, and incorporated into the ICT Security Controls Policy, after consultation and approval from all relevant stakeholders.

12. ENDORSEMENT

The Sedibeng District Municipality by virtue of a Council resolution hereby endorse this policy.



Sedibeng District Integrated Transport Plan (DITP) and Local Integrated Transport Plans (LITPs) for Lesedi, Emfuleni, and Midvaal Local Municipalities

Progress Report 01: 1st October to 30th November 2025

Prepared for:	Gauteng Department of Roads and Transport (GDRT)
Date:	20 January 2026
Revision:	3.0

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EXECUTIVE SUMMARY	
Title:	Sedibeng District Integrated Transport Plan (DITP) and Local Integrated Transport Plans (LITPs) for Lesedi, Emfuleni, and Midvaal Local Municipalities
Summary:	This report provides a detailed progress update for the period 01 October 2025 to 28 November 2025 on the development of the Sedibeng District Integrated Transport Plan (DITP) and the Local Integrated Transport Plans (LITPs). The update covers progress across the inception and early planning work packages, including governance establishment, planning alignment, data consolidation, and preparatory stakeholder engagement activities. Overall project progress for November 2025 is on track (Green). The project is still in the early inception and planning phase, focusing on confirming governance structures, refining work packages, aligning timelines with the Stakeholder Engagement Plan (SEP), and consolidating existing data inputs required for the District and Local ITPs. During this period, the project team also recorded two key changes arising from the first PSC meeting. While these changes do not alter the progress achieved, they carry scheduling and financial implications and have been reflected in the revised programme: 1. Inclusion of the 60-day public comment period, affecting the sequencing of downstream deliverables; and 2. Shifting of the transport surveys to the 2026/27 financial year, which impacts the timing of survey-dependent work packages and reduces current-year running costs. These changes are formally captured in the project's change register and are summarised in the relevant section of this report. A revised project Gantt chart is attached as **Annexure A**. Risks remain medium at this stage, with the primary focus on ensuring timely access to legacy transport data from SDM and the Local Municipalities, as well as informing stakeholders of the project.
Contract Context:	Compliance with Section 33(1)(a) of the National Land Transport Act of 2009, that requires the Provincial MEC for Roads and Transport to provide support to planning authorities to carry out their land transport responsibilities. **Purchase Order 4251275891**.

APPROVAL PAGE			
Project Name	Sedibeng District Integrated Transport Plan (DITP) and Local Integrated Transport Plans (LITPs) for Lesedi, Emfuleni, and Midvaal Local Municipalities		
Project No	59V2094		
Title	Project Inception Report		
Prepared for	Gauteng Department of Roads and Transport (GDRT)		
Authored for	CSIR	Signature	Date
By	Lerato Kgoa		January 2026
Designation	Senior Researcher / Transport Engineer		
Moderated for	CSIR	Signature	Date
By	Gugulethu Hlanze		January 2026
Designation	Research Group Leader – Passenger Transport		
Approved for	CSIR	Signature	Date
By	Gugulethu Hlanze		January 2026
Designation	Research Group Leader – Passenger Transport		
Approved for	GDRT	Signature	Date
By	Goke Akinnusi	G Akinnusi	January 2026
Designation	Project Manager		

DISTRIBUTION LIST			
No	**Name**	**Designation**	**Organisation**
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1.	Gugulethu Hlanze	Project Leader	CSIR
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3.	Goke Akinnusi	Project Manager	GDRT
4.	Jason Nash	Chief Engineer	GDRT
5.			

CHANGE HISTORY			
Change Control No	**Date**	**Name**	**Description**
n/a	01/12/2025	Lerato Kgoa	Original release.
01	08/12/2025	Lerato Kgoa	Rev 2.0 updated according to client comments.
02	20/01/2026	Lerato Kgoa	Rev 3.0 updated according to client comments.

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ABBREVIATIONS

CSIR	Council for Scientific and Industrial Research
DITP	District Integrated Transport Plan
GETS	Gauteng Education Transport Services
GDRT	Gauteng Department of Roads and Transport
GIS	Geographic Information Systems
HOV	High Occupancy Vehicle
IDP	Integrated Development Plan
ITP	Integrated Transport Plan
KPI	Key Performance Indicator
LITP	Local Integrated Transport Plan
MEC	Member of Executive Committee
MoA	Memorandum of Agreement
MVP	Minimum Viable Product
NLTA	National Land Transport Act
NLTSF	National Land Transport Strategic Framework
NMT	Non-motorised Transport
O/D	Origin and Destination
PLTF	Provincial Land Transport Framework
PMT	Project Management Team
PSC	Project Steering Committee
PTC	Project Technical Committee
PTP	Public Transport Plan
PRASA	Passenger Rail Agency of South Africa
SANRAL	South African National Roads Agency SOC Ltd
SDF	Spatial Development Framework
SDM	Sedibeng District Municipality
SPLUMA	Spatial Planning and Land Use Management Act
TDM	Travel Demand Management
TIS	Transport Infrastructure Strategy
ToR	Terms of Reference
TR	Transport Register
WP	Work Package

1 INTRODUCTION

1.1 Background

Gauteng Department of Roads and Transport (GDRT) appointed the Council for Scientific and Industrial Research (CSIR) under an over-arching Memorandum of Agreement (MOA) to develop Sedibeng District Municipality (SDM) and its Local Municipalities (Emfuleni, Midvaal, and Lesedi) Integrated Transport Plans (ITP).

This is in accordance to Sections 36(1)(4) and Section 33(1)(a) of the National Land Transport Act of 2009 that requires that planning authorities develop a 5-year cycle Integrated Transport Plan (ITP) and submit to the MEC for Roads and Transport for approval, and that the MEC must provide support to planning authorities to carry out their land transport responsibilities. The current ITP for Sedibeng District Municipality and its Local Municipalities (2019 – 2024) has come to its final cycle. The plans will update the previous planning cycle and provide five-year transport planning horizon aligned with the National Land Transport Act (NLTA), municipal Integrated Development Plans (IDPs and Spatial Development Frameworks (SDFs).

The project will be implemented over an 18-month period (October 2025 – March 2027) and covers all land transport modes, stakeholder engagement, statutory public participation, strategy development, and development of a digital ITP platform. The scope includes technical planning work, development of a web-based digital ITP platform, and preparation of implementation and monitoring strategies.

1.2 Project Stages and Methodology

The project is structured around six-stages that start from inception and baseline assessment through to vision setting, strategy development, and estimated project budgets and implementation planning, concluding with preparation of the ITP reports and digital ITP platform as illustrated in Figure 1.

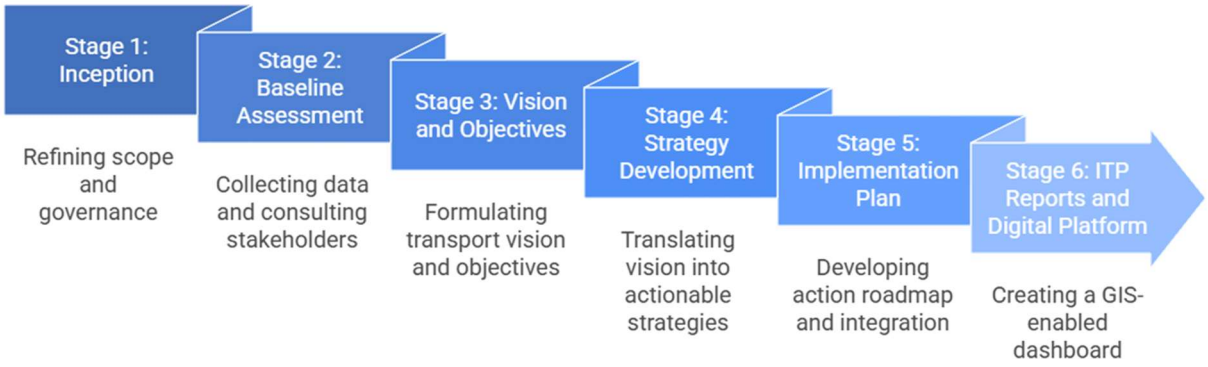


Figure 1: Project delivery methodology

The project governance follows a phased, stage-gate methodology in which each stage is reviewed and approved by the Project Steering Committee (PSC). GDRT is the Contracting Authority, Sedibeng District Municipality (SDM) is the Beneficiary and Coordinator, and the CSIR is the Implementing Agency, working closely with Emfuleni, Midvaal, and Lesedi Local Municipalities.

1.3 Project Governance

The project governance consists of the Project Steering Committee (PSC), which provides strategic oversight and approves major deliverables; the Technical Committee (TC) which reviews technical work, data, and quality; and Secretariat support to manage meeting logistics, records, and documentation.

The CSIR manages the daily work and reporting, the TC reviews the technical outputs, and the PSC provides final oversight, following the processes set in the Project Inception Report. All communication and approvals follow the agreed governance and reporting protocols established during inception.

The next sections detail progress achieved during the reporting period, followed by updates on schedule, finances, risks, and approved changes.

2 PROGRESS AGAINST WORK PACKAGES

2.1 Overview of Project Progress: 1st October – 30th November 2025

The following table summarises progress achieved against the planned activities for various work packages during this reporting period. Progress for this period relates only to Stages 1 and 2 of the project that precede and inform the next major deliverable: **Baseline Assessment Report.** Overall project progress for the current reporting period is estimated at 3%.

Table 1: Overview of Project Progress

No.:	Work Package	Baseline Assessment Report Requirements				Comments
		Task	Deadline	Status		
1	**Project Inception, Management & Administration**	Contractual Agreement	Oct-25	Complete	100%	
		Inception Report	Oct-25	Complete	100%	
		Project Governance Terms of Reference (ToR)	Nov-25	Ongoing	67%	*Signature from SDM outstanding*
		Progress Reports (x16)	Monthly	Ongoing	6%	
		PSC Meetings	Monthly	Ongoing	-	
		TC Meetings	Monthly	Ongoing	-	
		Meeting Minutes & Action List	Monthly	Ongoing	-	
2	**Data Collection, Literature Review & Synthesis**	Data Inventory Request List	Dec-25	Ongoing	40%	*Data request list prepared and issued to GDRT and SDM*
		Review of available information and data gap assessment	Jan-26	Not started	0%	
		Literature and Policy Review (for each WP/Chapter) - ITPs, IDPs, PSTP and relevant policies; summarise key findings for the baseline synthesis	Feb-26	Not started	0%	
3	**Stakeholder Consultation**	Develop a **Stakeholder Engagement Plan** covering government, operators, freight, scholar transport, tourism, vulnerable groups and communities; define engagement methods and schedule	Dec-25	Ongoing	60%	*Draft stakeholder mapping matrix shared for further input by SDM, Draft SEP report to be finalised by 05 December 2025.*
		Coordinate initial meetings and workshops	Feb-26	Not started	0%	
		Prepare Stakeholder Engagement and Public Participation Report	Mar-26	Not started	0%	
		Coordinate visioning meetings and workshops	Jul-26	Not started	0%	
		Summarise reports and feedback and incorporate it into draft DITP/LITPs	Aug-26	Not started	0%	
		Coordinate public participation workshops and feedback platforms	Oct-26	Not started	0%	
4	**Transport Register**	Design Survey Plan based on data gaps (from WP2): list survey types, locations, timing and resources for taxi, bus, rail, scholar transport, NMT and freight.	Feb-26	Not started	0%	
		Produce a preliminary transport system overview using desktop data to feed baseline needs assessment	Feb-26	Not started	0%	
		Develop survey instruments/forms and digital tools; train survey teams	Mar-26	Not started	0%	
		Coordinate field surveys to capture supply, demand and infrastructure condition across modes; collect secondary data from operators and agencies	Apr-26	Not started	0%	
		Consolidate and process all field and secondary data into the **Transport Register report**; generate GIS maps showing networks, facilities and service coverage	May-26	Not started	0%	
		Provide summary statistics and narratives for integration into the Baseline and Needs Assessment chapters	May-26	Not started	0%	

No.:	Work Package	Baseline Assessment Report Requirements				Comments
		Task	Deadline	Status		
5	**Transport & Traffic Modelling and Mapping**	Obtain the Gauteng Provincial Transport Model and extract Sedibeng sub-model; refine network and demand inputs	Feb-26	Not started	0%	
		Calibrate and validate model; produce baseline traffic volume, congestion and O/D analyses; identify key corridors and congestion points	Jun-26	Not started	0%	
		Provide baseline modelling outputs (maps, graphs) for the needs assessment	Jun-26	Not started	0%	
		Run forecasting scenarios to support strategies (TDM, infrastructure, PT improvements); refine network design and public transport plan	Jul-26	Not started	0%	
		Prepare preliminary Public Transport Plan (policy roles, service improvement needs, integration requirements)	Aug-26	Not started	0%	
		Summarise modelling results for inclusion in the draft DITP/LITPs	Aug-26	Not started	0%	
		Convert modelling outputs (traffic volumes, O/D flows, network layers) into interactive GIS formats for the digital tool	Aug-26	Not started	0%	
6	**Spatial development framework (SDF)**	Collect current SDF documents and associated GIS shapefiles (provincial, district, Emfuleni, Midvaal, Lesedi)	Jan-26	Not started	0%	
		Map planned land uses, growth nodes, industrial zones and densification areas; overlay with existing transport networks	Feb-26	Not started	0%	
		Identify spatial gaps (areas lacking adequate road/PT/NMT access); summarise implications for baseline needs	Mar-26	Not started	0%	
		Provide land-use insights to inform transport modelling, as well as transport infrastructure, PT and freight strategies	Apr-26	Not started	0%	
		Recommend high-level interventions for land-use/transport integration in draft DITP and LITPs	Apr-26	Not started	0%	
		Prepare land-use layers for the digital platform; enable overlay of land-use and transport networks	May-26	Not started	0%	
7	**Baseline reporting, gap & needs analysis**	Consolidate and summarise data inventory, socio-economic context, transport register findings, SDF analysis and stakeholder inputs (Chapter 5 of DITP)	Jun-26	Not started	0%	
		Consolidate maintenance, capacity and service shortfalls; develop preliminary needs lists for all modes and themes	Jun-26	Not started	0%	
		Provide clear baseline problem statements that feed into strategy development (Chapters 7-11)	Jun-26	Not started	0%	
		Produce Baseline DITP and LITP reports	Jul-26	Not started	0%	
		Coordinate outputs of baseline findings, gap analysis maps and needs matrices to feed into the digital tool	Jul-26	Not started	0%	

No.:	Work Package	Baseline Assessment Report Requirements				Comments
		Task	Deadline	Status		
21	**Digital ITP Platform (MVP Development)**	Define user requirements and technology stack through consultation with client and internal teams	Jan-26	Not started	0%	
		Prepare wireframes and system architecture for the digital platform; plan hosting and security	Mar-26	Not started	0%	
		Conduct a data audit with WP2 to understand dataset formats and preparation needs	Mar-26	Not started	0%	
		Develop the MVP GIS viewer: integrate GIS layers, datasets and interactive functions (toggle layers, filter projects, view indicators) for baseline DITP/LITPs	Oct-26	Not started	0%	
		Integrate ongoing data updates; condust testing and validation; support maintenance and long-term scalability	Nov-26	Not started	0%	
		Deploy the MVP tool; provide training workshops to GDRT and municipal staff	Nov-26	Not started	0%	
		Prepare technical documentation and user manual	Jan-27	Not started	0%	
		Close out with final report, hand-over and aftercare arrangements	Feb-27	Not started	0%	

3 PROJECT SCHEDULE

This section provides an update on the project schedule for the reporting period, reflecting progress achieved to date and any adjustments made. The detailed, version-controlled Gantt chart is maintained separately, and the latest updated schedule (Rev 3.0, dated 28 November 2025) is provided in **Annexure A** for reference.

The project remains within the planned 18-month implementation window, running from 1 October 2025 to 31 March 2027. The updated programme incorporates changes approved during the November PSC meetings, as outlined in Chapter 5. The changes have been integrated without affecting the overall contract end date.

A high-level programme is illustrated in Table 2. While this reflects the intended timeline, minor adjustments may still be required—for example, due to stakeholder availability or data-related delays. Any such shifts will be communicated and incorporated into an updated schedule for PSC approval.

Table 2: High-level Project Programme

Stage	Description	Start Date	End Date	Duration (months)	Due date for Deliverables	Quarter	Deliverables
0	Project Management	01 Oct 2025	31 Mar 2027	18	2025/26 to 2027/28	Full year	Monthly Progress Reports
1	Inception Phase	01 Oct 2025	07 Nov 2025	2	2025/26	Quarter 3	Deliverable 1: Inception Report
2	Stakeholder Engagement Plan	10 Nov 2025	05 Dec 2025	2	2025/26	Quarter 4	Deliverable 2: Stakeholder Engagement Plan
2	Survey Plan and Instruments	08 Dec 2025	27 Feb 2025	3	2025/26	Quarter 4	Deliverable 3: Survey Plan and Instruments
	Transport Register	26 Jan 2026	12 Jun 2026	5	2026/27	Quarter 1	Deliverable 4: Transport Register Report & Datasets
2	Baseline	05 Nov 2025	31 Aug 2026	10	2026/27	Quarter 2	Deliverable 5: Baseline Report
3	Vision and Objectives	11 Aug 2026	14 Sep 2026	2	2026/27	Quarter 2	Deliverable 6: Transport Vision, Objectives, and Targets
4	Strategy Development	15 Sep 2026	13 Oct 2026	2	2026/27	Quarter 3	Deliverable 7: Transport Systems Strategy Report
5	Implementation Plan	14 Oct 2026	04 Nov 2027	1	2026/27	Quarter 3	Deliverable 8: Action Plan

Stage	Description	Start Date	End Date	Duration (months)	Due date for Deliverables	Quarter	Deliverables
6	Digital DITP	01 Dec 2025	17 Mar 2027	16	2027/28	Quarter 4	Deliverable 9: Digital DITP Tool
	Final DITP and LITPs and Executive Summary	05 Nov 2026	17 Mar 2027	5	2027/28	Quarter 4	Deliverable 10: (PDF/Word editable) Final DITP Report

4 PROJECT FINANCES

This section provides an update on the financial performance of the Sedibeng District Municipality (SDM) DITP and LITPs project for the current reporting period. It includes an overview of the approved project budget, expenditure trends, cumulative expenditure performance, and the status of invoicing against project deliverables.

4.1 Budget Overview

The total project budget is **R5,965,568.50 (excl. VAT)**, which is **R6,860,403.78 including 15% VAT**. The major budget components are:

- **Professional Fees:** AccountsR4,014,550.00 of the budget (excl. VAT), covering gathering transport needs assessment through stakeholder engagements, development of survey plan and instrument, transport register database development, quality assurance of data collected on the field (survey), drafting of sections of the ITP, development of the ITP digital platform, secretariat support, and project management services that will be provided by the CSIR team over the project duration.
- **Operational/Running Costs:** Estimated at a cost of R1,951,018.00 (excl. VAT), this covers transport surveys to be conducted. There are two sub-components:
    - *Data Collection and Survey Costs:* An allocation of about R1,670,000.00 is set aside for fieldwork surveys, and any outsourced data collection needs. This could include costs for sourcing of professional services to coordinate and manage field enumerators during the survey period, field enumerators, minibus taxi industry coordinators, travel for field teams, and purchase of secondary data if needed.
    - *Travel, Meetings and Miscellaneous:* At an estimated cost of R281,018.00 is budgeted for running costs such as team travel to Sedibeng for meetings and site visits, meeting venue hire and catering for stakeholder workshops, printing of maps and materials for meetings, etc.

Table 3 presents the distribution of the project budget across the 21 work packages. The next section details the project's expenditure plan.

Table 3: Project Budget

ITEM No.	WORK PACKAGE	COST	%
1	Project management, administration, & secretarial support	R1 058 409.22	26.4%
2	Data Collection, Literature Review & Synthesis.	R320 869.15	8.0%
3	Stakeholder Consultation	R334 219.54	8.3%
4	Transport Register	R282 661.99	7.0%
5	Transport & Traffic Modelling	R250 951.88	6.3%
6	Spatial Development Framework	R89 521.94	2.2%
7	Baseline Reporting and Gap Analysis	R89 521.94	2.2%
8	Transport Vision, Objectives, and targets	R53 713.17	1.3%
9	Transport Infrastructure Strategy (TIS)	R148 255.92	3.7%
10	TDM Strategy	R74 400.00	1.9%
11	Freight Strategy	R113 400.00	2.8%
12	Safety & Security Strategy	R60 154.96	1.5%
13	Road Safety	R89 521.94	2.2%
14	Sustainable Transport	R125 200.00	3.1%
15	Law Enforcement	R54 139.46	1.3%
16	Tourism	R18 400.00	0.5%
17	Institutional Arrangements	R136 000.00	3.4%
18	Accessible Transport Systems	R55 935.82	1.4%
19	Integration, Implementation, and Funding Strategy	R98 837.28	2.5%
20	DITP Report Consolidation	R379 813.03	9.5%
21	Digitisation	R180 622.76	4.5%
	TOTAL	R4 014 550.00	67.3%
	Allowance for data collection, field observations and surveys	R1 670 000.00	28.0%
	Running Costs (Traveling, Data, Printing, & Catering)	R281 018.50	4.7%
	Total Running Costs	**R1 951 018.50**	**32.7%**
	Total (Excl. VAT)	**R5 965 568.50**	**100.0%**
	15% VAT	R894 835.28	
	Grand Total	**R6 860 403.78**	

4.2 Project Expenditure and Invoicing

Project expenditure for this reporting period reflects the early inception and mobilisation phase of the DITP and LITPs project. As shown in Table 4, the invoicing expenditure plan is set out monthly, with six milestone invoices issued at key points in the programme when major deliverables are completed.

The financial profile remains consistent with the milestone-based invoicing structure, where the larger proportion of project costs is scheduled for later quarters when surveys, baseline analysis, and strategy development activities begin.

Table 4: Sedibeng District Municipality DITP and LITPs - Invoice Plan

Month	Financial Year and Quarter	Invoice Number	Deliverable	Deliverable Amount (Inclusive of 15% VAT)	
Oct 25	2025/26 Q3	1	**Invoice 1:** Inception Report	R 236 687.25	3.45%
Nov 25					
Dec 25					
Jan 26	2025/26 Q4	2	**Invoice 2:** Survey Plan, Instruments and Stakeholder Engagement	R 1 404 036.25	20.47%
Feb 26					
Mar 26					
Apr 26	2026/27 Q1	3	**Invoice 3:** Transport Register	R 2 483 565.71	36.20%
May 26					
Jun 26					
Jul 26	2026/27 Q2	4	**Invoice 4:** Baseline, Objectives, Strategy Report	R 1 573 832.41	22.94%
Aug 26					
Sept 26					
Oct 26	2026/27 Q3	5	**Invoice 5:** Action Plan and Digital DITP	R 510 642.41	7.44%
Nov 26					
Dec 26					
Jan 27	2026/27 Q4	6	**Invoice 6:** Final ITPs	R651 639.74	9.50%
Feb 27					
Mar 27					
		TOTAL	**Sedibeng DM ITP and 3 LITPs**	**R 6 860 403.78**	**100 %**

4.3 Budget for key Milestones for 2025/26

The remaining billable effort for the 2025/26 financial year, to be invoiced up to March 2026 in line with the invoice plan, amounts to **R1 220 901.09 (Excl. VAT)**. The budget break-down for each of the milestones is illustrated in Table 5.

Table 5: Budget plan for key project milestones (Quarter 4: 2025/26 FY)

WP Number	Work Package Name	Work Package Milestones	Cost
3	Stakeholder Consultation	3.1. Stakeholder Engagement Plan (Report)	R 139 334.56
		3.2. Conduct Stakeholder Consultations	R 398 059.35
		3.3. Draft Stakeholder Engagement Report	R 139 334.56
		Sub-Total	**R 676 728.47**
4	Transport Register	4.1. Survey Plan (Report)	R 209 001.84
		4.2. Development of the Survey Instruments	R 335 170.77
		Sub-Total	**R 544 172.62**
		Grand Total (Excl. VAT)	**R 1 220 901.09**

4.4 Submitted Invoices

Table 6 provides an overview of the invoiced milestones/deliverables to date, the budget allocation against the project budget and the remaining balance. During this reporting period, the project team submitted the first project milestone invoice, that is, the Project Inception Report.

Table 6: Invoice Submitted – Quarter 3 (2025/26 FY)

Deliverable	Description	Budget	Invoiced to Date	Remaining Budget
	Budget	R5 965 568.50		
1	*Project Inception Report*		R205 480.00	R5 759 753.50
	Sub-Total		**R205 480.00**	**R5 759 753.50**
	15% VAT		R30 822.00	R864 013.28
	Total (Incl. VAT)	**R6 860 403.78**	**R 236 302.00**	**R6 624 101.78**

5 RISK AND CHANGE MANAGEMENT

5.1 Risk Register

A project Risk Register has been developed as provided in Table 7. The register highlights the key uncertainties that could affect the timely and quality delivery of the Sedibeng ITP and Local ITPs. Each risk is assigned a responsible owner and tracked, with updates reviewed in monthly progress meetings.

For the current reporting period, the highest-priority risks relate to data availability, stakeholder participation, and schedule dependencies, given their direct influence on upcoming baseline and consultation deliverables. With the transport surveys now rescheduled to April 2026, schedule pressure increases slightly, particularly for data synthesis and modelling tasks that rely on timely survey outputs. Risk 3 in the risk register has been updated accordingly.

Mitigation strategies focus on proactive planning, early data mobilisation, disciplined schedule monitoring, and flexible stakeholder engagement arrangements. As the project progresses, the risk register will be updated regularly to ensure new risks are captured and managed before they escalate.

5.2 New or Emerging Risks

One emerging risk has been identified for this reporting period and added to the Risk Register as follows:

i. **Risk 9: Unconfirmed PSC representation for Emfuleni, Midvaal, and Lesedi Local Municipalities**

   PSC representatives for the three Local Municipalities have not yet been appointed or confirmed. This presents a moderate risk, as it may affect quorum requirements and readiness for decision-making during early project phases. GDRT and SDM will issue reminders and follow up to secure appointments ahead of upcoming governance sessions.

Table 7: Risk Register

No.	Risk Category	Description	Likelihood	Impact	Overall Rating	Risk Owner	Mitigation Measures
1	Data Availability and Quality	Reliance on multiple data sources (traffic, public transport, accidents, demographics) may lead to delays or lower analysis quality if data is incomplete, outdated, or difficult to access.	High	High	High	CSIR	Develop a comprehensive data request list early, validated with GDRT and municipalities. Use existing datasets and plan targeted surveys within Months 1–2. Maintain a live data log with follow-ups and escalate unresolved gaps.
2	Stakeholder Participation and Buy-in	Some stakeholders (e.g., taxi associations, municipalities, provincial agencies) may not engage due to time constraints or political sensitivities, affecting data completeness and plan legitimacy.	Medium	High	High	SDM, GDRT and CSIR	Implement an inclusive Stakeholder Engagement Plan with early invitations and multiple engagement channels. Leverage Sedibeng leadership to mobilise participation. Track engagement metrics and adapt methods for underrepresented groups.
3	Timeline and Schedule	The 18-month programme could be disrupted by delayed inputs, extended approvals, and recent programme adjustments. These developments further compress the schedule, reduce available float, and increase sensitivity to upstream slippages.	Medium	High	High	SDM, GDRT and CSIR	Closely monitor progress monthly, and conduct bi-weekly check-ins with GDRT. Parallelise critical activities, escalate slippage early, and engage councils ahead of formal approvals.
4	Budget and Financial Control	Cost overruns may occur from unforeseen survey requirements, inflation, or scope changes, affecting project financial sustainability.	Medium	Medium	Medium	SDM, GDRT and CSIR	Maintain strict monthly financial reviews. Enforce scope control, reallocate hours across tasks as needed, and seek client approval for scope variations. Apply resource optimisation.

No.	Risk Category	Description	Likelihood	Impact	Overall Rating	Risk Owner	Mitigation Measures
5	Coordination and Integration	Multiple work packages and institutions (CSIR, GDRT, three municipalities) could lead to inconsistent outputs or misaligned findings.	Medium	Medium	Medium	SDM, GDRT and CSIR	Hold regular cross-team integration meetings, maintain version control and a shared repository, and use WP19 for formal synthesis. The project manager to flag integration risks early for team resolution.
6	Technical Risks	Potential technical issues with the digital ITP platform (GIS MVP) or limitations in the Gauteng Transport Model could affect delivery of key outputs.	Medium	Medium	Medium	CSIR	Follow an MVP approach with early prototyping and testing. Prepare backup analytical methods (e.g., spreadsheet-based or localised models). Escalate technical constraints early to GDRT.
7	Approval and Political Risks	Changes in leadership, elections, or differing institutional priorities could delay or complicate plan approvals.	Low	High	Medium	SDM and GDRT	Maintain continuous alignment through Steering Committee updates and briefings. Engage political and senior officials early, ensure visibility of progress, and align outputs to strategic policy goals.
8	Quality Assurance	Analytical or editorial errors could reduce client confidence or require rework.	Low	High	Medium	CSIR	Apply CSIR's internal QA review before client submission. Schedule review time within deliverable timelines, involve senior specialists, and document all quality checks.
9	Governance Risks	PSC representation for Emfuleni, Midvaal, and Lesedi Local Municipalities remains unconfirmed, creating uncertainty around quorum requirements and readiness for early project decisions	Medium	Medium	Medium	SDM and GDRT	Issue formal reminders to municipalities; secure interim representatives; ensure municipalities are briefed on upcoming decisions; escalate non-responsiveness ahead of upcoming PSC/PTC sessions.

5.3 Change Record

This section documents approved changes to the project scope, schedule, or approach that occurred during the reporting period.

Table 8: Change Record

Change No.:	Date	Description	Approval	Impact
01	19 November 2025	Incorporation of 60-day public comment period for Draft DITP and LITPs.	PSC	Revision of project schedule as reflected in revised Gantt chart.
02	21 November 2025	Shifting of transport surveys to 2026/27 financial year	GDRT and CSIR	Revision of project schedule as reflected in revised Gantt chart.; revision of cashflow as reflected in the revised invoice plan.

The above changes were discussed and agreed as follows:

i. **Change No.: 01** - During the project inception meeting held on 19 November 2025 in line with Sedibeng District Municipality's recommendations and industry norms to allow sufficient time for the public to comment on the proposed DITP and LITP documents.

ii. **Change No.: 02** - During the West Rand ITP project inception meeting held on 21 November 2025 whereby project representatives from CSIR and GDRT aligned with the need to shift the cost-intensive survey activities to the 2026/27 financial year and thereby reduce payment risk.

The revised project schedule, expenditure and invoice plan as presented in this report therefore supersedes the schedule and cashflow provided in the Inception Report dated 04 November 2025.

5.4 Decisions Required

This section highlights any unresolved or outstanding decisions from the client or PSC that may impact project progress or deliverables.

No pending decisions are noted for the current reporting period.

6 CONCLUSION

The project remains on track for this early phase of implementation, with progress during the reporting period aligning with the revised programme and approved governance processes. The Inception Report has been finalised, governance structures have been established, and foundational activities across data mobilisation, stakeholder mapping, and schedule refinement have commenced as planned.

The schedule adjustments approved by the PSC have been integrated into the updated programme without affecting the overall contract end date.

Financial performance is stable, with expenditure tracking within expected levels for the inception stage and the first invoice submitted on 04 November 2025. No variances have been identified to date. The risk environment remains manageable, with one emerging risk noted regarding reduced schedule flexibility following recent programme adjustments.

Once governance is fully established, the project will be well positioned to progress into the next phase of baseline data gathering, stakeholder engagement preparation, and early analytical work. The next reporting period will focus on finalising the Stakeholder Engagement Plan, issuing formal engagement and data request communications, and initiating baseline assessment activities in accordance with the revised timeline.

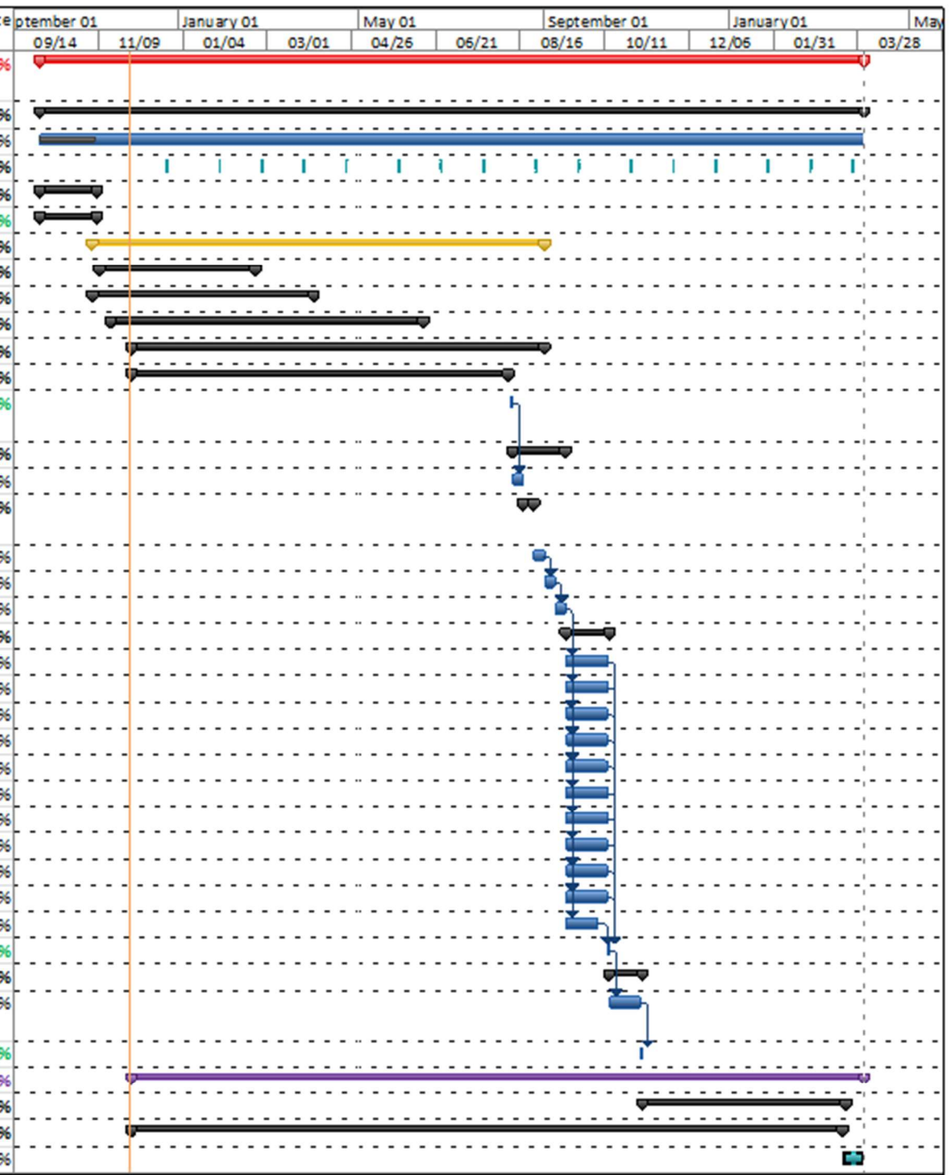
7 ANNEXURES

The following annexures are included:

- Annexure A – Project Programme Rev 3.0 – 28 November 2025

7.1 Annexure A – Project Programme Rev 3.0

ID	Task Name	Duration	Start	Finish	Predecessors	% Complete
1	1 SEDIBENG DISTRICT MUNICIPALITY (SDM): DITP & LITPs PROGRAM	371 days	Wed 25/10/01	Wed 27/03/31		3%
2	**1.1 STAGE 0: PROJECT MANAGEMENT (WP 1)**	**371 days**	**Wed 25/10/01**	**Wed 27/03/31**		**12%**
3	1.1.1 Project management and administration	371 days	Wed 25/10/01	Wed 27/03/31		7%
4	1.1.2 Monthly Progress Reporting	**313 days**	**Wed 25/12/24**	**Wed 27/03/24**		6%
21	**1.1.3 STAGE 1: INCEPTION**	**28 days**	**Wed 25/10/01**	**Fri 25/11/07**		85%
22	1.1.3.1 Inception Report	28 days	Wed 25/10/01	Fri 25/11/07		85%
28	**1.2 STAGE 2: BASELINE AND PUBLIC TRANSPORT P**	**194 days**	**Wed 25/11/05**	**Mon 26/08/31**		0%
29	1.2.1 WP 2: Data Collection, Literature Review &	55 days	Mon 25/11/10	Fri 26/02/20		2%
33	**1.2.2 WP 3: Stakeholder Consultation**	**85 days**	**Wed 25/11/05**	**Tue 26/03/31**		0%
73	**1.2.3 WP 4: Developing the Transport Register**	**130 days**	**Mon 25/11/17**	**Fri 26/06/12**		0%
106	**1.2.4 WP 5: Transport & Traffic Modelling and M**	**176 days**	**Mon 25/12/01**	**Mon 26/08/31**		0%
116	**1.2.5 WP 6: Spatial Development Framework**	**160 days**	**Mon 25/12/01**	**Fri 26/08/07**		0%
121	1.2.6 Deliverable 2: BASELINE REPORT - Status Quo, Gap and Needs Analyses	1 day	Mon 26/08/10	Mon 26/08/10		0%
122	**1.3 STAGE 3: VISION AND OBJECTIVES**	**25 days**	**Tue 26/08/11**	**Mon 26/09/14**		0%
123	1.3.1 Policy Framework Review	5 days	Tue 26/08/11	Mon 26/08/17	121	0%
124	**1.3.2 Overview of challenges, Opportunities, Principles, etc (Technical Workshops)**	**5 days**	**Tue 26/08/18**	**Mon 26/08/24**		0%
134	1.3.3 Transport Vision, Objectives, and Targets	5 days	Tue 26/08/25	Mon 26/08/31	125,128,131	0%
135	1.3.4 Draft chapter (client review process)	5 days	Tue 26/09/01	Mon 26/09/07	134	0%
136	1.3.5 Deliverable 3: Final Vision, Objectives, and	5 days	Tue 26/09/08	Mon 26/09/14	135	0%
137	**1.4 STAGE 4: STRATEGY**	**21 days**	**Tue 26/09/15**	**Tue 26/10/13**		0%
138	1.4.1 WP 9: Transport Infrastructure Strategy (TI	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
139	1.4.2 WP 10: TDM Strategy	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
140	1.4.3 WP 11: Freight Strategy	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
141	1.4.4 WP 12: Safety & Security Strategy	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
142	1.4.5 WP 13: Road Safety	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
143	1.4.6 WP 14: Sustainable Transport	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
144	1.4.7 WP 15: Law Enforcement	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
145	1.4.8 WP 16: Tourism	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
146	1.4.9 WP 17: Institutional Arrangements	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
147	1.4.10 WP 18: Accessible Transport Systems	20 days	Tue 26/09/15	Mon 26/10/12	136	0%
148	1.4.11 Report Consolidation	15 days	Tue 26/09/15	Mon 26/10/05	136	0%
149	1.4.12 Deliverable 4: Transport Systems Strateg	1 day	Tue 26/10/13	Tue 26/10/13	138,139,140,	0%
150	**1.5 STAGE 5: IMPLEMENTATION**	**16 days**	**Wed 26/10/14**	**Wed 26/11/04**		0%
151	1.5.1 WP 19: Project Integration, Implementation, and Funding Strategy	15 days	Wed 26/10/14	Tue 26/11/03	149	0%
152	1.5.2 Deliverable 5: Action Plan	1 day	Wed 26/11/04	Wed 26/11/04	151	0%
153	1.6 STAGE 6: ITP Reports and DIGITAL ITP PLATFOI	328 days	Mon 25/12/01	Wed 27/03/31		0%
154	**1.6.1 WP20: Consolidation & Summary of ITP D**	**97 days**	**Thu 26/11/05**	**Fri 27/03/19**		0%
161	**1.6.2 WP21: Digital ITP Platform**	**318 days**	**Mon 25/12/01**	**Wed 27/03/17**		0%
170	**1.6.3 Close Report**	10 days	Thu 27/03/18	Wed 27/03/31		0%



Project: Draft DITP Program_06Ju
Date: Sun 25/11/30

Task	Project Summary	Inactive Milestone	Manual Summary Rollup	Deadline
Split	External Tasks	Inactive Summary	Manual Summary	Progress
Milestone	External Milestone	Manual Task	Start-only	
Summary	Inactive Task	Duration-only	Finish-only	

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CHAPTER 09:

Process Towards Shared Services

Overview:

In 2011, the boundaries of municipalities in Gauteng were redetermined in three metros and two district municipalities (Sedibeng and West Rand).

Within the legislative framework provided for by the Constitution of South Africa and the Municipal Structures Act, powers and functions were distributed to the district municipalities and their respective local municipalities. The distribution was premised on a desired role and function for the district municipalities and a complimentary role for the local municipalities.

In the 21 years since this allocation of powers and functions, an accumulated experience has emerged on its effectiveness and practicality.

The most prominent of these developments is the financial non-viability of the two District Municipalities. Being predominately grant dependant, the equitable share allocated to these District Municipalities have lagged, being the actual costs of inflation and carry significant wage bills.

Therefore, the interrogation and or review of the powers and functions, must focus on the ability to create viable districts without further handicapping their respective local municipalities – (maintaining a healthy balance between B's and C's).

Background:

Based on the research study (and its recommendation) on the same subject conducted by CoGTA three years ago, the department has since appointed an external and independent service provider to drive the process further and/or implement the recommendations of the research study. By the end of January 2024, CoGTA would have signed an MOU with the Municipal Demarcation Board (MDB) to partner with CoGTA in implementing the recommendations of the research study.

CoGTA conducted a study into Powers and Function and the Single Tier System of governance, and these two interrelated studies aimed to investigate the following:

Municipal Powers and Functions in Gauteng: The study assessed the existing distribution of powers and functions in Category B and C municipalities and developing a viable strategy and implementation plan to adjust powers and functions between Category B and C municipalities.

Single-tier System of Local Government in Gauteng: The study aimed to develop a coherent strategy and implementation plan to attain the single-tier system of governance in Gauteng. The powers and functions allocated to Gauteng municipalities required a review for the following reasons, among others:

The functions in the Municipal Structures Act, Section 84, are poorly defined and, in some cases, set up a split authority, with districts and local municipalities sharing what should be a single function (firefighting and solid waste management are examples).

There are some functions whose inclusion as district functions are inappropriate (municipal public works, the receipt, allocation and the distribution of grants made to the district municipality, etc.) Some potentially significant functions, municipal roads and electricity specifically, have only been taken up by districts to a minimal degree and these questions the merit of them continuing to be legislated as district functions.

Powers and Functions:

Possible adjustments:

A more detailed study into water and sanitation is required to see how a single plan and policy could be developed across each of the districts. Whilst there is no duplication between the two tiers (Category C and B) in the case of Gauteng's districts, it may make sense for the district to assume full powers as the Water Authority, with the existing locals becoming the water service providers formally.

In terms of electricity, the definition contained in the Structures Act provides that districts should undertake the 'Bulk supply of electricity, which includes supply, the transmission, distribution and, where applicable, the generation of electricity.' This definition is clearly problematic given that bulk and transmission are national functions in terms of the Constitution.

Municipal roads:

Currently, nationally, only six of the 43 districts incur significant municipal roads and transport expenditure, with Sedibeng being one of these. Funding arrangements for roads are generally problematic and possibly they should be removed as district functions as they are usually areas in which there is significant underfunding in particularly more rural areas.

Solid waste management:

The Municipal Structures Act sets up a split function with strategy, regulation and regional landfills defined as district activities. It makes more sense though for it to remain as a local function without being split, and local municipalities could develop shared services if they so wish.

Firefighting:

Given the density levels across Gauteng's urbanized areas, all options should be explored, including one where a single provincially-coordinated fire service is created, which could even involve municipalities that are part of the GCR. Economies of scale would suggest that such would allow for very specialized services necessary in industrial environments and these could also be integrated into the Disaster Management Centers.

Community and social services:

The Municipal Structures Act does not make this a district function, although resources such as well over R100 million and over 200 staff members execute this function in Gauteng's two districts. An analysis of what this function performs in these districts should be conducted to ensure there is no overlap between the districts and local municipalities.

Environmental protection:

This is not defined as a district function, yet sector legislation identifies it as a district responsibility. Further, districts have actually undertaken these functions. A province-wide analysis of existing and future needs in disaster, emergency and fire services should be undertaken to identify how best the functions should be exercised in Gauteng.

Tourism promotion and economic development:

Tourism promotion in the district municipality refers to the promotion and development of tourist attractions within the geographical area of a district municipality, often encompassing multiple local

municipalities, with the goal of attracting visitors through various activities, cultural experiences, and natural landscapes, contributing to the local economy and community development. This includes collaborating with local businesses, communities, and government bodies to manage tourism initiatives effectively. In terms of Tourism, the Sedibeng District Municipality continues to promotes the Suikerbosrand Nature Reserve, as a popular hiking and wildlife viewing destination, within their district, offering various activities like camping, guided tours, and farm museum visits.

Planning:

Planning in a district municipality primarily involves creating an "Integrated Development Plan" (IDP) for the entire district area, which means coordinating and aligning the development plans of all local municipalities within its jurisdiction, ensuring a cohesive strategy for the region as a whole while considering local needs and priorities through extensive consultation with them; this process is mandated by law and should follow a framework for integrated development planning outlined in the Municipal Structures Act. Districts are currently given the responsibility to rollout of the DDM in strengthening the district planning in line with the requirements of the Systems Act and the 2001 Planning and Performance regulations.

Powers related to internal activities:

Powers relating to internal activities include: public works, receipt of grants, imposition of taxes and levies (Structures Act Cl 84 (n), (o) and (p)). These powers are uncontroversial and must exist for a municipality to function effectively. Therefore, existing legislation gives all municipalities these powers.

Fire Services:

It is recognized that Fire Services is a capital-intensive function and that funding models for Fire Services in Gauteng are linked to municipal viability with municipalities that are financially viable able to fund the function adequately and sustainably while those that are not viable struggle to finance fire service activities in a meaningful way. Challenges brought by financial constrains have resulted in municipalities questioning the fire services powers and functions placed on them.

Noting the above reality, it became important that CoGTA investigates the matter through the development of Business case which aims to make a clear proposal regarding the possible need for adjustments as well as the appropriate placement of the fire services function in the province.

The Business case is still at a draft stage due to the funding chapter which is yet to be finalized. This is because of the reality that commitments must first be secured with both GPT and NT to ensure that the proposed fire services funding model is sustainable. Adjustments that are done without proper funding models merely transfer the problem; they don't resolve it.

CoGTA conducted a study into Powers and Function and the Single Tier System of governance, and these two interrelated studies aimed to investigate the following:

- Municipal Powers and Functions in Gauteng: The study assessed the existing distribution of powers and functions in Category B and C municipalities and developing a viable strategy and implementation plan to adjust powers and functions between Category B and C municipalities.
- Single-tier System of Local Government in Gauteng: The study aimed to develop a coherent strategy and implementation plan to attain the single-tier system of governance in Gauteng.

The management of powers and functions has increasingly been part of a national discussion in respect of:

- Improving cooperative governance;
- Increasing the delivery of services across South Africa; and
- The is a need to review, develop and amend legislation that constrains effective regional governance.

Strategy around the four "Ministerial" authorization areas (also covered below): here, the province should work with the national Minister of CoGTA and the relevant sectoral Ministers in the development of a long-term strategy to address issues and the approach to be adopted in:

- Energy
- Water and Sanitation
- Health; and in addition,
- Human Settlements, Transport and Disaster Management/Fire Services:

These are included as there is a great need for intergovernmental cooperation to make these functions operate efficiently, effectively and economically.

Table: Shared Services

Setting up of Transitional Processes with Shared Services

Municipalities	2024	2024	2025	2026	2027	
SDM	Review Powers and Functions	• Water Services Authority • Tourism promotion and economic development: • Centralized Planning • Environmental protection: • Community and social services:				Single Authority
LLM		• Fleet Management • Municipal roads:				
MLM		• Joint Audit • Entities				
ELM		• Solid Waste Management • Fire Services				

MUNICIPALITIES	2024	2024	2025	2026	2027	2028
SEDIBENG DM	Review of Powers and Functions	• Water Services Authority • Centralised Planning • Environmental Protection • Community and Social Services • Tourism promotion and economic development:				Review of Powers and Functions
LESEDI LM		• Fleet Management • Municipal roads:				
MIDVAAL LM		• Joint Audit • Entities				
EMFULENI LM		• Firefighting • Solid Waste Management				

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