

INTEGRATED DEVELOPMENT PLAN 2014/15



Sedibeng
District
Municipality



idp

INTEGRATED
DEVELOPMENT
PLAN
2014/15



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EXECUTIVE MAYOR'S FOREWORD

EXECUTIVE MAYOR'S FOREWORD:



Cllr: Mahole Simon Mofokeng

The commitment to changing lives continues and this is what our social contract we entered into is all about. Nobody promised us easy ride, and that this journey will be easy but because we share a collective vision that for things to be better, or move forward, then change must be permanent.

The landscape has changed since the last conversation on our binding future plans, important pronouncements have been made regarding what you, the people, mandated us to establish in order to serve and to service you.

In the context of the Municipal Demarcation Board pronouncement and many other strategic inroads or progress arising from your mandate in the last planning cycle, we are back again to seek guidance and your wisdom on how to move forward in putting up building blocks towards consolidated governance in our area.

I welcome you once again the people of Sedibeng. As a tradition, the planning season for and the review of our five year, Integrated Development Plan, the blue-print for our actions as your servants for the year ahead is upon us, where all the stakeholders including communities and organized formations, I would like to urge you, to put your best foot forward in ensuring that, your interests form part of Sedibeng District Municipality's plan for the coming financial year.

This comes few months after the Sedibeng District Municipality received a Clean Audit from the Auditor-General. Integrated Development Plan is the principal planning platform from which all the strategies, priorities, programmes and projects are formulated to take us forward and once again, we are afforded that opportunity to revisit and revise our plans to retrofit to present reality informed by material condition to prepare for future governance model that will best serve and service your needs and aspirations.

Bearing this in mind, the Integrated Development Plan is a quest on the part of your Municipality to give expression to the policy certainty and tradeoffs captured in the National Development Plan. Integrated Development Plan gives concrete expression to the National Development Plan and the second generation Sedibeng Growth and Development Strategy implementation, and thus places the Sedibeng District Municipality on a firmer footing to provide for the aspirations of our people and our communities.

This is our second review of the five year IDP and that framework and mandate you have conferred to us in 2011, principally remain in place, for we are still distinct and independent



municipalities but depending on your guidance during this process of review, we are now compelled to integrated and provide seamless service delivery to you.

This review is important in that it provides you, our stakeholders, communities and various formations, an opportunity of a 'dry run' of our future governance and on the best things yet to come once the process of consolidated governance is completed in 2016.

The people who may have missed this conversation in the past may legitimately ask the question of what is this future governance you have mandated us to put in place? What is meant by the consolidated Governance in a form of Metro entails?

This vision emanated from the proven view that many of the region's apartheid legacy problems, particularly those of a socio-economic nature, will best be tackled by one large and cohesive institutional body and therefore a metropolitan area, better referred to as a metro area or metro, is a region consisting of a densely populated urban core and its less-populated surrounding territories, sharing industry, infrastructure and housing.

A metropolitan area usually comprises multiple jurisdictions and municipalities; neighborhoods, townships and cities. As social, economic and political institutions have changed, metropolitan areas have become key economic and political regions. Metropolitan areas include one or more urban areas, as well as satellite cities and intervening rural areas that are socio-economically tied to the urban core, typically measured by commuting patterns.

In the period under review, we have made strides in key areas and programmes you have mandated us to fulfill during the previous planning cycle and consultations and today I can proudly say that, Sedibeng is and continue to be one of the fastest growing regions in the Gauteng Province. We have attracted lot of investments into our local economy, judging by the level of expansions, investment and development in the region by both Government and private sector.

The Expanded Public Works Programme and Community Works Programmes are in full swing in the region providing our people with interim relief while at the same time people benefit from skills development to increase possibility of employment and self-employment in maintenance work within their communities. Small scale farmers and cooperatives continue to benefit from mechanization programme with tractors and equipment that was distributed to Local Municipalities to support agricultural activities in the region.

SMME and Cooperatives support remains the central pillar towards integrating informal or second economy into mainstream and our procurement practices continue to affirm local entrepreneurs and local partnerships. To this end, we have finalized service level agreement in partnership with Vaal University of Technology and Gauteng Department of Economic development to take forward work on digital manufacturing through Fabrication laboratory and over and above, engaged Gauteng Enterprise Propeller to set up satellite office at Sebokeng campus of VUT next to SEDA for decentralized services for SMMEs and Cooperatives ease of access.



Corridor Developments along R59 and other nodes have become a centre piece of growth and investment as manifested by growing potential of Kliprivier Business Park, Powerville Corridor Development, Bedworthpark centre, Sebokeng and Evaton Mall expansion. The core programme as contained in the GDS remains logistics hub, CBD revitalization, riverfront development, tourism growth and exploration of a number of precincts in Doornkuil, Savannah, riverfront, Civic and land around Vereeniging Fresh Produce Market.

The work on Cultural precinct in Sebokeng around Mphatlalatsane/ Eldorado are at be consolidated with Sport Centre is on course, Boipatong memorial site is near completion awaiting only section of the heritage. The Evaton Renewal has seen upgrade of Sebe, Bodea, milner roads, bulk sewer upgrade, Mafatsane community recreation park. The regional sewer scheme is in implementation and a number of related sanitation works are either on tender or in the implementation while at the same time prioritize increasing capacity in existing works to be able to absorb development in the region.

We are an institution whose hands are on the deck to improve quality of life of its communities, working towards positioning Sedibeng as a SMART CITY built around eGovernance model. Already basic and minimum Information and Communication Technology infrastructure is in place through sizable investment made in the optic fibre. In the coming financial year, we are committing to work towards the development of Regional Economic Framework to realize our socio economic priorities and work towards increasing investment confidence into our region.

We have done work to improve our services and offering to the licensing and plans are afoot to improve security, back office filling system, improved customer relations and improved customer service at those centres including extending office hours, thereby slotting extra service to the public as well as possible decentralization of services

Arcelor Mittal applied for a variation after their plant burnt down and requested a period of three months to use or re-commission old furnaces who would affect air quality in the region to keep their operations going and avoid temporary layoffs. This was granted by Sedibeng District Municipality under very strict conditions they needed to observe including opening up opportunities for SMMEs enterprise development. The situation has returned to normal after the end of that three months we granted and this has highlighted a need for effective monitoring of air quality in the region and working with local industries, we need effective partnership for this shared responsibility of high quality of environment and air space.

The region is increasingly becoming more integrated with the linkages we are creating through the intermodal transport facility at Vereeniging 'Taxido' station which we have recently launched the projects together with the Gauteng Provincial Government and Passenger Rail Agency of South Africa (PRASA). The expansion of R82 road and its corridor development is rolling toward the region having completed the side in Eikenhof towards Walkerville for multipurpose business, residential and mobility use while at the same time explore the means to sustain our investment in the optic fibre project to improve connectivity in the region.



All the above-mentioned successes are indeed your achievements too, for this is what you have instructed us to pursue and implement from the last cycle of planning when we consulted with you and this was achieved because we worked as partners to realize this collective desire of improving quality and standard of living in this region. I will be giving a full report back of our implementation of this ending financial year together with your mandated programmes and priorities emanating from consultation and on-going public participation during the State of the District Address when we adopt reviewed IDP for 2014/15.

It is by no accident or trial and error that, Sedibeng District Municipality has obtained clean audit from the Auditor General built from unqualified audit opinions for the last five financial years in line with operation clean audit 2014. This feat is not just an academic exercise or historical record but it is an achievement that inspire confidence in our systems, our prudence, our accountability but more importantly, this achievement send the right message to investor community about our governance and responsible administration. To this end I want to thank all staff and senior management of this institution for hard work and continuous care and responsibility they assumed to bring us to this milestone achievement.

Once again the platform is opened for you to engage us during this period of review of the IDP, and we look to you as our communities to build on your past successes achieved through the IDP, the opportunity is here again to shape your IDP, your future and your aspiration. Your mandate and your will constitute our mandate as expressed through service delivery to communities. This thrust is pointing direction in which partnerships by various stakeholders and at different levels will emerge; it indicates the streamlining and flowing of both private and public resources in the medium to long term.

We are confident of our future as envisioned by the National Development Plan and we are convinced with our plans anchored on the National Outcomes, our Growth and Development Strategy and the Integrated Development Plan which remain relevant.

This process of public participation and development of Integrated Development Plan review is your platform to take Sedibeng and indeed, I dare say, South Africa Forward building on our twenty years collective successes and achievement. This is experience we cannot throw away or even ignore and rightly so, we are resoundingly proclaiming that ours is a good story to tell and to relate as we march into the second phase of our transition.

We are waiting for, working on and implementing your mandate. We serve you and we are at your service.

Cllr. Mahole Simon Mofokeng

Executive Mayor: Sedibeng District Municipality

OVERVIEW BY THE MUNICIPAL MANAGER

OVERVIEW BY THE MUNICIPAL MANAGER:



Yunus Chamda

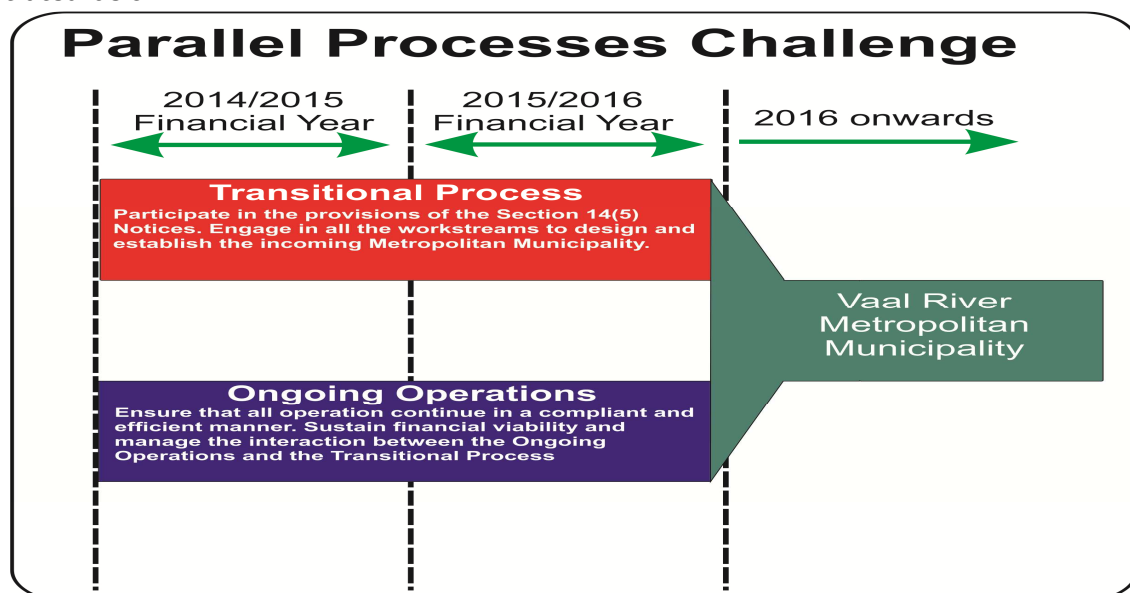
In the previous financial year (2013/2014), the major issues raised in this Overview surrounded three aspects, namely, (1) the preparatory work towards a possible Metro system of governance in the Sedibeng geographic space; (2) The on-going quest to achieve a 'Clean Audit'; and (3) the progress in rolling out the flagship projects of the Sedibeng Growth and Development Strategy.

As we craft the 2014/2015 IDP and Budget, these aspects will once again dominate our work moving forward, but in a distinctly different context.

The framework provided by GDS-02, continues to underpin the work of the Municipality and will continue to do so as we move into the next financial year.

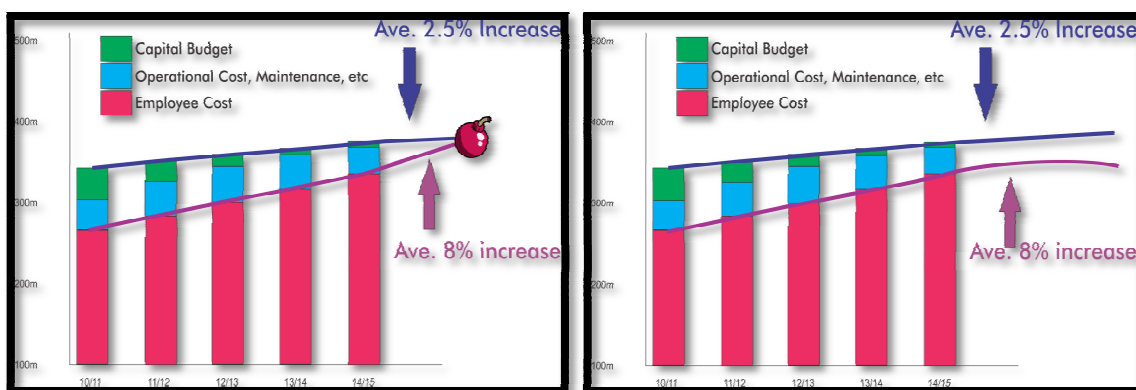
The Strategies and Deliverables will once again be located within the 10 Flagship Projects. However, the implications of the move to a Metro will be kept in mind to ensure maximum alignment over the next two financial years. Examples of this alignment will include; The establishment of the Sedibeng Development Agency will be established to serve the development of an incoming Metro.

The rollout of Fibre Optic to provide connectivity within a geographic space of the current Emfuleni and Midvaal local Municipalities. The Move to a Metro was a Flagship project in its own right and has been achieved ahead of schedule. While the announcement of the Municipal Demarcation Board (MDB) in October 2013, was keenly awaited and joyfully welcomed, the large body of additional work that it imposes on the Municipality cannot be underestimated. This work will run in parallel of the on-going operations of the Sedibeng District Municipality as illustrated below.



Many Senior Managers will be tasked to pay equal attention to both processes, without additional remuneration or allowances to compromise either. The appetite to take on this task is positive and it is expected that most staff members will rise to the challenge. Our IGR (Intergovernmental Relations) will be severely tested in the year ahead. The early signs emanating from the IDP Alignment Lekgotla of 3-4 March 2014 are very positive.

Financially the Sedibeng District Municipality (SDM) continues to be constrained by being almost entirely grant dependant. The gap between the annual increase in the equitable share and the real cost of running the municipality, continues to challenge the Municipality. In the 2014/2015 Financial Year, we will once again be forced to lower the cost curve and continue austerity measures, fill only absolutely critical vacancies and lower the staff numbers.



The little that we do allocate to the Capital Budget, and to Operational Cost must yield good value for money. In human resource terms, which is our biggest cost and biggest 'service', we must improve on productivity. Our ePMS system is working well and was one of the major contributory factors towards our 2013/2014 Clean Audit.

The Clean Audit was a significant achievement by all staff in SDM. While the debates on the validity of the term Clean Audit continues, at SDM we are well aware that it implies that we must not falter on being financially unqualified, on compliance with laws and regulations, on specifying, monitoring and reporting on Performance, and on providing leadership to the institution.

The Chapters ahead will spell out the details of our strategies and deliverables. It will also note the work needed in the transition to a Metro. The 2014/2015 will bring along new challenges in previously unknown territory. We must embrace the challenge with courage and vision. Our political leadership, led by our Executive Mayor, has worked very well with the Administration in ensuring a unity of purpose and we remain positive as we present this 2014/2015 IDP Review.

Yunus Chamda
MUNICIPAL MANAGER

**VISION, MISSION,
STRATEGIC OBJECTIVES
AND VALUES**



Sedibeng District Municipality

VISION

Building towards a developmental Metropolitan River City of choice

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 1: INTRODUCTION AND LEGISLATIVE CONTEXT:

This chapter on Introduction and Legislative context seeks to introduce the Integrated Development Plan and the legislative framework that guides the review process. It also includes the comments received from the MEC of Corporate Governance and Traditional Affairs and inputs emanating from the Public Participation processes.

CHAPTER 2: ANALYSIS:

The analysis phase deals with the existing status quo in the municipal area. It is the focused analysis of the type of challenges faced by the communities in the region. These challenges normally climax key issues like basic services, crime, unemployment, etc. The community needs identified are weighed according to their urgency and importance, thus to prioritise them accordingly.

It is pivotal that the municipality understands the causes of the problems and their symptoms in order to make informed decisions on appropriate interventions. Stakeholder and community consultation during this analysis phase is very critical as outcomes give its planning a critical content. It is important to determine the priority issues because the municipality does not have sufficient resources to address all the issues identified in various sectors of the society. Prioritization assists the municipality in allocating the scarce resources to issues highlighted as more important and urgent.

CHAPTER 3: REGIONAL SPATIAL DEVELOPMENT FRAMEWORK:

This Chapter on the Spatial Development Framework (SDF) covers key legislative mechanism that addresses the numerous developmental challenges of the District. A number of these challenges considered and interpreted by the SDF include:

- Integrating the urban spatial form created under apartheid to separate townships from economic areas;
- Addressing the services backlogs for the poorest of the poor, etc.

CHAPTER 4: STRATEGIES

Once the municipality understands the challenges affecting the people in the municipal area and their causes, it must then formulate the solutions to address such. This phase includes the formulation of:

- 1) The vision – The vision is a statement indicating the ideal situation the municipality would like to achieve in the long term. This is the status the municipality would be in once it has addressed the problems identified in Phase 1.
- 2) The development objectives – Once the priority issues are identified in Phase 1, they are translated into objectives. Development objectives are statements of what the municipality would like to achieve in the medium term in order to address the issues and



also contribute to the realization of the vision. In other words the objectives should bridge the gap between the current reality and the vision.

- 3) The strategies provide answers to the question of how the municipality will reach its objectives. Thus strategic decisions about the most appropriate ways and means to achieve the set objectives.

CHAPTER 5: SECTOR PLANS AND FLAGSHIP PROJECTS

The first part of this chapter covers the progress made on the implementation of the 10 Flagship Projects as outlined in the Growth and Development Strategy (GDS). Secondly, it highlights the Sector Plans for all Clusters in the municipality and the delivery agenda for the year under review (2014/2015). This Chapter is about the design and specification of projects for implementation. It reflects all programmes and projects to be rolled out in the year under municipal planning.

CHAPTER 6: BUDGET

This section reflects an estimated budget for the 2014/15 financial year. The budget is compiled based on a trend of Socio Economic Analysis in the region and taking into consideration the expected revenue to be realized. A budget ensures that the Sedibeng District Municipality's contractual obligations such as salaries and contracted services are first determined.

It also ensures that the general expenses are reduced in order to obtain a balanced budget where no reserve funds will be utilised for operational and/or capital purposes. This will present a realistic budget to cover annual deliverables as outlined in the sector plans.

CHAPTER 7: MAINSTREAMING

In this section the general deliverables for designated groups namely women, children, youth, people with disabilities, elderly and ex-combatants are outlined. These are guided by various policies of SDM aimed at benefiting the designated groups. These include the following:

- Youth Development Policy;
- Ex – combatant Policy;
- Gender Policy;
- Pro – poor Policy;
- Gender Equity Policy;
- Employment Equity; and
- Disability Policy

CHAPTER 8: ALIGNMENT WITH SPHERES OF GOVERNMENT & SECTORS

This chapter highlights the key Intergovernmental programmes/projects which are jointly planned by the Local and District Municipalities and the Provincial and National Government. It



is critical as it reflects the alignment of these 3 spheres of government towards service delivery.

CHAPTER 09: PERFORMANCE MANAGEMENT

The Performance Management section highlights a direct relationship between planning, reporting, monitoring and evaluation. It demonstrates how SDM plans to manage its performance against predetermined objectives as captured in its Integrated Development Plan (IDP). This chapter showcase a direct alignment and congruent implementation towards outputs as prescribed by SDM's electronic performance management system.

CHAPTER 10: METROPOLITAN SYSTEM OF GOVERNANCE

This chapter reflects a brief background and history of the Sedibeng District Municipality and Local municipalities. It outlines the processes and timelines towards the disestablishment of local municipalities, namely, Emfuleni Local Municipality and Midvaal Local Municipality, as well as the Sedibeng District Municipality. Finally shares the current and future phases towards the establishment of one united and seamless metropolitan government in the region, known as the Vaal Metropolitan Municipality.

DRAFT