

Sedibeng District Municipality

Integrated Development Plan

2012-16



AIDS HELPLINE
0800-012-322

Our area, our people,
our institution & services delivery

Vaal 21
A RIVER CITY



SEDIBENG DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2012-2017

Table Contents

Vision and Mission of the Sedibeng District Municipality

Executive Mayor's Foreword: Councillor Mahole Mofokeng

Overview by the Municipal Manager

CHAPTER 1: LEGISLATIVE CONTEXT AND BACKGROUND

1.1	LEGISLATIVE CONTEXT	1
1.2	SEDIBENG GROWTH AND DEVELOPMENT STRATEGY	2
1.3	OUTCOME BASED PLANNING.....	4
1.4	MEC COMMENTS ON THE SEDIBENG DISTRICT MUNICIPALITY'S IDP 2011/12	5
1.5	COMMENTS AND CONTRIBUTIONS BY STAKEHOLDERS	8
1.5	STRUCTURE OF THE IDP DOCUMENT	12

CHAPTER 2: PROGRESS ON 2006-2011 INTEGRATED DEVELOPMENT PLAN

2.1	INTRODUCTION	14
2.2	REINVENTING THE ECONOMY	14
2.3	RENEWING OUR COMMUNITY.....	15
2.4	REVIVING A SUSTAINABLE ENVIRONMENT	16
2.5	REINTEGRATING OUR REGION	17
2.6	RELEASING HUMAN POTENTIAL.....	18
2.7	GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE.....	27
2.8	VIBRANT DEMOCRACY	32

CHAPTER 3: ANALYSIS

3.1	INTRODUCTION	36
3.2	GEOGRAPHICAL CONTEXT OF SEDIBENG.....	36
3.3	MAJOR PROVINCIAL AND ARTERIAL ROADS	37
3.4	DEMOGRAPHY OF SEDIBENG.....	38
3.5	ECONOMIC ANALYSIS OF SEDIBENG	42
3.6	SUSTAINABLE HUMAN SETTLEMENT AND IMPROVED QUALITY OF HOUSEHOLDS LIFE	49
3.7	ENVIRONMENTAL ANALYSIS.....	53
3.8	DEVELOPMENT INDICATORS	56
3.9	EDUCATION.....	57

3.10	<i>INTEGRATED TRANSPORT PLAN</i>	58
3.11	<i>HEALTH AND SOCIAL DEVELOPMENT</i>	59
3.12	<i>INSTITUTIONAL FRAMEWORK</i>	61

CHAPTER 4: SPATIAL DEVELOPMENT FRAMEWORK

4.1	<i>INTRODUCTION</i>	71
4.2	<i>CONTEXT</i>	72
4.3	<i>DEVELOPMENT ISSUES</i>	74
4.4	<i>SITUATIONAL ANALYSIS</i>	75
4.5	<i>STRUCTURING ELEMENTS</i>	82
4.6	<i>DEVELOPMENT OBJECTIVES</i>	83
4.6	<i>STRATEGIC CONCEPT</i>	84
4.8	<i>SPATIAL DEVELOPMENT FRAMEWORK</i>	84
4.9	<i>KEY STRUCTURING ELEMENTS</i>	90
4.10	<i>FLAGSHIP PROJECTS</i>	99
4.11	<i>CROSS CUTTING ISSUES</i>	106
4.12	<i>CONCLUSION</i>	106

CHAPTER 5: STRATEGIES

	<i>REAFFIRMING THE STRATEGIES OF THE SEVEN GDS PILLARS</i>	107
--	--	-----

CHAPTER 6: SECTOR PLANS AND PROJECTS

6.1	<i>INTRODUCTION</i>	127
6.2	<i>SUMMARY OF SECTOR PLANS</i>	127
6.3	<i>STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT</i>	131
6.4	<i>HOUSING</i>	136
6.5	<i>INFRASTRUCTURE</i>	137
6.6	<i>ENVIRONMENT</i>	138
6.7	<i>TRANSPORT AND INFRASTRUCTURE</i>	145
6.8	<i>COMMUNITY SERVICES</i>	152
6.9	<i>SOCIAL SERVICES</i>	164
6.10	<i>FINANCE</i>	170
6.11	<i>CORPORATE SERVICES</i>	173
6.12	<i>MUNICIPAL MANAGER</i>	184
6.13	<i>POLITICAL MANAGEMENT TEAM</i>	191

CHAPTER 7: INTEGRATED DEVELOPMENT PLAN FOR 2012/13

7.1	<i>INTRODUCTION</i>	198
7.2	<i>STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT</i>	198
7.3	<i>HOUSING</i>	202
7.4	<i>INFRASTRUCTURE</i>	203
7.5	<i>ENVIRONMENT</i>	204

7.6	<i>TRANSPORT AND INFRASTRUCTURE</i>	210
7.7	<i>COMMUNITY SERVICES</i>	216
7.8	<i>SOCIAL SERVICES</i>	219
7.9	<i>FINANCE</i>	218
7.10	<i>MUNICIPAL MANAGER</i>	228
7.11	<i>CORPORATE SERVICES</i>	232
7.12	<i>POLITICAL MANAGEMENT TEAM</i>	240

CHAPTER 8: MAINSTREAMING

8.1	<i>GENERAL DELIVERABLES FOR DESIGNATED GROUPS</i>	243
8.2	<i>DELIVERABLES FOR DIFFERENT DESIGNATED GROUPS</i>	244
8.3	<i>DELIVERABLES FOR DESIGNATED GROUPS PER KPA AND IDP STRATEGY</i>	247

CHAPTER 9: BUDGET

9.1	<i>INTRODUCTION</i>	263
9.2	<i>FINANCING OF OPERATING ACTIVITIES</i>	263
9.3	<i>INVESTMENT INTO CAPITAL</i>	275
9.4	<i>FINANCIAL IMPLICATIONS</i>	276
9.4	<i>LEGAL IMPLICATIONS</i>	276
9.4	<i>SUMMARY OF LONG TERM FINANCIAL PLAN</i>	281

CHAPTER 10: MUNICIPAL TURNAROUND STRATEGY

10.1	<i>MUNICIPAL TURNAROUND STRATEGY</i>	285
------	--	-----

CHAPTER 11: ALIGNMENT WITH ALL SPHERES OF GOVERNMENT

11	<i>ALIGNMENT WITH ALL SPHERES OF GOVERNMENT</i>	290
11.1	<i>DISASTER MANAGEMENT PLAN</i>	
11.2	<i>INTEGRATED TRANSPORT PLAN FOR 2008 TO 2013</i>	
11.3	<i>SUSTAINABLE HUMAN SETTLEMENT PLAN</i>	



VISION AND MISSION OF THE SEDIBENG DISTRICT MUNICIPALITY

VISION:

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

MISSION AND OBJECTIVES:

The creation of a local government dedicated to the provision of quality services in an effective, efficient and financially sound manner by:

- *Promoting the Batho-Pele principle.*
- *Ensuring cost effective and affordable service delivery.*
- *Monitoring and developing staff to ensure consistently high work output.*
- *Adhering to good governance and sound management practices.*
- *Developing a culture of accountability and transparency.*



FOREWORD BY THE EXECUTIVE MAYOR



FOREWORD BY THE EXECUTIVE MAYOR



FOREWORD BY THE EXECUTIVE MAYOR



EXECUTIVE MAYOR: COUNCILLOR MAHOLE MOFOKENG



The Sedibeng District Municipality, led by the African National Congress as the majority party, mandated by your overwhelming vote of confidence from all the people of this Region in the 2011 Local Government elections; in their multitudes, black and white, rich and poor, made their aspirations known, for the next five years, they entrusted their hard won right to vote to us to serve them once more for the next five years.

This vote of confidence was based on the solid foundation of our achievements we discharged in the course of paving the path towards a modern and growing City for the Region whose future lies in giant steps taken to create a legacy for generations to come.

In order to arrive at this lofty ideal, through developmental growth of our key drivers, aimed at taking our rightful place in the competitive Gauteng Global City Region: Sedibeng seeks to give expression to the National and Provincial Outcomes in a manner which enhances the stature of the District.

In this mandate, the people of this Region have given us a responsibility to press forward with the solid efforts and foundation based on the collective commitments developed through intensive public consultations and public participation to develop a future for Sedibeng and its people.

This future is best captured in our heartfelt declaration that “Sedibeng, the Cradle of Human Rights, the beautiful place we all call our home” A place in

which to live, play, work and raise our families in peace, as an expression of a better quality of life. As the Sedibeng District Municipality, we are committed to working much harder and faster to meet your aspirations and exceed your expectations in our work to change our people’s lives for the better.

The mandate to serve for the next five years, finds expression in both our Second Generation Sedibeng Growth and Development Strategy and the five year Integrated Development Plan which will guide our path to the next Local Government Elections in 2016. This firm foundation and building blocks, makes up a clear vision to take Sedibeng on a trajectory of seamless and integrated growth and governance which seeks to optimize development which is geared to give expression to the following priorities:

- Build local economies to create more employment, decent work and sustainable livelihoods.
- Improve local public services and broaden access to them.
- Build more united, non-racial, integrated and safer communities.
- Promote more active community participation in local government.
- Ensure more effective, accountable and clean local government that works together with national and provincial governments.

Through the National Growth Path, the National Government expects that all spheres of government must develop programmes which enhance sustainable economic growth to overcome the triple axis of poverty, unemployment and inequality through job creation and sustained through skills development targeting young people and women.

In order to improve local public services and broadening community access, the government is committed to an infrastructure development programme whose major projects fall within the competency, life blood and



FOREWORD BY THE EXECUTIVE MAYOR



constitutional mandate of local government such as the provision of bulk water, sanitation, energy free basic services and investment in maintenance and renewal of public infrastructure within each municipality.

To give impetus to these guidelines from the National Growth Path, these priorities find clear expression in our flagship projects, collectively identified with our constituent local municipalities in the Second Generation Sedibeng Growth and Development Strategy.

It is with this in mind that our best interest will be served through consolidation of governance as we launch ahead in our plan to become the Vaal Metropolitan River City by 2016.

This 2012-2017 Integrated Development Plan and the Second Generation Growth and Development Plan, genetically linked to the National and Provincial Outcomes seeks to eliminate duplications, overlaps and double dipping on resources that are targeted at the same communities, to streamline governance in order to improve the quality of life and service delivery.

Our main second generation Sedibeng Growth and Development Strategy thrusts have been developed to give expression to the National and Provincial Outcomes, which outcomes give a clear directive flowing from the 2009 National Elections Manifesto and the 2011 Local Government Manifesto of the ruling party, and these are captured in this manner in our Second Generation Sedibeng Growth and Development Strategy:

- **Renewing the economy** from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.
- **Renewing our communities** from low to high quality through the provision of basic services, improving of provision of basic services, improving local public services and broadening access to them, and regenerating and property, development to improve the quality of living.
- **Reviving a sustainable environment** from waste dumps to a green region, by increasing the focus on air, water, and soil quality and moving from being a producer and receiver of waste to a green city.
- **Reintegrating the region** with the rest of Gauteng and South Arica 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.
- **Deepening democracy** through enabling all South Africans to progressively exercise their constitutional rights and the full dignity of freedom

For the Second Generation Sedibeng Growth and Development Strategy and this Integrated Development Plan to become a reality, they have to be owned by all citizens of Sedibeng, from the rural communities in Devon to the suburbs in Three Rivers, the religious fraternity and the workers, the youth and the women of Sedibeng.



FOREWORD BY THE EXECUTIVE MAYOR



Agriculture and Rural Development: Sedibeng is considered to be largely rural with extensive potential for agricultural and rural development. The national government launched a "Maize Triangle Scheme" in the region with the primary aim of providing support and building capacity of emerging farmers and assisting them to be self sufficient and to enable them to contribute to ensuring food security for the country.

This program is part of the initiative to ensure that economic activities are created in the rural areas of the region to reduce rural to urban migration. The District will be facilitating the training of emerging farmers and also facilitating their access to markets.

Urban Renewal: The Sedibeng District Municipality is committed to the urban renewal of the disadvantaged areas. It has submitted Business Plans to the National Treasury on the redevelopment of our townships. These Business Plans have been provisionally approved for the following township areas and projects in Emfuleni, namely:

- Boipatong wetlands and parks;
- Bophelong civic and commercial hub and open space next to R57 road;
- Sebokeng Cultural Precinct and a regional node.

In Midvaal, these projects are:

- Siculo Node;
- White House Redevelopment;
- Pedestrian Bridge; Open Space System;
- Mobility and Community Spine; Palisade Fencing of Educational Sites and a number of Strategies.

In Lesedi, we are finalising the Business Plan which will identify catalytic Projects in following Townships, namely, Ratanda, Impumelelo / Devon, Kwazenzele and Jameson Park.

Big business is afforded a unique opportunity in interfacing with this IDP and SGDS, to leave a huge and permanent footprint in collaboration with Sedibeng District Municipality and its constituent local municipalities through the planning and implementation as we move forward collectively, marching together to the same beat.

Through periodic dialogue and refinements, this IDP will undergo annual improvement as we continue to review it. No effort will be spared in the ongoing public participation. Local business, workers and ordinary citizens are hereby enjoined to raise their voices in tune to make light work of our collective effort in making our region a better place for all.

To execute the commitments which form the cornerstone of this IDP, the Sedibeng District Municipality took a conservative approach in our budget towards service delivery.

This is primarily based on the economic uncertainty which continues throughout the Country. It was therefore imperative that this approach to the budget is applied in order to give financial stability and start to rebuild the financial reserves for the municipality.

This will be done through controlling the municipality spending through our cost containment strategy which demonstrates a commitment to common sense budgeting and economic health that the Sedibeng District Municipality deserves.



FOREWORD BY THE EXECUTIVE MAYOR



The budget with the trend analysis was compiled on the needs analysis and pre-determined indicative allocations in alignment with key IDP performance areas.

Therefore, under my stewardship, the Sedibeng District Municipality, hereby invites your frank and honest engagement and welcome your contributions in shaping a Sedibeng we all will be proud to call “Our Home” in which we will be safe to live, work and do business in. In this manner, in exercising our patriotic duty, we will complete the beautiful picture we will be proud of, for the generations for whose wellbeing and legacy, we are guardians of.

Together we can build Better Communities.

MAHOLE SIMON MOFOKENG (Councillor)
Executive Mayor



OVERVIEW BY THE MUNICIPAL MANAGER



OVERVIEW BY THE MUNICIPAL MANAGER



OVERVIEW BY THE MUNICIPAL MANAGER



MUNICIPAL MANAGER:MR. YUNUS CHAMDA



The drafting of a '5-Year' IDP presents a unique opportunity to set out the developmental path for the Sedibeng District for the next few years. This Five-Year strategic blueprint will guide the operations and the strategic thrust until and slightly beyond the 2016 elections. The next few years will present the Sedibeng District and its three local municipalities with a very specific and complex challenge as we move forward and watch the unfolding plans for a Gauteng made up exclusively of Metropolitan Cities. While this 'Global City Region' unfolds in our peripheral vision, we cannot take our eyes off the basic things that make local government work for its people.

The Sedibeng Growth and Development Strategy, which is currently under review and will soon be formalised in its second incarnation (GDS-02), is the foundation upon which this '5-Year' IDP will be constructed. This long term vision will guide our work as we harvest the progress made during the last '5-Year' IDP and take these benefits into the next one. This administration has to adjust to new circumstances and also consolidate on the achievements of the last few years.

To carry forward GDS-02 and this '5-Year' IDP the institution needs to remain dynamic, vibrant, industrious and erudite. The Sedibeng District Council in January 2012 approved a new high-level design that accommodates the migration of Emergency Medical Services (EMS) back to

the Gauteng Provincial Department. It also sees the creation of a new Cluster called 'Communications' that will include several related functions and responsibilities.

In the last 18 months the moratorium on the filling of vacancies has seen the staff complement decrease from 920 to 830. This has been a difficult process and has required departments to spread the load of unfilled posts with flexibility and a common understanding of doing what's best for the institutional health of the Municipality. In the light of an increase of only 2.5% in the equitable share of the Municipality, and an average growth of staff and operational costs of 8%, the capital programmes of the municipality have been squeezed out. The onus is now on all Executive Directors to seek out alternative sources of funding for programmes and projects.

One of the important programmes that become victim to a financial squeeze is institutional development. Within the internal resources, creativity and efforts of the staff, we must find ways to ensure that the human development is not neglected.

Good governance remains high on the agenda of the political and administrative leadership. Despite having achieved six consecutive unqualified audit reports, Sedibeng remains committed to working hard on upholding the principles of open and transparent processes as contained in the King III report.

More than anything else, the possibility of being of service to the people of Sedibeng by driving all the flagship projects that will make a huge impact on



OVERVIEW BY THE MUNICIPAL MANAGER



the lives of the people in this District, should be our motivation and inspiration. The Sedibeng District is enjoined in success and failure, in challenges and solutions, with its three local municipalities (Emfuleni, Midvaal and Lesedi). The IGR forums that have evolved to accommodate good inter-governmental relations (IGR) have been quite successful and innovative under difficult circumstances.

The next '5-Year' IDP will take this region one step closer to reclaiming the Metro status that it enjoyed from 1996-2000. Yet, while a revised form will bring definite benefits, the basics remain unchanged. The administration must match the visionary political leadership with dedication, a good working ethos, a culture of service and *Batho Pele*.

A glimpse at the flagship projects that are contained in this IDP should energise the administration into action to make Sedibeng a better place for all its people.

YUNUS CHAMDA

Municipal Manager



CHAPTER 1: INTRODUCTION AND BACKGROUND



CHAPTER 1: INTRODUCTION AND BACKGROUND



CHAPTER 1: INTRODUCTION AND BACKGROUND



1. INTRODUCTION

This chapter provides a legislative context and background to the Sedibeng Integrated Development Planning (IDP) process and the preparation of this plan. It also outlines the strategic context in which the Integrated Development Plan is developed and clarifies the link between the Sedibeng Growth and Development Strategy (SGDS), National and Provincial Outcomes and the five year Integrated Development Plan (IDP).

1.1. LEGISLATIVE CONTEXT

Municipal Systems Act

The Municipal Systems Act (MSA) (2000) requires municipalities to draw up an IDP as an integrated, inclusive and strategic development plan that is aligned with the planning of the surrounding municipalities, provincial and national government.

In terms of the MSA, the IDP should include the following components:

- A vision of the long-term development of the District;
- An assessment of the existing level of development in the District which must include an identification of the need for basic municipal services;
- The District's development priorities and objectives for its elected term;
- The District's development strategies which must be aligned with the national or provincial sectoral plans and planning requirements;
- A spatial development framework which must include the provision of basic guidelines for a land use management;
- The District's operational strategies;
- Disaster Management Plan;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets.

Municipal Finance Management Act

The Municipal Finance Management Act (MFMA) (2003) provides for closer alignment between the annual budget and the compilation of the IDP. This can be understood as a response to the critique that IDPs took place in isolation from financial planning and were rarely implemented in full as a result.



CHAPTER 1: INTRODUCTION AND BACKGROUND



Specifically, Section 21(1) of the MFMA requires that the District co-ordinates the process of preparing the annual budget and the annual IDP to ensure that both the budget and IDP are mutually consistent. Key to ensuring the co-ordination of the IDP and annual budget is the development of the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is a detailed plan for the implementation of service delivery and the annual budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators. The MSA states that key performance indicators must be part of the IDP. The MSA specifies that the performance contracts of senior managers must form part of the approval of the SDBIP.

Municipal Structures Act

Section 27 of the Municipal Structures Act requires that all districts must adopt a framework for integrated development planning which should bind both the district and local municipalities and set out:

- the plans and planning requirements of national and provincial government;
- the matters to be included in the IDPs of the district and local municipalities;
- the principles and approaches to be applied to address the above;
- the procedures for consultation between district and local municipalities.

1.2. SEDIBENG GROWTH AND DEVELOPMENT STRATEGY AND NATIONAL OUTCOMES

In 2006 the Sedibeng District Municipality led a long term planning process to develop the first generation Sedibeng Growth and Development Strategy (SGDS). This strategy outlined a long-term perspective based on a long-term vision for the development of the region. The five-year IDP was regarded as the implementation strategy of the SGDS 2006-2011 term of office. The SGDS has seven pillars as illustrated in the diagram below.



SEDIBENG GROWTH & DEVELOPMENT STRATEGY



The Sedibeng District Municipality’s Five Year IDP used the seven pillars of the SGDS as its IDP Key Performance Areas (KPA). The District’s first five year IDP was approved by Council in 2006. This guided the activities of the municipality for the 2006/2011 term of office. The 2006/11 IDP was linked to the District’s long - term Growth and Development Strategy.

In 2011 when the District was supposed to develop a five IDP which was going to start a new term of office of the council that was elected on the 18 May 2011, It was decided that the District should opt for a one year IDP which served as a bridge until a new Council was instituted so that it can develop its own five or four year plan. In line with the Municipal Systems Act (2000) which states that each elected council should develop and adopt an Integrated Development Plan at the start of its elected term of office, the District has developed a second five year IDP which will be approved by Council at the start of the 2012/17 term of office. In 2011 the Sedibeng Growth and Development Strategy was reviewed. This process culminated into the development of the second generation of the Growth and Development Strategy. The seven pillars of the first Generation GDS did not change and the Sedibeng District Municipality 2012-2017 IDP will still be based and be informed by the same principles.



CHAPTER 1: INTRODUCTION AND BACKGROUND



1.3. OUTCOME BASED PLANNING

After the 2009 National and Provincial Government elections, the President of the Republic of South Africa (Mr. Jacob Zuma) signed delivery agreements with the ministers. These delivery agreements which were based the 12 National Outcomes:

1. Improved Quality of Education.
2. A long and Healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent work through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive economic growth path.
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlement and improved quality of households
9. A responsive, Accountable, effective and efficient local government systems
10. An efficient, competitive and responsive economic infrastructure network
11. Vibrant, equitable and sustainable rural communities with food security for all
12. Accountable, effective and efficient local government system

Municipalities have to ensure that the above mentioned National Outcomes are taken into consideration during their planning process. Outcome nine is the most relevant and specific outcome that relates directly to the sphere of local government. It states that “Local government: Responsive, Accountable, Effective and Efficient Local Government System”. This outcome has seven outputs:

- Implement a differentiated approach to municipal financing, planning and support;
- Improving Access to Basic Services;
- Implementation of the Community Work Programme;
- Actions supportive of the human settlement outcomes;
- Deepen democracy through a refined Ward Committee model;
- Administrative and financial capability;
- Single Window of Coordination.



CHAPTER 1: INTRODUCTION AND BACKGROUND



The Sedibeng District Municipality introduced Sector (Cluster) Plans that will enable Clusters to develop plans which are going to be implemented during the 2012/2013 – 2016/2017 council term of office. The Sector Plans will be reviewed annually with the IDP to cater for new developments, changed circumstances or respond to challenges that might arise over the years. The Sector Plans and Projects are based on the identified IDP Strategies which are also aligned with National and Provincial Outcomes and the Sedibeng Growth and Development Strategy.

Over and above National and Provincial Outcomes and Sedibeng Growth and Development Strategy there are other National and Provincial Strategies and Plans that inform the Integrated Development Plan, such as:

- Accelerated and Shared Growth Initiative of South Africa (ASGISA)
- New Growth Path,
- Industrial Policy Action Plan (IPAP1 & 2)
- Gauteng Economic Growth Development Strategy (GEGDS)
- Gauteng 2055

1.4. MEC COMMENTS ON THE 2011/2012 SEDIBENG DISTRICT MUNICIPALITY’S IDP

The IDPs are subjected to a form of assessment by the provincial government to assess relevance, effectiveness and whether the service delivery targets set jointly with stakeholders are met. The Municipal Systems Act of 2000 requires all municipalities to submit their IDPs to MEC for Local Government for comments. The MEC commented on the 2011/2012 Sedibeng District Municipality’s IDP. 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 Local Government and Housing with responses made by different department within Sedibeng District Municipality.

ISSUES RAISED BY THE MEC	RESPONSES
<p>Service Delivery</p> <p>In light of the move towards Metro system of governance, the coordination role of the District Municipality is becoming more crucial. It is incumbent upon the district Municipality to coordinate</p>	<p>The District has noted the comments and is jointly engaged with local municipalities in a process</p>



CHAPTER 1: INTRODUCTION AND BACKGROUND



ISSUES RAISED BY THE MEC	RESPONSES
<p>district wide infrastructure planning, spatial planning and environmental management activities. Although the district does not provide direct services to the community, it has the responsibility of providing strategic vision and guidance in the entire region.</p> <p>The 2011/12 Sedibeng District IDP does not indicate how the district intends mobilising the local municipalities towards the metro system of governance as well as ascertaining that its aspirations are realised. The district is urged to utilise instruments such as the Growth and Development Strategy pillars to begin to direct, influence and shape spatial planning by Local municipalities.</p>	<p>towards becoming single metropolitan municipality in the region.</p> <p>The District invited all its local municipalities during the formulation of GDS 2 formulation.</p>
<p>Financial Viability:</p> <p>The municipality is indicating that the capital budget for 2011/12 financial year amounts to about 50 million. It is indicated that of the R4 million will be funded from internally generated revenue and R26 million (Neighborhood Development Grant and MISG) from the national and provincial grants and the remainder of the funding (20 million) is still to be sourced. Section 16 of the MFMA requires that a budget must be funded from realistically anticipated revenue, and it is clear in the case of Sedibeng District Municipality that the capital budget does not meet this specific provision of the Act since R20 million worth of the funding is to be sourced from an unknown source.</p> <p>The municipality has indicated that it is implementing cost curtailment measures to cut on the general expenses budget (non-core) and has managed to decrease general expenses budget by R24 million from R106 million in 2010/2011.; adjustment budgets to a sum of R82 million for 2011/12. These savings were distributed towards service delivery orientated expenses items. This is a commendable initiative demonstrative of the general expenses budgets among the local municipalities within the district. As part of its coordination initiatives, the district is urged to share the cost curtailment initiatives with its locals, particularly with regards to non-core expenditure items.</p>	<p>The projects amounting to R20 million were included in the budget in agreement with the user departments that applications for funding were made and the response was awaited and being hopeful that a positive feedback will be received.</p> <p>This was later rectified in the adjustment budget to ensure full compliance with Section 16 of the MFMA and Implement uniform financial management systems, policies and procedures.</p>
<p>Governance :</p> <p>The 2011 IGR conference has identified a need for revitalisation, streamlining and consolidation of the IGR structures across the district in order to facilitate inter-governmental development</p>	<p>From August 2011, there have been a series of IGR forums being successfully concluded in the Region led</p>



CHAPTER 1: INTRODUCTION AND BACKGROUND



ISSUES RAISED BY THE MEC	RESPONSES
<p>planning. The district is urged to take active steps towards ensuring the coordination of IGR initiatives in line with the Provincial Conference resolutions and recommendations.</p>	<p>by the PMT Offices. This culminated in the two benchmarking trips to Buffalo City and Mangaung Metro. Subsequently, a District Wide Mayoral Committee Lekgotla was held to develop the basis for the second Generation Sedibeng Growth.</p> <p>The District Wide Mayoral Committee Meetings were held, with the latest being the IDP Lekgotla which sought to align the IDPs of the Sedibeng District Municipality and the three constituent local Municipalities. All these alignments were carried out with a view to align these IDPs with the National and Provincial Priorities. We however stand committed to the outcomes and decisions which find expression in the Provincial Conference going forward especially in matters relating to IGR.</p>
<p>Institutional Development</p> <p>The municipality is recommended for making considerable strides with regarding to cost reduction in non-core service delivery issues. It is important to link the Cost Reduction Strategy with the Reviewed organisational Structure and fast track the filling of key posts (Communication) as well as critical posts.</p> <p>It is also important that the municipality implement a comprehensive HRM&D Strategy to ensure the effective management of the Human Capital which will be guided by the Employment Equity Plan and IDP objectives.</p>	<p>The municipality notes the comments of the MEC of Local Government and will improve as recommended by the MEC.</p>



CHAPTER 1: INTRODUCTION AND BACKGROUND



ISSUES RAISED BY THE MEC	RESPONSES
<p>Spatial Planning</p> <p>The municipality has alluded to numerous challenges which hamper the review of the Spatial Development Framework. The IDP indicates that the municipality has not reviewed the SDF since 2009 and therefore has not been able to provide the spatial guidance across the region. Some of the challenges alluded to include lack of capacity and funding to ensure that the necessary review is undertaken. The municipality is therefore called upon to establish strategic partnerships with relevant stakeholders like Department of Economic Development (DED) and Development Bank of South Africa (DBSA) for assistance regarding capacity building and funding. Spatial planning is amongst the most efficient instruments of the district-wide coordination and the district SDF should be utilised to this effect</p>	<p>Sedibeng District Municipality has appointed consultants to assist with the development of the District wide SDF.</p> <p>Partnerships between Sedibeng District Municipality and the Department of Rural Development and Land Reform (National) and Gauteng Province Department of Economic Development and Planning (Provincial) has been established through meetings that took place to discuss Spatial Planning, Land Use and GIS issues.</p>
<p>Local Economic Development</p> <p>The establishment of the Sedibeng Economic Development Agency is an expression of a realisation that development initiatives should be coordinated efficiently and effectively in order to make meaningful impact in the region. It is important that the municipality brings to finality the process of setting up the Sedibeng Economic Development Agency so as to guide and coordinate economic development initiatives.</p>	<p>The District had a plan to establish a development agency. MEC for Economic Development advised against such an initiative. However, the District has resolved to resuscitate the initiative as recommended by the MEC for Local Government and Housing.</p>

1.5 COMMENTS AND CONTRIBUTIONS BY STAKEHOLDERS

The table below provides a summary of the comments made by stakeholders during the IDP Stakeholders Engagements on 25 April 2012 and those received from the public from the designated areas arranged by sectors.

Community Safety Sector
<ul style="list-style-type: none"> • A Satellite Police Station should be established in Tshepiso which is centrally located between Sharpeville and Boipatong. Police stations in these



CHAPTER 1: INTRODUCTION AND BACKGROUND



areas are too distant from the community of Tshepiso and reflect negatively on both the police and community in terms of service delivery.

- Reservists are more than permanent police officials (\pm 20 permanent staff) at Sharpeville Police Station.
- Types of vehicles allocated to Sharpeville for policing duties are not conducive for the types of roads in the area. Preference should be the bakkies and not sedans.
- Most High Mast lights in the townships are partly or entirely not working, including streetlights (CBDs). This may have a negative impact on the effectiveness of the CCTV cameras under these circumstances.
- Role of Justice Department in Safety and Security Sector/Forums is non-existence at both Community Policing Forums and Local Municipality Community Safety Forums.
- Long grass and thick vegetation in part of the causal factors towards criminality in various areas.
- Government should acknowledge the role of Community Patrollers within communities in relation to crime prevention. They must be given first preference for employment, especially in the police service.
- Some Reservists who worked during the 2010 FIFA World Cup Tournament are yet to receive permanent employment.
- SAPS must create social crime prevention programs which are integrated with schools sports and recreation programs.
- A major concern along Golden Highway (Beverly Hills) and Waterdal Road (Sonderwater) is high rate of accidents involving pedestrians and motor vehicles.
- Ill-treatment of Community Patrollers at De Deur Police Station has been observed.
- Role of the police is not satisfactory as some often engage in criminal activities (bribes).
- The programme is rolled out for 365 days inclusive of 16 days of Activism.
- Built self-esteem and assertiveness of community members and foster sexuality and reproductive health rights.
- Regulated and formal Old Age homes.
- Community Awareness regarding Older Persons' rights.
- Youth with Physical Disability lack of confidence, majority not in school limited education opportunities within the Municipality including cognitive development.

Sports, Recreation, Arts, Culture and Health Sector

- Sharpeville is not well marketed and promoted as a tourist focal point, despite its rich history nationally and internationally.
- A Regional Arts & Culture Forum should be established at a District level to ensure better coordination and uniformity for arts & culture groups in Sedibeng.



CHAPTER 1: INTRODUCTION AND BACKGROUND



- Communication Protocols should be developed to ensure proper alignment of Sports & Recreation structures in the region.
- Local Theatres should be primarily utilized for arts & culture activities and not for hosting funerals. Funerals should be hosted at the various community halls or other buildings but not theatres.
- Theatres must be effectively used for income generation and sustainability thereof.
- Local artists must be supported and promoted to ensure vibrancy in the region, in terms of arts and culture programs and activities.
- Local Municipalities must support the vision of the Minister of Sports of Recreation in reviving and promoting sports and recreation at schools level.
- Some of the sports grounds have been destroyed and diminished due to both housing and business developments in most areas.
- Wards Sports Committees should be established as supporting structures for sports and recreations within communities.
- Local sports and recreation legends must be roped and given platform to assist in sports development in the region.
- Department of Education to be engaged with regard to the utilization of vacant and un-used schools as Arts & Culture Centres across the region.
- A follow-up should be made with Emfuleni with regard to Moedi School in Sharpeville, which was identified and as future Arts & Culture Centre.
- Craft Hubs must be fully furnished and equipped with relevant resources to ensure optimum results.
- A relationship between the District and Locals should be improved to ensure that sports, recreation, arts, culture and heritage programs are properly aligned and implemented accordingly without duplication and wasting of resources.
- Tshepiso should also be revived in terms of ensuring that there are sports facilities/grounds in the area, as current status reflects non-existence of these facilities.
- Access to utilize Lake Side Estate Hall is a challenge because the community often encounters problems with the local municipality.
- Municipalities to source external funding for sports, arts and culture programs.

Transport Infrastructure and Environment Sector

- There is a stormwater problem in Zone 14 along Moshoeshoe road between BP and Engen Filling Stations.
- Can the municipal/government buildings that are old and not in use be made available for leasing/renting by Day Care Centres?
- The road between Residensia and De Deur is developing potholes and needs attention.
- Pit-latrines in the Evaton area need to be removed as they are a health and safety hazard.
- The Stadium Road in Zone 7 needs to be tarred.
- The K55 road between Tshepiso and Steelpark needs speed humps and signage.



CHAPTER 1: INTRODUCTION AND BACKGROUND



- When is BkB (Bontle ke Botho) coming to Sicelo?
- Cradock road in Evaton (in front of Rabotapi) needs storm water.
- In Adams road in Evaton there is a big tree that will soon fall into the road.
- The Dry Cleaner (PNA) in the Mphatlalatsane shopping complex is dirtying the air in the community; there is always a bad smell around that area.
- The waiting period is too long at the Vereeniging License Department, more staff needs to be employed.
- There are a lot of domestic animals around the Sebokeng Hostels and these poses a health hazard, this matter needs to be addressed.
- In Ward 39 there is only one Primary School and kids are forced to cross the railway line from Tshepong to Residensia, we need a bridge to cross the railway line.
- Municipal Bylaws should be implemented. People are just dumping everywhere.

Social Development Sector

- Departmental Road show on Equity, Qualification and Skill audit and accelerate the empowerment & equal service delivery for gender.
- A training program that will capacitate staff on Gender Mainstreaming and develop programme of Action on policy implementation.
- Compliance from Staff Mainstreaming Committee to be functional within the Municipality and consult on policy development & implementation.
- Leadership development needs and advanced leadership training.
- Incomplete Gender Action plan: Departmental attention needed to complete the Plan.
- Establishment of a fully fledged Youth unit according to the policy requirement as opposed to the current youth desk. It is not satisfactorily effective to the youth considering the number of programmes established since the inception
- Rural Youth has limited access for opportunities, lack of infrastructural development and training and a number of youth did not complete grade 12 leading to an inability to access available opportunities due to access requirements hence majority remains helpless.

Finance Sector

- Local attorneys are not receiving work from the Council.
- Need an in depth elaboration on 30% of empowerment of local business.
- The local business had negative experiences because they did not benefit from the 30% of local content.
- There is an abuse of locality where people borrow addresses to be considered for business opportunities in ELM.
- Request that the follow up be made on contractors and Vetting is important.



CHAPTER 1: INTRODUCTION AND BACKGROUND



Strategic Planning and Economic Development Sector

- Creation of more jobs and convene Job Creation Forum
- Youth in Economic Participation
- Workshop SMME's on CIDBP
- Support Cooperatives
- SDM strategy and a need to market and advertise the region as a Tourism destination.
- There are old vacant shops in the townships which cannot be accessed by new entrepreneurs.
- In the last meeting at Bophelong of SMME's, it was announced that there will no longer be supported by Government, the focus now is on Cooperatives.
- Shelter/Houses for elderly people.

1.6 THE STRUCTURE OF THE DOCUMENT

The rest of the document contains the following chapters which are briefly described below.

Chapter 2 Progress on 2006-2011 IDP

This chapter highlights progress made on implementation of 2006-2011 Integrated Development Plan.

Chapter 3 Analysis

This chapter provides a brief overview of the District itself, in order to provide a context in which planning for the District is taking place

Chapter 4 Spatial Development Framework

This chapter outlines the Spatial Development Framework (SDF) of the region and contains the spatial vision and spatial objectives of the Growth and Development Strategy and the Integrated Development Plan of the municipality.

Chapter 5 Strategies

This section aims to provide an overview of the planning and long-term vision of the District (GDS) and the alignment of council strategies and the alignment with National Outcomes.



CHAPTER 1: INTRODUCTION AND BACKGROUND



Chapter 6 Sector Plans and Project

In order to measure performance, all Clusters in the municipality developed sector plans which comprehensively detail their key programmes and delivery agendas for the full term of office. This section of the IDP will therefore be reviewed and updated on an annual basis to ensure that the District's performance is measured annually and that the District's interventions are effective and respond to the emerging development imperatives.

Chapter 7 IDP Deliverables for 2012-2013

This section constitutes the IDP Deliverables for the year 2012-2013, i.e., it is the IDP for the first year.

Chapter 8 Mainstreaming

This section covers the general deliverables for designated and vulnerable groups, namely, women, children, youth and people with disabilities, elderly and ex-combatants.

Chapter 9 Budget

This chapter outlines the Medium Term Expenditure Budget Framework and budget for the municipality for the first year and two subsequent years.

Chapter 10 Municipal Turn Around Strategy

The chapter on the Municipal Turn Around Strategy seeks to outline the key interventions that the municipality is making to respond to challenges of service delivery, viability and sustainability of the Council.

Chapter 11 Alignment with all spheres of government

The chapter highlights the intervention and investments made by provincial and national government in the Sedibeng Region. It also includes projects and plans which are jointly done by all government levels including the local, district, provincial and national government.