



1 INTRODUCTION AND BACKGROUND:

Strategic management is the process whereby management 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.

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 doesn't 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, changing conditions, and new ideas and opportunities.

Therefore, **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. 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.

2. LEGAL COMPLIANCE:

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 and the White Paper on Local Government. Other legislations and policies deal with specific aspects of integrated development planning.

2.1. Constitution of the Republic of South Africa:

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:

- 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 involvement of communities.

2.2 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

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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
- Serve as a basis for engagement between local government and communities/residents.

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

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 realisation of the fundamental rights

contained in sections ~4, 25, 26, 27 and 29 of the Constitution.

(2) Subsection (1) 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 plans

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.

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2.4 Linking of the IDP and Budget:

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalized through the promulgation of the Local Government: Municipal Finance Management Act No. 56 of 2003. Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that: The Mayor of a municipality must –

- (a) At least 10 months before the start of the budget year, table in the Municipal Council a time schedule outlining key deadlines for –

The preparation, tabling and approval of the annual budget;
The annual review of -

- aa) The integrated development plan in terms of Section 34 of the Municipal Systems Act; and
- bb) The budget related policies.
- i) The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- ii). the consultative processes forming part of the processes referred to in subparagraphs (i),

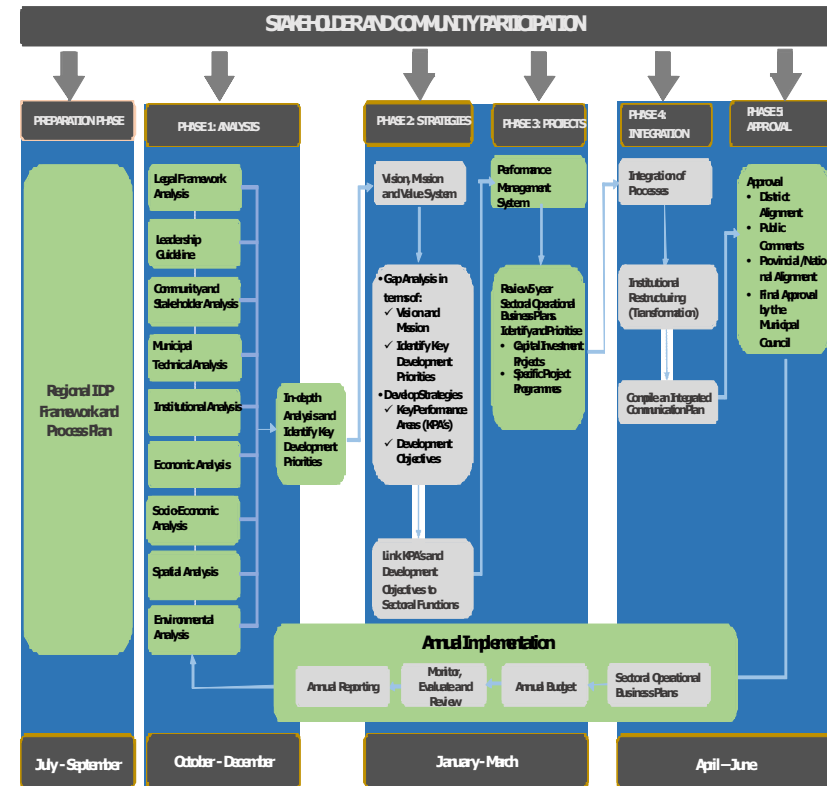
2.5 Sedibeng District Municipality five year IDP 2017/21 Development

Sedibeng District Municipality together with three local municipalities (Emfuleni, Midvaal and Lesedi) developed their IDP's covering the period 2017/21, also referred to as their comprehensive IDP's for the current term of office.

The 2016 Local Government Elections put in place the new Political Administration covering the 5 years term of office. With the five term of political office coming to an end in 2021, this

strategic planning document is the first five year plan document of the new term of office.

The diagram shown illustrates how the district and its local municipalities came about the development of 2017/21 IDP



4. ALIGNMENT WITH NATIONAL, PROVINCIAL AND REGIONAL 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 considered in the IDP during planning process, municipalities should be aware of all the relevant information.

The municipality managed to utilize opportunities to engage with national and provincial sector departments (COGTA, National Treasury and other relevant sector departments) during IDP development process to establish contacts for alignment and to outline the need for information on policies, programmes and funds.

All efforts have been made to align the current IDP 2017/21. The Alignment of Sedibeng District and Local Municipalities IDPs is to ensure that our National and Regional planning are aligned to United Nations Sustainable Development Goals (SDGs 2030) and AU 2063 strategies as outlined in both United Nations and African Union Assembly resolutions where we are participants and signatories that has resolved and set goals to end poverty, hunger and war conflicts that will enable to attain sustainable future and prosperous world.

Relevant Planning Priorities:

- National Development Plan Vision 2030
- Sedibeng Growth and Development Strategy
- Gauteng Province Ten Pillars

- Integrated Urban Development Framework (IUDF)
- Sustainable Development Goals (SDGs 2030)
- African Union 2063
- Local Government Manifesto 2016

4.1 National Development Plan Vision 2030

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.

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



4.2 Gauteng Strategic Direction (Ten Pillars)

In order to realise the NDP, Gauteng Provincial Government (GPG) has taken active decisive steps to make Gauteng an integrated city-region characterised by social cohesion and economic inclusion over the next five-to-fifteen years. The Province has adopted a ten-pillar programme of **Transformation, Modernisation and Re-industrialisation** (TMR) of the GCR.

These pillars are contained in the current five year IDP 2017/21 moving towards the realisation of 2030 strategic direction of the country. The pillars are as follows;

- Radical Economic **Transformation**
- Decisive Spatial **Transformation**
- Accelerated 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 Public Transport and other Infrastructure
- **Re-industrialising** Gauteng as our country's economic hub
- Taking a lead in Africa's new **Industrial revolution**

4.3 Integrated Urban Development Framework:

Integrated Urban Development Framework (IUDF) is government's policy position to guide the future growth and management of urban areas. In the economic history of humanity, urbanisation has always been an accelerator of growth and development, bringing about enormous changes in the

spatial distribution of people and resources, and in the use and consumption of land. Supporting policies and frameworks are therefore needed that can leverage the urbanisation process for increased development gains and sustainability.

The IUDF also sets out the policy framework for transforming and restructuring South Africa's urban spaces, guided by the vision of creating 'liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life. Mid Term Strategic Framework were developed with a clear objectives and priorities:

- To address spatial imbalances in economic opportunities
 - i. Creating a responsive institutional, policy and regulatory Environment.
 - ii. Strengthen intergovernmental planning, budgeting and Implementation
 - iii. Strengthen rural-urban linkages
 - iv. Controlling urban sprawl
- Sustainable human settlements and improved household quality of life.
 - i. Accelerate the upgrading of informal settlements.
 - ii. Create liveable and safe human settlements.
- Job creation and inclusive growth.
 - i. Create a conducive environment for business to flourish.
 - ii. Job creation.
- Responsive and accountable local government.
 - i. Strengthen platforms for public participation and communication with all stakeholders

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4.4 Sustainable Development Goals (SDGs):

The **Sustainable Development Goals (SDGs)**, officially known as **transforming our world: the 2030 Agenda for Sustainable Development** is a set of seventeen aspirational "Global Goals" with 169 targets between them.

A global agenda to end poverty by 2030 –and the SDGs comprise 17 core goals that range from ending hunger to stemming climate change, and that altogether provide a critical roadmap to a sustainable future and more prosperous world.

These seventeen core goals with clear objective are follows:

Core Goals	Objectives
Goal 1: No poverty	End poverty in all its forms everywhere
Goal 2: Zero hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3: Good health and well-being	Ensure healthy lives and promote well-being for all at all ages
Goal 4: Quality education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5: Gender equality	Achieve gender equality and empower all women and girls
Goal 6: Clean water and sanitation	Ensure availability and sustainable management of water and sanitation for all
Goal 7: Affordable and clean energy	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8: Decent work and economic growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9: Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10: Reduced inequalities	Reduce inequality within and among countries
Goal 11: Sustainable cities and communities	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12: Responsible consumption and production	Take urgent action to combat climate change and its impacts
Goal 13: Climate action	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 14: Life below water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15: Life on land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16: Peace, justice and strong institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17: Partnerships for the Goals	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

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4.5 African Union Agenda Vision 2063:

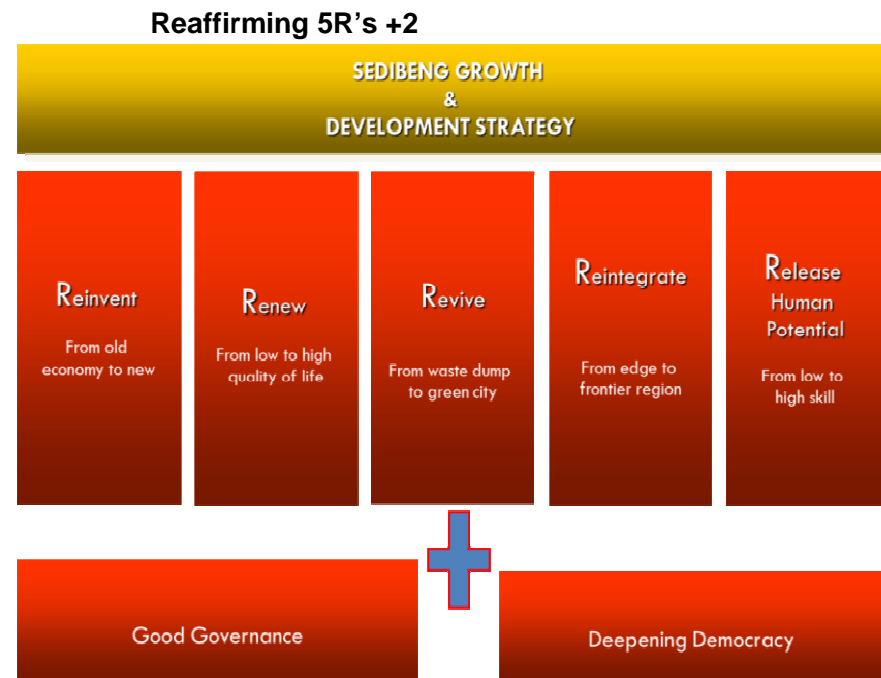
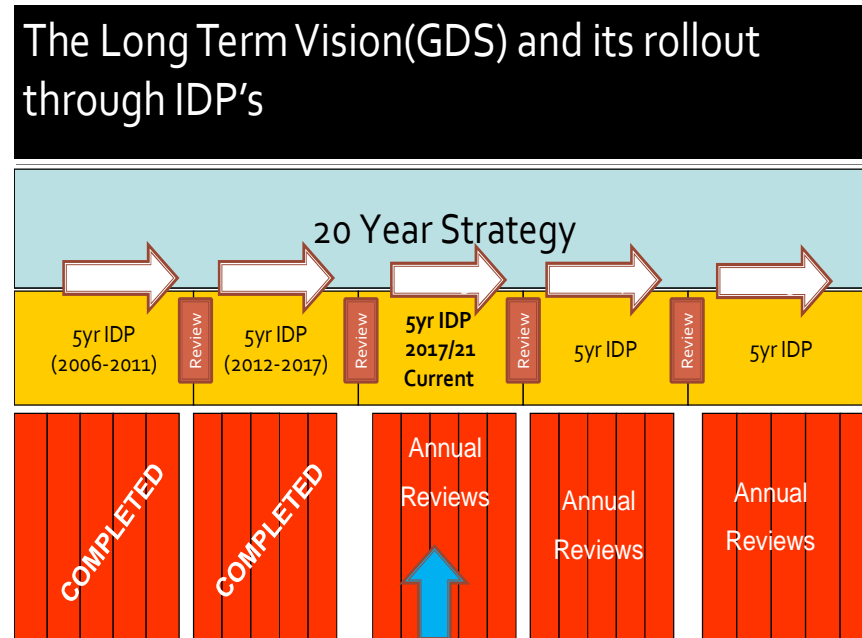
The speeding up of the regional integration process is a critical success factor for shared prosperity and peace. Political unity of Africa will be the culmination of the integration process, including the free movement of people, the establishment of the continental institutions, and full economic integration. By 2030, there shall be consensus on the form of the continental government and institutions.

Aspirations	Objectives
A prosperous Africa based on inclusive growth and sustainable development	To eradicate poverty in one generation and build shared prosperity through social and economic transformation of the continent.
An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance	<ul style="list-style-type: none"> • Be a United Africa; • Have world class, integrative infrastructure that criss-crosses the continent; • Have dynamic and mutually beneficial links with her Diaspora; and • Be a continent of seamless borders, and management of cross-border resources through dialogue.
An Africa of good governance, democracy, respect for human rights, justice and the rule of law	A universal culture of good governance, democratic values, gender equality, respect for human rights, justice and the rule of law.
A peaceful and secure Africa	<p>Mechanisms for peaceful prevention and resolution of conflicts will be functional at all levels. As a first step, dialogue-centred conflict prevention and resolution will be actively promoted in such a way that by 2020 all guns will be silent.</p> <p>A culture of peace and tolerance shall be nurtured in Africa's children and youth through peace education.</p>
An Africa with a strong cultural identity, common heritage, shared values and ethics	The common history, destiny, identity, heritage, respect for religious diversity and consciousness of African people's and her diasporas' will be entrenched.
An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children	All the citizens of Africa will be actively involved in decision making in all aspects of development, including social, economic, political and environmental
Africa as a strong, united and influential global player and partner	<p>Africa shall be a strong, united, resilient, peaceful and influential global player and partner with a significant role in world affairs.</p> <p>We affirm the importance of African unity and solidarity in the face of continued external interference including, attempts to divide the continent and undue pressures and sanctions on some countries.</p>



4.6 Reaffirming the 5R's + 2 of Sedibeng Growth and Development Strategy

The Municipality endeavors to have a seamless link between the medium term sustainable strategic agenda; IDP and long term Sedibeng Growth and Development Strategy. The SGDS spells Long term vision and strategic thrust of the overall direction of the region. This strategy is broken into 5 year programme at the beginning of each Political Term of Office through IDP of the district and also find expression at both the three local municipality IDP's. The district has identified the following pillars for the development of both the district and local IDP's at the regional level.



4.7 2016 Local Government Manifesto

There were twelve key commitments done by the ruling party on electorate as local government manifesto towards local government elections 2016 on what need to be considered for the next five years in response to different challenges facing communities and must find an expression in our IDPs when planning :-

- Together we shall build on the achievements made in the delivery of basic services.
- Together we shall improve access to municipal services and reduce outsourcing.
- Together we shall continue to improve participation and accountability.
- Together we shall improve and enhance institutional capacity of municipalities
- Together we shall develop and strengthen local economies, create jobs and promote job placements, especially for the youth.
- Together we shall intensify the fight against fraud and corruption in local government.
- Together we shall fight crime in communities.
- Working together to promote education as the apex priority in local communities.
- Together we shall promote health and primary healthcare in our communities.
- Together we shall help all municipalities adapt to changing climatic conditions.
- Together we shall build spatially integrated communities.

- Together we shall promote social cohesion and nation building in municipalities

5. THE VAAL 21 INITIATIVE:

Vaal 21 initiative was introduced and approved by SDM to bring together all the municipalities along the Vaal River to leverage off the potential of the river to enhance development.



In October 2007, the Mayors of SDM, Emfuleni, Midvaal, Lesedi and Metsimaholo and other senior leadership undertook a study tour to Bilbao, Spain and Lisbon, Portugal.

The key lessons learnt from this study trip was that waterfronts have enormous potential to create jobs and promote growth and development.

Vaal 21 Objectives:

The Vaal 21 initiative will be implemented through a set of GDS and IDP flagship projects. The projects need not be 'brand new'. The Vaal 21 municipalities have committed themselves to collectively grow and stimulate the Vaal region economy;

- By creating an enabling environment and infrastructure
- Through short-term and long-term catalytic projects which could be new or existing implemented by individuals or collectively
- By maximising the potential of our heritage, the river and the dam, to ensure public access and usage of the river system (both waterways and banks)

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- Through ensuring clean air and water and safeguarding our biodiversity
- By aligning to the Growth and Development Strategies and other government priorities
- By incorporating the projects in the Integrated Development Plans
- Through promoting good governance and accountability
- By healthy collaboration between municipalities
- By creating and strengthening partnerships with all stakeholders and promoting community participation; and
- By respecting the mandate of the collective and legal and constitutional imperatives.

6. PROCESS TOWARDS REGIONAL SINGLE AUTHORITY/METRO:

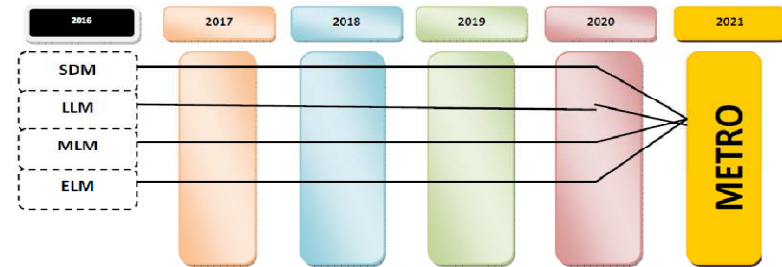
The objective to set up a Metropolitan Municipality in the Sedibeng region stands critical, and fits directly into the Gauteng City Region vision. Therefore plans towards a Metro remain on track for implementation between 2016 local government elections and 2021, provided MDB reactivates the process.

Sedibeng District and Local Municipalities 2016 – 2021

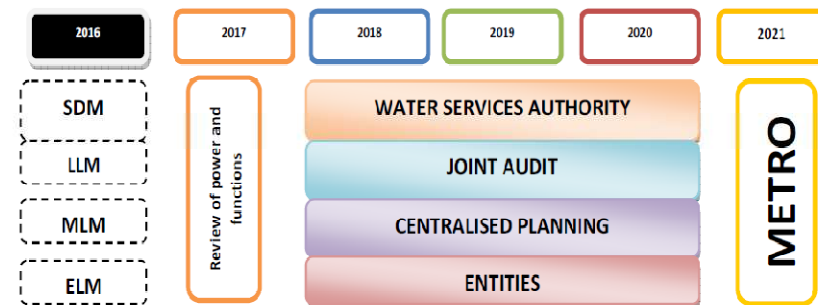
For the period 2016-2021, the Sedibeng District has the following options for consideration:

- 1) Remain 'As-Is' until 2021 with no transitional process towards a Metro and remain 'As-Is' after 2021.
- 2) Remain 'As-is' until 2021 with a transitional process towards a Metro in 2021.
- 3) Review Powers and Function between the District and the Locals so as to move more seamlessly towards a Metro in

- 4) Review Powers and Functions with a view to remaining a District with Locals after 2021.



The Sedibeng District municipalities, at their District-wide Lekgotla held in March 2017, noted and finally adopted Option 2 and 3. These options conclude that Sedibeng District will embark in a process towards a seamless Metropolitan Municipality in 2021.



Each of these options impacted directly on the Vision of the District, and development processes of the 5 year IDP's by all municipalities. The revised vision 2030:

"In 2030 Sedibeng is a leading developmental Metropolitan River

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City with a strong, diverse economy and high quality standard of living.”

7. COMMENTS MADE MY MEC (COGTA) ON SEDIBENG DISTRICT MUNICIPALITY IDP 2016/17.

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 and from IDP Sectoral Engagements and responses made by different department within Sedibeng District Municipality.

Comments made by MEC (COGTA) and Sedibeng Departmental Response.

MEC COMMENTS	SEDIBENG DEPARTMENTAL RESPONSE
<p>CROSS CUTTING ISSUES: Sustainable Development Goals</p> <p>In order to actualise the SDGs, Gauteng Provincial Government has embarked o a process of developing GCR-wide indicators that would be mainstreamed into TMR and subsequently be reflected in municipal IDPs.</p> <p>These indicators will respond directly to the unique development challenges facing Gauteng City Region and thus will assist the province to develop a uniform focus in designing responsive programmes to tackle socio-economic challenges more effectively in line the Sustainable Development Goals. Most importantly these indicators will guide the process of establishing measureable baselines, targets and allocation of resources when implanting programmes and projects.</p> <p>The GCR wide indicators in the municipality` s IDP is important for two reasons. Firstly ,the notion that the IDP is a list of projects downplays the concept of integrated development planning and value of efficient use of limited resources in a given locality .Thus of the said indicators in IDPs will strengthen our efforts of planning alignment ,monitoring and evaluation as well as assist in measuring the impact of our plans.</p> <p>Your municipality is therefore urged to enquire and reflect on the importance of the SDGs for its own area of jurisdiction, while COGTA upon the adoption of the final indicators will guide municipalities on the integration of those into IDPs.</p>	<p>There has been an engagement with Provincial MIDP and Coordination and STATSSA in relation of identification of indicators that will respond directly will assist the district and its local municipalities to develop a uniform focus in designing responsive programmes to tackle socio-economic challenges more effectively in line the Sustainable Development Goals.</p> <p>These indicators will reflect are reflected in the current IDP 2017/21 and will guide the process of establishing measureable baselines, targets and allocation of resources when implanting programmes and projects.</p>

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MEC COMMENTS	SEDIBENG DEPARTMENTAL RESPONSE
<p>PUBLIC PARTICIPATION:</p> <p>According to the Gauteng City Region 2013 .Quality of Life Survey, 95% of respondents stated that they had not heard of Integrated Development Plans, 95% of respondents stated that they had heard of Integrated Development Plans .Of the 5% that indicated their awareness of IDPs, more than half of them had still not participated in the IDP processes despite this knowledge.</p> <p>The lack of Knowledge of IDPs leads to poor participation in IDP Processes, which implies that communities are not active in shaping development in their communities .,in strengthening public participation in the IDP processes, the municipality with COGTA through its Public Participation Unit, is encouraged to focus on the primary problem ,which is the lack of awareness of IDPs.</p> <p>It is envisioned that more people and communities are aware of the IDPs; they would be in a better position to meaningfully participate in IDP processes. and it is notable how public participation has significantly dropped across the province .This emphasise the need for collaboration between the municipality and the department in finding innovative ways that would raise awareness on the IDP and its importance for the citizenry of the municipality, but also on the value of participating in processes.</p>	<p>The municipality has developed the draft IDP Public Participation framework which will address the current challenges raised by the office of the MEC. The framework will cover grey arrears such as poor feedback to communities and lack of awareness.</p> <p>The draft IDP Public Participation Framework will serve as a guide for stakeholders and public participation process and will be table in Council for adoption.</p>
<p>SPATIAL PLANNING:</p> <p>There is no clear integration and alignment of spatial rationale and the Capital Investment Framework .Municipality is advised to clearly indicate the integration of spatial rationale as per its SDF with relevant Capital Investment Framework in terms of SPLUMA guidelines.</p> <p>Greater spatial expression and analysis is required beyond municipal boundaries especially within the context of Sedibeng and local municipalities in light of the possibility of the region merging into Metropolitan Municipality and to advance planning for the functional Gauteng Global City Region.</p> <p>Municipality is advised to utilise the GSDF for this purpose. Furthermore, this will assist SDM in positioning itself within the GSDF context and to further express the municipality's specific opportunities as well as their competitive and comparative advantages. The spatial expression and</p>	<p>STRATEGIC PLANNING & ECONOMIC DEVELOPMENT:</p> <p>The department is in conversation with the Municipal Manager to try and lobby funds for the development of the Capital Investment Framework (CIF). We have had engagements with the City of Tshwane and Ekurhuleni Metropolitan Municipalities whereby they presented their CIF and advised us on how to develop a CIF.</p> <p>The department is engaged in processes of developing a Regional Spatial Development Framework (RSDF) in terms of section (18) of the Spatial Planning and Land Use Management Act of 2013 (SPLUMA). This is done through the Office of the Premier and Department of Rural Development and Land Reform. We want to use cross boundary socio-economic and environmental opportunities to develop areas which enjoy social and economic functionalities. This is also in response to the Gauteng 2055 vision and the Gauteng Global City Region initiative.</p> <p>The current SDF of the municipality has adopted a "conurbation" area which is an area of consolidation, integration and spatial development focus. This area largely includes previously excluded areas which are highly characterised by poverty, deprivation and informal/unstructured settlements. This is to redress past spatial imbalances in terms of the "Spatial Justice" principle of the SPLUMA. The R59 and N3 corridors have been identified as development corridors.</p>

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MEC COMMENTS	SEDIBENG DEPARTMENTAL RESPONSE
<p>localization of spatial justice concept as part of the SDF is not clear.</p> <p>Furthermore, advancement of Transit Oriented Development(TOD) as a means to achieve spatial justice is lacking, Aspect of spatial justice influencing the SDF must be clearly indicated and spatially expressed in relation to Transit Oriented Development (TOD) .SDM is urged to advance TOD and integrate the densification targets along public transport routes as described in the GITMP25.</p>	<p>The Municipality intends on developing a Sedibeng Integrated Transport Master Plan for the District (SITMP). This plan will consider the spatial plan of the district especially the conurbation concept because that is the focus area for development of the district. The idea is to integrate the SITMP with development proposals in order to create Transit Orientated Developments.</p>
<p>INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):</p> <p>The IUDF is government position on how urban development should take place in a context of increasingly urbanized country and World where it is envisaged that by 2050 more that 80% of the world population will be living in cities –with South Africa not being an exception.</p> <p>The IUDF is spearheaded by Department Corporative Governance(DCoG) and is in response to the post 2015 Sustainable Development Goals, particularly Goal 11:-Making Cities and human settlement inclusive ,safe, resilient and sustainable. Thus a key thrust and outcome of IUDF is spatial transformation where effective management of process of urbanisation is strongly advocated, and this is captured it's policy levers .The fourth Generation of IDPs will have to articulate and align to each of the policy levers as in IUDF .</p>	<p>OFFICE OF THE MUNICIPAL MANAGER AND STRATEGIC PLANNING & ECONOMIC DEVELOPMENT:</p> <p>The IUDF plan for the Sedibeng region is predicated on COGTA facilitated process of powers and functions for the Districts in Gauteng and then expanded in the GDS 3. IUDF strategic goals of Spatial integration, Inclusion and Access, Economic Growth and Governance, will overlay the Anchors/ pillars of the GDS 3. Work towards gazetting the first Regional Spatial Development Framework involving municipalities in Free State, North West and Mpumalanga under SPLUMA is under construction in partnership with DRDLR, Planning Commission in the Office of the Premier in Gauteng and other provincial as well as national Departments.</p>
<p>INFRASTRUCTURE AND SERVICE DELIVERY:</p> <p>Legislative Compliance:-In line with existing statutory processes, municipalities are required to develop specific infrastructure sector plans intended to give effect to strategic long term planning of infrastructure ,risk management, financial management, capacity building and long term sustainability of the institution .Therefore municipalities are commended for their efforts in continuously developing the infrastructure sector plans as required by legislation notwithstanding the fact that the municipalities are different stages of their validity period .</p> <p>These plans detail how different stages categories of infrastructure will be roll out over the years .There are however areas for improvement regarding the alignment of the programmes of these plans ,for instance ,BEPP and IDP. It is observed in general, that there is some alignment of the infrastructure programmes in the municipality IDPs to those in Gauteng Integrated Infrastructure Master Plan, However, these needs to strengthen going forward.</p> <p>State of Service Delivery:-Infrastructure maintenance and repair: efforts put in place by the municipalities with challenges around ageing infrastructure (i.e. water. Sanitation, and electrical reticulation) and backlogs in service delivery are noted. An improved access to the aforementioned services by the various users and uses at the municipal space will be determined by existence of a well maintained and sustainable infrastructure .Existing evidence point to poor investment in infrastructure maintenance as the major factor perpetuating ,amongst others ,water loss at municipal level .In line with the general norms set by National Treasury Guidelines .It is important that</p>	<p>TRANSPORT, INFRASTRUCTURE & ENVIRONMENT</p> <p>Infrastructure and Service delivery programs are carried out directly by the local municipalities including short, medium and long term plans. The role of the District is to provide support when funds are available to complement work of the locals in reducing backlogs.</p>

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MEC COMMENTS	SEDIBENG DEPARTMENTAL RESPONSE
<p>municipalities ensure that their investment in infrastructure maintenance is equal to 8% of the value the property, plant and equipment(PPE).</p>	
<p>FINANCIAL VIABILITY: Cash coverage: The municipality cash coverage remains at 0.6 months or less than a month, meaning should the municipality be under stress from collection of cash inflow perspective, they would be unable to meet its monthly commitments.</p> <p>Audit opinions: The municipality received an unqualified audit opinion with no findings in the 2014/15 financial year which was an improvement from 2012/13 audit year and has maintained that good audit opinion for the past two audited years. Based on the abovementioned financial analysis, the District Municipality as part of its coordination role is encouraged to share the good or working financial practice with its local municipalities.</p>	<p>FINANCE: The municipality has been monitoring their cash flow carefully and have been cautioned by the AG as to the state of going concern of the municipality. As such, the municipality is not only applying stringent austerity measures, but also engaging Provincial Treasury on alternative revenue models for the municipality to consider.</p> <p>The AG issued the municipality an unqualified opinion with matters of emphasis for 2015/16 audit year. The municipality does however have healthy engagements with its local municipalities through our IGR structures and has been participating actively on the Emfuleni Support Team commissioned by the MEC – Finance.</p>
<p>GOOD GOVERNANCE AND INSTITUTIONAL DEVELOPMENT: The municipality need to formulate and adopt targeted community participation strategies to facilitate the involvement of marginalized groups in community decision making process of municipality and Council and should ensure that women are equitably represented on community structures such Ward Committees and public meetings .</p> <p>Communication methods utilized by the municipality in public participation meetings should accommodate people with special needs, for instance, by using sign language.</p> <p>Marginalized youth often do not have access to information for their own development such as entrepreneurial opportunities .It is important that youth friendly communication channels are considered in order to promote and strengthen the presence of youth public participation process.</p> <p>Disability management: It is noted that municipality does not have database of persons with disabilities therefore it affects planning and provision of sufficient services .A lack of profile of people with disabilities may result in the following service gaps :</p> <ul style="list-style-type: none"> – Centralised water points not accessible to persons with disabilities. – Electrical metres boxes are located at a height that is inaccessible to wheel chairs and not user friendly to the blind : – Toilets still inaccessible to those wheelchairs: and 	<p>COMMUNITY SERVICES & POLITICAL MANAGEMENT Woman and gender Policy and Implementation Gender Strategy are established. And women structures are formulated through the participation of women stakeholders such as women's forum, Ward committees and public participation. In all these structures women are equitably represented. Facilitation of Programmes and activities is guided by the Gender Policy framework and Strategy and implemented through the involvement of Women Structures, Forums, Ward Committees and Public Participation. Capacity Building and empowerment Programmes through Workshops, Seminars, Awareness campaigns are conducted.</p> <p>Sedibeng People with Disability forum has been established. This forum is aligned to forums in the three local Municipalities of Emfuleni, Midvaal and Lesedi. The Municipalities works and communicates with this target group through the structures as well as NGOs dealing with People with Disabilities. People with Special needs are accommodated in Public Participation and sign language interpreters form part of all the meetings.</p> <p>There are (3) Youth Advisory Centres where marginalised Youth can walk in to access information and developmental opportunities, such as Entrepreneurial, Life skills, basic computer course, CV writing and job preparedness workshops.</p> <p>There are Outreach Programmes and stakeholder forums for those youth who cannot access the Youth Advisory Centres for information. Community based Campaigns and various workshops are conducted to reach out to marginalized youth.</p> <p>Municipality has an incomplete People with Disability database due to the fact not all PWD's belong to Structures. Therefore SDM proposes a ward committee based Profiling of People with disabilities to</p>

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MEC COMMENTS	SEDIBENG DEPARTMENTAL RESPONSE
<ul style="list-style-type: none"> Municipal buildings ,recreational facilities ,walkways still not user friendly to people with disabilities 	have a comprehensive database.
<p>ECONOMIC DEVELOPMENT: It has been observed that IDP indicates the availability of Second generation GDS as it is used as cross-cutting strategy for LED and common strategies found within municipalities.</p> <p>However the municipality is advised to draft LED strategy and TER plan .The inexistence of an LED strategy often leads to lack of direction and alignment within a municipality .These issues should be addressed in the review cycle of IDP.</p>	<p>STRATEGIC PLANNING & ECONOMIC DEVELOPMENT The District has a distinct role of coordination and facilitation of regional planning. In conjunction with Department of Economic Development in the Gauteng Province, Sedibeng has produced Sedibeng Regional Economic and Industrial Plan on the basis of LED strategies from the Local Municipalities.</p> <p>The "LED" strategy" of a District Municipality is its Growth and Development Strategy on which LEDs of the Local Municipalities are drawn. GDS 3 is in the process of being developed.</p>

8. SEDIBENG IDP STAKEHOLDERS AND PUBLIC PARTICIPATION PROCESS 2016/17.

Sedibeng District Municipality IDP Stakeholders/Public Participation process varies from that of local Municipalities. The consultation process occurs through the engagement with organized Stakeholders engagement, IDP Round Table Discussions, IDP Mayoral Breakfast meetings and State of the Address (SODA) while the local municipalities engage the broader community directly through clustering of the wards.

The table below provide a brief summary of the comments received during Stakeholders/Public participation process in 2016/17 financial year.

COMMENTS: STAKEHOLDERS/PUBLIC PARTICIPATION PROCESS 2016/17	SEDIBENG DEPARTMENTAL RESPONSE
<ul style="list-style-type: none"> Province and the SDM should also be considerate of hawkers when they develop their programs that seek to uplift their business as they are drivers of the small economy which has a possible impact on economic mainstream of the district. Province should assist municipality to stimulate economic growth that will ensure level unemployment in the region is reduced by developing bigger projects that will change facelift of the region as well such what they did and supported Metros in Gauteng on projects that are sustainable such as Blue IQ and Gautrain to mention those few as SDM is part of Gauteng Vision 2055. 	<p>Licensing of hawkers, stand allocations for hawker and associated bylaws to regulate and monitor the Hawkers' activities is a competence of Local Municipalities not District competency. LED strategy of each Local Municipality outline how the support, growth and integration into local economy is achieved and monitored on an ongoing basis.</p> <p>GDS 3 outlines the specific anchor or catalytic projects underpinned by specific incentives by each municipality to facilitate and attract investment. It will be appreciated if Blue IQ and GGDA could extend their services to the District and capacitate Local Municipalities to lobby and facilitate investment in the region.</p>
<ul style="list-style-type: none"> Revamping and rebuilding of Vanderbijlpark and Vereeniging CBDs should also be prioritised as part of urban regeneration of our cities. 	In terms of revamping and revitalisation of CBDs, the District at this current juncture, does not have powers and functions on Infrastructure on order to have an Investment budget including MIG Funds to undertake revitalisation of CBDs, this requires dedicated budgets from Local municipalities to maintain and invest in infrastructure.
<ul style="list-style-type: none"> An appeal to Municipalities and government when planning on intended future projects in order to bring expertise and promote entrepreneurship that will 	In the District, there is 30% set aside for local entrepreneurs and designated groups but we are not structured properly to coordinate with Locals to maximise impact with little budgets collectively controlled and expended by all municipalities

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COMMENTS: STAKEHOLDERS/PUBLIC PARTICIPATION PROCESS 2016/17	SEDIBENG DEPARTMENTAL RESPONSE
<p>create job opportunities for youth and unemployed by both government and big business and forming partnership through constant bilateral engagements to reduce unemployment of 46 % by half or more.</p>	<p>in the District.</p> <p>The District GDS 3 will outline sector priorities with high impact in revitalising this economy while at the same time create jobs. District do not use set of interventions such as Air Quality licensing, and other strategic programme to formulate and maintain strategic partnership and ongoing conversation about creating jobs based on private sector investment growth in the region. Efforts are made through the work done in partnership with Office Of the Premier to declare a first Regional Spatial Development Framework that will include cross border with Free State, North West and Mpumalanga.</p>
<ul style="list-style-type: none"> ▪ An appeal to Provincial Sector Departments to procure in local business rather than externally during Provincial or National events as these arrangements deprive local people an opportunity to participate in the mainstream economy of the country and the region to generate income . 	<p>Opportunities to participate in the mainstream economy is not created through few drops of events once in a while but requires concerted effort of crowding in investment through economic zones and maximising value chains in the production and services based on a more strategic and coherent strategy and policy which is directing major and catalytic programme in fixed capital formation and infrastructure development.</p> <p>The MEC can take it up with Sector Department issue of events and local procurement since as municipalities, we cannot dictate and direct supply chain management policies and procurement behaviour of Provincial and National Departments.</p>
<ul style="list-style-type: none"> ▪ Emerging Local artists emerging who are not considered nor given an opportunity by Municipalities in events to showcase their talent should be given consideration 	<p>The role of SDM is to create a platform that is conducive for the development of local performing and visual artists and crafters, as well as audience development. Local performing and visual artists' profiles are collected into a database with SDM Arts and Culture. These databases are shared, updated and used between the Local Municipalities and Gauteng Province. These profiles in the database are used to select artists for performances or exhibitions during events.</p> <p>The SDM have the Vereeniging Civic Theatre and Sharpeville Hall that is operating and is available for the use of artists. The department attempt to assist artists that ant to use the facilities with logistics. Unfortunately due to serious financial constrains no direct financial aid can be given to artists.</p> <p>However, The SDM pay License Fees to the South African Music Rights Organisation (SAMRO) annually. Therefore the facilities adhere to legislation it regard to royalties payable to artists. It is however, the responsibility of the artists to register their work with SAMRO.</p> <p>The Sharpeville Regional Craft Hub train visual artists and crafters in Silk Screening, Glass Beading and Glass Slumping. A "Market Access" programme has been launched to assist the artists and crafters with having a "Point of Sale" for their finished products.</p> <p>The Arts and Culture Department have strong working relationships with Gauteng Enterprise Propeller (GEP) and Mzansi Golden, a National Department of Arts and Culture funding project. The SDM participate annually in the Gauteng Carnival that creates a platform for multiple genres of the arts to showcase their work.</p>
<ul style="list-style-type: none"> ▪ Sod turning by Gauteng Premier has not bear fruits since done almost 16 months ago about development of Vaal River City as there is no feedback or progress report on the matter. 	<p>The development is private and role of government in the project is facilitating approval of land use and zoning. So far the project is met by many challenges of privately owned servitudes by Sasol, Transnet, Arcelor Mittal, Rand Water and National Environmental Management Act.</p> <p>Municipalities can only approve plans and bulk, infrastructure where ownership is ascertained and protection of environment is guaranteed. Land and servitudes are still contentious issues for developers with interested parties.</p>

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COMMENTS: STAKEHOLDERS/PUBLIC PARTICIPATION PROCESS 2016/17	SEDIBENG DEPARTMENTAL RESPONSE
<ul style="list-style-type: none"> The issue of substance and drug abuse amongst youth remain a challenge in various areas and schools in the region especially in areas such as Vereeniging, Vanderbijlpark, Sharpeville, Sebokeng and Evaton etc. 	<p>Sedibeng District Municipality together with its key role-players is actively conducting awareness anti-crime campaigns at schools supported by the Community Safety Forum. Both East & West Education Districts have established School Safety coordinators in all our schools to fight against gangsterism, drugs and other related incidents on a multidisciplinary level. Safety audits are done in schools to determine levels of safety in schools.</p> <p>SDM initiated a partnership agreement between the Gauteng department of Education and Legal Resource Centre regarding piloting an sms reporting service to enable learners to report instances of violence and related behaviour immediately to the education department so that learners can access medical, legal and other psychosocial assistance in time</p>
<ul style="list-style-type: none"> National /Provincial Sector Government must assist in funding of Sedibeng Regional Sewer Network in order to unlock to potential business investment in the Region. 	<p>The aim of the SRSS is to create bulk sanitation capacity in the Sedibeng region, deliver effective solutions to prevent pollution of water resources and unlock development projects that require sanitation services. It is estimated that the scheme will cost above R5billion to complete and SDM and its local municipalities do not have such amounts in their coffers. National/Provincial Sector Government must assist with the funding.</p>
COMMENTS: IDP Mayoral Breakfast Meeting Process 2016/17	SEDIBENG DEPARTMENTAL RESPONSE
<ol style="list-style-type: none"> Sustainability plan for youth who were trained on Tourism as the programme discontinued as time goes on. 	<p>SEDIBENG DEPARTMENTAL RESPONSE</p> <p>The Tourism Department of the Sedibeng District Municipality participates in Tourism Training Programmes initiated by the National and Provincial Tourism Departments. There are currently 35 learners participating in the Tourism Graduate and student placement programme, which is funded by NDT. The learners are trained in Food and Beverage and covers 30% classroom participation and 70% workplace training. Performing learners are offered employment by the private sector participants e.g. Bon Riviera on Vaal and Quest Conference Centre.</p>
<ol style="list-style-type: none"> Future plans on heritage sites in Evaton that are not funded or recognised such as Wilberforce College, Enoch Sontonga, Charlotte Maxeke and Dr AB Xuma contributions and recognition of the roles within the community as black intellectuals in shaping of the country. 	<p>Discussions with the affected families are ongoing, and SDM is in a process of documenting these sites in accordance with provincial prescripts for them to be declared as national heritage sites</p>
<ul style="list-style-type: none"> State of SDM Municipal Buildings and invisibility of road signs within VDP and Vereeniging CBDS and future prospects of addressing these challenges. 	<p>SDM Building are old and dilapidated. The Cluster only get approximately 1.2% of the expected 8% of the total budget for repairs and maintenance; which is way not enough for planned repairs and maintenance. Most of the buildings belong to local municipalities and therefore negotiations take place to expedite the repairs. Emfuleni is responsible for roads and signs.</p> <p>The District together Emfuleni Local Municipality has developed Vereeniging Urban Renewal programme and currently looking for potential funders to implement this strategy whilst Emfuleni Local Municipality has developed Vanderbijlpark urban renewal Plan.</p>
<ul style="list-style-type: none"> Sewer Spillages into Vaal River/Dam and surrounding small rivers that has to compliment the Vaal River and has potential for tourism attraction affect ecosystem and habitats of our region 	<p>The upgrading of Waste Water Treatment plants will contribute immensely in reducing spillage into and along rivers. The upgrading of Sebokeng and Meyerton plants are in progress with Leeukuil to commence next year (2018) There are continual programs led by Rand Water to monitor, identify and deal with source of spillage along the river.</p>
<ol style="list-style-type: none"> Revitalization of Steel Industry and commitment made by Gauteng Premier to invest in this revival initiative the progress made to date. An update and clarity of Housing Development in Midvaal (Uitrecht 	<p>The Gauteng Premier and MEC for Economic Development visited Arcelor Mittal on 18 May 2017 to establish what programmes and project that Arcelor Mittal is engaged in so as to benefit the District. These programmes will be communicated to relevant stakeholder once they are made available by the Company.</p>

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COMMENTS: STAKEHOLDERS/PUBLIC PARTICIPATION PROCESS 2016/17	SEDIBENG DEPARTMENTAL RESPONSE
Development) and Panfontein Colliery development status as both are not captured in the current Draft IDP of the district.	All the Human Settlements Developments within the District are contained in the annexure of the IDP document .
<ul style="list-style-type: none"> ▪ A request for SDM to provide facilities for various skills development courses that intended to be funded provided the venue is secured as 2000 unemployed youth could be beneficiaries. 	Social Development:- There are facilities that can be utilized such as Sebokeng Community Development Centre and Youth Advisory Centres.
<ul style="list-style-type: none"> ▪ Municipal Health Inspectors who are biased towards townships established business entity legal trading whilst overlooking Illegal business trading that is being done outside municipal regulated by laws and eventually hinders progress and growth of Township Economic Growth. 	Corporate Services: Although MHS is a District function; Emfuleni performs the function on agency basis. This function resides in Municipal Health Services Directorate; which is tasked with the development and implementation of By-Laws The point is noted the District Municipality will coordinate with Local Municipalities to ensure by- laws enforcements.

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-EXISTING DEVELOPMENT ANALYSIS:

In terms of Section 26 of the MSA of 2000, an integrated development plan of a municipality must reflect an assessment of the existing level of development within a particular municipal jurisdiction.

The Sedibeng District Municipality developed five years IDP 2017/21 taking into account analysis relating to the region-wide issues. It coordinated and aligned key development priorities with National, Provincial departments, the local municipalities as well as other private sector departments. An analysis in terms of the existing problems and challenges faced by the people of Sedibeng District Municipality was conducted. The Sedibeng district municipality did not make assumptions on what the problems are in its area, rather conducted an overview of key data set, both quantitative and qualitative research.

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 will assist the municipality to allocate scarce resources to those issues highlighted as more important and/or urgent. The municipality also did public and stakeholder consultation in order to gather information on the current developmental situation in the region.

FACTS AND FINDINGS ABOUT SEDIBENG REGION:

History of Sedibeng Region:

Sedibeng Region landscape reveals the Stone Age circles marking settlements of people that lived in the area from the dawn of time. The area has moved on from its pre-historic roots to play a crucial role in shaping the South Africa we live in. While the landscape has been shaped by the Vaal River, our communities have been carved out of struggles for freedom.

The long and bloody history of South Africa's journey through the Boer War, and the long years of apartheid, can also find an expression of our history right here in the heart of Sedibeng.

The Treaty of Vereeniging (commonly referred to as Peace of Vereeniging) was the peace treaty, signed on 31 May 1902, which ended the South African War between the South African Republic and the Republic of the Orange Free State, on the one side, and the British Empire on the other. This settlement provided for the end of hostilities and eventual self-government to the Transvaal (South African Republic) and the Orange Free State as colonies of the British Empire.

The Boer republics agreed to come under the sovereignty of the British Crown and the British government agreed on various details. None of this meant a great deal during the long, dark, oppressive years of apartheid that were to follow, and the brutal and violent fight to break down a tyranny of oppression and inhumanity.

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The world will never forget what is now marked as our day of Human Rights in South Africa. On 21 March 1960, events were planned for many parts of the country, for people to protest against one of the unjust laws of apartheid. The Pass Law required all Africans living or working in and around towns to carry documents (known as passes) with them at all times. Failure to carry this document would lead to arrest by the police.

On this day people decided to go to police stations without their passes and to demand that they be arrested. The idea was that many people demand that they be arrested. The idea was that many people unjust laws would be exposed to the international world. There was hope that this would lead to the draconian laws being scrapped. At Sharpeville in Sedibeng, thousands of unarmed people gathered at the police station demanding to be arrested.

They were met by 300 police officers who opened fire on the crowd. Sixty-nine people were killed and more than 180 others were injured in the Sharpeville Massacre. This event precipitated the banning of the ANC and PAC and the start of the armed struggle. Every year on the 21st March, the people of Sedibeng, the country, and the entire world bow their heads to observe the brutal killings of anti-pass laws and apartheid protestors - making it one of the most historic political events which shook the world and changed the course of history in South Africa.

And so began decades of further oppression and restrictions of freedom that ultimately culminated in the dawning of democracy in 1994. But Sedibeng was to see some much darker days

before that beacon of light came into sight. The early 1990s in South Africa, the period when negotiations were unfolding between the ruling National Party and the ANC, is marked as one of the most violent and turbulent times in our history to democracy. And Sedibeng saw some of the worst of it.

On 12 January, 1991, at the Night Vigil of the late Christopher Nangalembe in Sebokeng, 39 mourners were viciously murdered and over forty were injured. Mourners were paying their final respects to their community leader, when a sudden invasion by a gang of armed men resulted in a hand grenade being set off and the aggressors began to shoot randomly into the crowd. The Sebokeng Night Vigil Massacre will go a long way into the books of our history as it heralded an undefined and unresolved period of brutal attacks against the Sebokeng community.

Just over a year later, Sedibeng was at mourning again. On the night of 17 June 1992, heavily armed forces of Inkatha members, secretly raided the Vaal Township of Boipatong and killed 46 people. The Boipatong Massacre caused the African National Congress to walk out of CODESA, the initial formal negotiations to end apartheid, accusing the ruling National Party of complicity in the attacks. The massacre drew the attention of the United Nations Security Council, which passed Resolution 765 on July 16, 1992, urging a full investigation into the incident.

Sedibeng cannot bring back its fallen heroes, but it can celebrate them through its continued struggles to end poverty and bring about economic equality. From 1902, the region seemed to almost have come full circle, and appears to be a most fitting

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place for the Signing of South Africa's First Democratic Constitution in 1996. The 10th December 2015 will be marked as the 19th Anniversary of the signing of the South African Constitution into law - by the first democratically elected President of South Africa, Mr. Nelson Mandela, in Sharpeville.

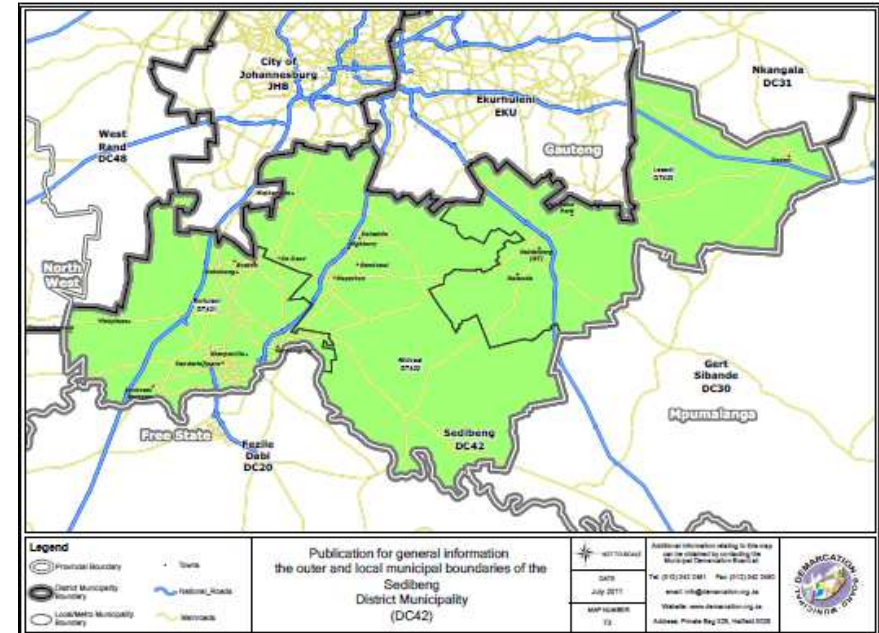
The year 2015 will turn out to be a remarkable and amazing year in the history of South Africa and Sedibeng as a rainbow nation, we will both be celebrating 60th Anniversary of signing of the Freedom Charter that was signed on 26 June, 1955 and 21st Anniversary of Freedom and democracy since first democratic elections held on 27th April 1994, as the ruling party ANC will also be turning 103 years since its inception and in pursuance of her selfless struggle to liberate South Africa and the African continent, making it a historic moment for all the people of South Africa.

The Sedibeng District Municipality has embarked on a major drive to promote and develop the in the region as a direct result of the decline in economic activity in the Steel manufacturing and related sectors of the region. Special emphasis is on revitalization of Township economy and tourism Industry in partnership with Gauteng Provincial department of Economic development.

Geographical Context of the Region:

Sedibeng District Municipality (SDM) is regarded **category C**. The municipality covers the entire southern part of Gauteng Province and 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 and Ratanda.



Source: Municipal Demarcation Board

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

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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.

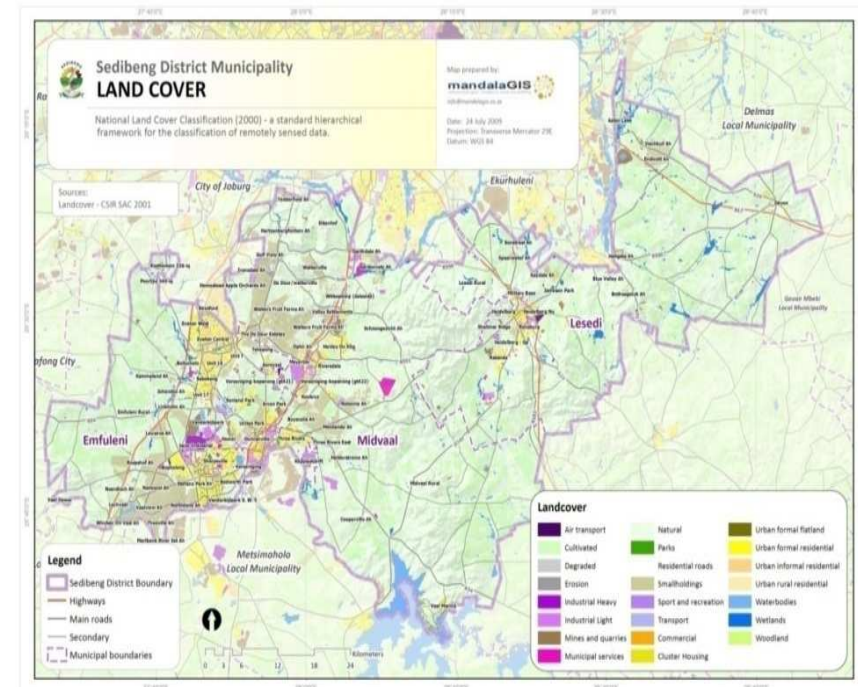
The Vaal River on the southern border of Sedibeng constitutes one of the most important sources of water in South Africa. Water from the river meets the residential, industrial and agricultural needs for much of Gauteng.

The Vaal River is also a key supplier of other tributaries located in Mpumalanga, the Free State, North West and the Northern Cape. Construction of the Vaal Dam was completed in 1938 but its capacity was later extended during the 1950s.

The tourism town of Vaal Marina is located on the banks of the dam in the Midvaal Local Municipality. Development of irrigation farming, tourism and agro-processing industries are of central importance to Sedibeng, especially in the Midvaal and Lesedi municipal areas.

Sedibeng Land Cover:

The total geographical area of the municipality is 4.185 square kilometer (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).



Source: SDM (Spatial Development Framework 2015/16)

POPULATION PROFILE:

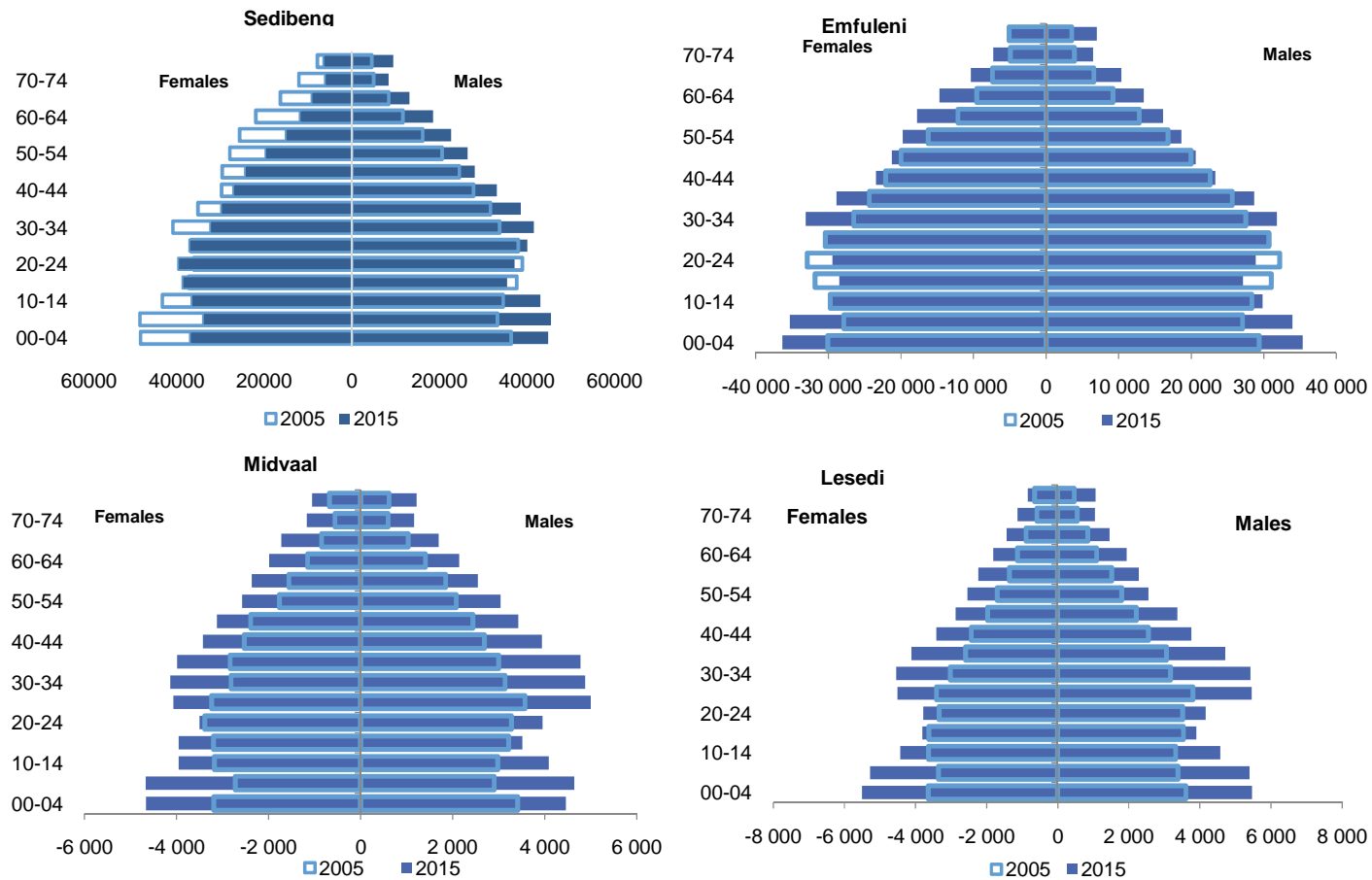
The total population of the District is **916 484**. Lesedi has a population of **99 520**, Midvaal **95 301** and Emfuleni **721 663**. Source: (Stats SA, 2011). The population density of the District as a whole is 198 people per km². It is clear from the stats that 8 out of every 10 people in Sedibeng live in Emfuleni and the vast majority (more than 700 000 people) live in the black township areas (especially Sebokeng and Evaton).

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In terms of IHS Global Insight, 2016, the population structure of the Sedibeng region (including its local municipalities) has change notably between 2005 and 2015. Figure 1 below looks at the population dynamics in detail.

Figure 7: Sedibeng’s Population Pyramid in 2005 and 2015



Source: IHS Global Insight, 2016

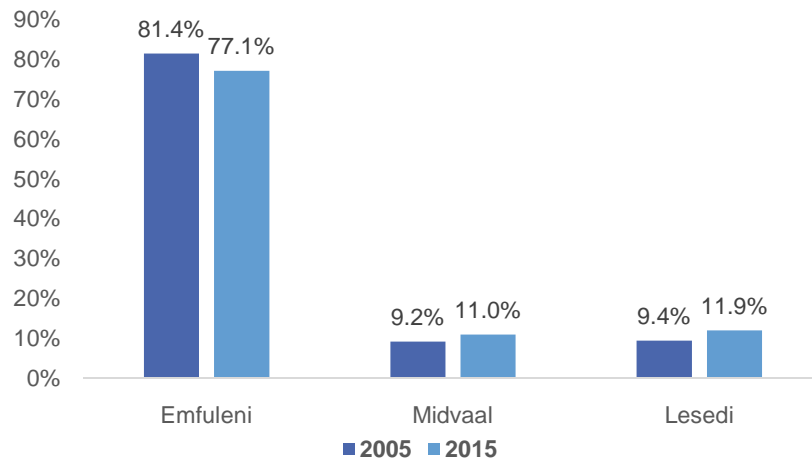
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For the district overall, female population has declined quite notable across all age cohorts (except 15-19, 20-24, and 25-29 age cohorts) between 2005 and 2015, whilst the same male population age cohorts have increased during the same period.

Comparing local municipalities, Emfuleni was the only municipalities with declines in population, particularly for 15-19 and 20-24 age cohorts. In Midvaal and Lesedi, population increased between 2005 and 2015, for all age cohorts. Overall, the Sedibeng region has a youth population bulge and comprises of those between 15 and 64 years of age which are part of the working age population.

Figure 8: Population Shares in 2005 and 2015



Source: IHS Global Insight, 2016

The Figure shows the local municipalities' share of the total regional population for 2005 and 2015. Although the share of

population has declined between 2005 and 2015, Emfuleni accounted for the highest proportion of Sedibeng population, at over 70 per cent in 2015. In Midvaal and Lesedi, the share of population rose by over 1.5 percentage points between 2005 and 2015.

Population Density:

The population density of Emfuleni is the highest in the District at 565 people per km², with Midvaal's population density at only 41 people per km² and Lesedi with 95.5 people per km². Approximately 78.7% of the District population resides in Emfuleni, with Lesedi having only 10.9% and Midvaal 10.4% of the population of the District.

HEALTH AND SOCIAL DEVELOPMENT:

Health Profile:

Health related indicators remain vital for a 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.

HIV & AIDS

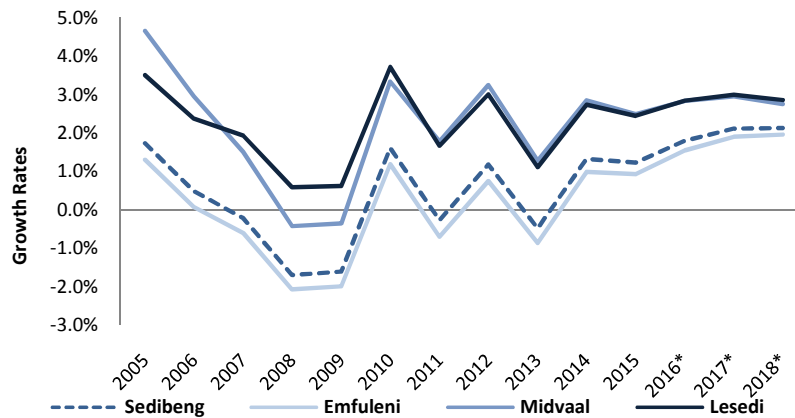
In recent years, the world has committed to ending the AIDS pandemic by 2030. While this world dream remains the mountain to climb; there are signs in many countries that this feat is achievable. South Africa is amongst the first countries in the world with the largest HIV and AIDS programme. This has drastically and amazingly reduced AIDS-related deaths. In the

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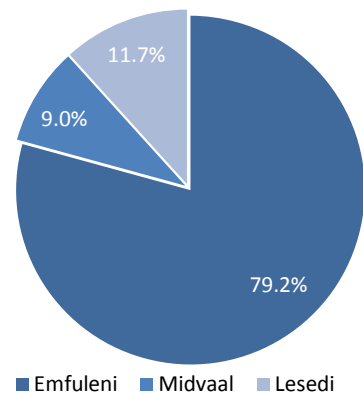
last two years, the number of people on antiretroviral drugs has increased by almost a third.

Figure: Statistics of Estimates of HIV+ People in 2005 and 2015



Source: IHS Global Insight, 2016

Share of Sedibeng HIV+ Estimates 2015



Source: IHS Global Insight, 2016

Note: * indicates forecasts.

The figure above shows the estimated growth in number of people with Human Immunodeficiency Virus (HIV) in the Sedibeng region as well as the share of estimated number of HIV+ people in Sedibeng municipalities. It is not surprising that Emfuleni accounts for the largest share of HIV+ people in Sedibeng, given that Emfuleni has the highest number of population of all the two municipalities.

In terms of growth in the estimated number of HIV+ people, the municipalities that account for the lowest share of Sedibeng population (Midvaal and Lesedi), seem to have experienced a relatively high growth in the number of people that are estimated to be HIV+.

Health Services:

Health services within the District are provided by both Public and Private sector. There are three (3) public hospitals in Sedibeng District Municipality, namely Kopanong and Sebokeng Hospitals that are located in Emfuleni Local Municipality and Heidelberg Hospital which is within the Lesedi Local Municipality.

In addition to these public hospitals there are five private hospitals of which four of the hospitals are within Emfuleni and one is located in Lesedi. Based on this scenario it is evident that hospitals services are clustered in Emfuleni Local Municipality.

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Primary Health Care (PHC) and Emergency Medical Services (EMS) are areas of provincial competency in terms of the Constitution and the Health ACT 61 of 2003; whilst EMS was transferred back to Province in 2012; processes are unfolding to provincialized Primary Health services.

The Primary Health Care facilities (clinics) are clustered more in urban and service centres, while the rural areas are served through the mobile units. Emfuleni sub District has twenty (20) clinics, four (4) Community Health Centres (CHC) and 4 mobile units. In Midvaal there are 5 clinics and 4 mobile units. In Lesedi there are 8 clinics and 3 mobile units.

The table below illustrates the number of health facilities in the District per sub District and the type of service rendered by the facility:

Municipality	Ward Based PHC outreach Teams	Mobiles	Satellites	Clinics	Community Day Centres	Community Health Centres	Hospitals	Specialized Health Centres
Emfuleni	13	4	0	20	1	4	2	1
Lesedi	0	3	0	8	0	0	1	0
Midvaal	5	4	0	5	1	0	0	0
Sedibeng	18	11	0	33	2	4	3	1

There are four (4) Maternity Obstetric Units (MOU's) and all these are located at Emfuleni Sub District, and therefore there is a backlog of MOU's in Lesedi and Midvaal.

In light of this both Lesedi and Midvaal lack fully fledged Community Health Centres. The establishment of Ward Based

PHC Outreach Teams has increased the accessibility of health services to our communities.

Table: the infant and child mortality from 2011/12 to 2014/15.

Indicator	2011/12	2012/13	2013/14	2014/15	Definition
Facility mortality under 1 year rate	8.5	6.7	6	5 (Projection)	Inpatients death under 1 year total/
Facility mortality under 5 years rate	5.9	5.2	5.0	4.5	Inpatients death under 5 years/

Major cause of infant and child death is as follows

- Pneumonia, Malnutrition, Diarrhea and vomiting

Maternal Mortality ratio

Indicator	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Maternal mortality ratio	167/100 000	195/100 000	201/100 000	150/100 000	120/100 000	220/100 000

Major causes of maternal death

- Pregnancy and child birth complications
- Co-morbidity of HIV with Pneumonia, and TB
- Post –partum hemorrhage
- Complications of hypertension
- Sepsis

Data Elements	Totals 2012/13	Totals 2013/14	2014/15
TB case finding	5244	3806	4165
TB smear positive cure rate	74.7%	85%	80%
TB smear conversion rate	67%	75%	63%
TB defaulter rate	6%	<5%	6.7%

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TB death rate	11.8%	<5%	6.5%
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Social Development:

The table below indicates the older person's service centres and luncheon clubs registered and funded by Social Development within Sedibeng Municipality per Local Municipality:

Centre/ Luncheon club	Emfuleni	Midvaal	Lesedi	Sedibeng
Service Centres	30	4	8	42
Luncheon Clubs	30	4	8	42

Social Development is also supporting thirty two (32) NPOs to provide child care and protection services. There are seven (7) children's homes and 3 shelters for children across the district. Campaigns on Child Protection are held, to create awareness on parenting, child abuse, human trafficking and child labour. Child Headed Household campaign held, ECD Steering committee established. Child minders and ECD practitioner are trained.

Gender:

Programmes on Gender, Women and relating to socio-economic development, capacity building, gender and domestic violence are facilitated and supported. Capacity building training on financial management and for women are conducted.

A number of workshops to create awareness on gender mainstreaming were conducted. Commission on Gender Equality supported road-shows on Gender mainstreaming.

Sedibeng District Men's Forum has been established. Gender based violence programmes are conducted, such as Substance abuse and drug awareness. Entrepreneurship skills workshops for women cooperatives, Economic empowerment programmes for the communities and Socio-economic rights of women are undertaken with the support of family law and Gender Commission.

People with Disabilities:

To facilitate implementation of People with Disability programmes, a stakeholder's forum was established comprising of the following; Department of Social Development, Department of Health, Gauteng Department of Education, SASSA, PWD Organizations (NPOs), Vaal Disability Forum and the Local Municipalities.

- Sport Festivals for the People with Disabilities are conducted annually

Youth Development:

Youth Advisory Centre's were established in the area of Lesedi, Emfuleni and Midvaal Local Municipalities. Currently there are three Youth Advisory Centres that are functioning. The Midvaal Youth development centre is managed by an NGO.

These Youth Centre's assist young people on a variety of Youth services which include among others; Job Preparedness, Basic Computer Literacy, Financial Management, Free Internet access,

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CV Writing, Basic Entrepreneurship Development and Career Guidance.

Our outreach programmes are also being conducted throughout the District to market the centre services and make services available to those young people who cannot reach the Centre's, such as those in rural areas.

Reflected in the table below are statistics of young people that have accessed services rendered in the Youth Centre in the Financial year 2010/2011 and 2011/2012.

Number of Youth supported in the Youth Advisory Centre's and Services provided.

Services/ Opportunities	Financial Year 2012/ 2013	Financial Year 2013/2014
CV Writing and Entrepreneurship	1, 424	2, 633
Basic Computer training and Internet Access	3, 841	1, 921
Life Skills and Basic Computer	1, 330	1, 893
Career Advice and Outreach	4, 327	3, 724

Over and above the services accessed through the Youth Centres, the Youth Unit has facilitated and supported a number of youth programme, in collaboration with NYDA and Province and the Gauteng City Regional Academy (GCRA).

Description of Service	Financial Year (2012/2013)	Financial Year (2013/2014)
------------------------	-----------------------------	-----------------------------

Description of Service	Financial Year (2012/2013)	Financial Year (2013/2014)
Rural Youth Programme (NARYSEC) : Assist rural youth on Skills Development in the FET Colleges and Community Development	<ul style="list-style-type: none"> • 203 young people have attended non military training • 38 Welders are undergoing level 4 training based in Vanderbijlpark 	<ul style="list-style-type: none"> • 29 Welders completed their level four course • 253 NARYSEC Members verified for placement through various FET's to complete their courses in Construction and Electricity
Youth Cooperatives	<ul style="list-style-type: none"> • 15 Youth Cooperatives were recommended for the Borotho Project supported by the Office of the Premier 	<ul style="list-style-type: none"> • 20 Youth Owned Cooperatives attended accredited course on Business Management and Pricing • Youth Owned Cooperatives have attended DSTV/ OVHD Installation
Skills training and Employment	<ul style="list-style-type: none"> • 2529 Young people were trained on Financial Management training 	<ul style="list-style-type: none"> • 7 local Learners have been absorbed by the Provincial Department of Health after completion of their Learnerships. 23 Contracts renewed on learnerships

A number of Campaigns and Workshops were conducted to create awareness on Youth Development programmes and capacity building; among others:

- Entrepreneurship with the NYDA
- Financial Management with Absa Life Empowerment
- Proud to serve campaign, to encourage a spirit of patriotism among the Youth
- Learnership programmes
- Collaboration with FET Colleges to skills and artisan training for the youth

Bursaries:

The district has been administering External Bursary to needy students across the district. Bursaries awarded to

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students and the amounts spent through Sedibeng District Municipality external bursary fund from 2009 to 2014 are illustrated in the table below.

SDM External Bursary fund, 2009 – 2014

Financial Years	Number of Students	Expenditure
2009/2010	78	R948 000
2010/2011	44	R504 000
2011/2012	36	R413 308
2012/2013	40	R471 000
2013/2014	27	R471 000
2014/2015	24	R471 000
2015/2016	24	R471 000

DISASTER MANAGEMENT:

Evidence countrywide suggests that a number of risk factors, including climate change, the global economic downturn, migration and urbanization, are not only placing more people at risk of disasters, but that the number of events giving rise to disasters is increasing. The Sedibeng District Municipality is not an exception in this regard. This principle is supported by current statistics that reflects that there are number of hydrological and climatologically events (floods, extreme temperatures, veld fires, etc), which all have their origins in the weather, are increasing each year.

The Sedibeng District Municipality, Disaster Management directorate, is central in building a resilient Sedibeng region

which will be able to resist, adapt and effectively recover from natural and human-induced disasters. As local government is at the coalface of service delivery, the Disaster Management is committed to vigorous programmes, which are aimed at making our communities resilient. Some of the programmes and initiatives put in place by the directorate through working diligently with stakeholders, private sector and civil society are as follows:

Capacity Building and Public Awareness

The directorate has a responsibility to promote a culture of risk avoidance by capacitating stakeholders through integrated education, training and public awareness programmes. This is in line with the Enabler 2 of the Disaster Management Policy Framework, which recognizes advocacy and public awareness as effective disaster risk reduction enhancing measures critical to enable the “at risk” communities to anticipate disasters from prevalent hazards, the type of actions and requirements for response to warnings to support risk reduction and disaster recovery operations. Some of the key programmes and initiatives in this regard that the district implement, taking into account also the four priorities for Action of the Sendai Framework for DRR include:

- The IDDR Commemoration, in line with the yearly theme
- Fostering of partnerships with relevant stakeholders to promote Disaster Management education and training programmes.
- The Pre-winter Awareness Campaigns
- Summer awareness campaigns

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Municipal Disaster Management Advisory Forum

The regional Disaster Management Advisory forum is composed of representatives of all key disaster management stakeholders. The forum functions in accordance with the terms of reference that defines the composition and the scope of the operations. The key purpose of the forum, in accordance with the Disaster Management Act, Act 57 of 2002, is to provide a mechanism for disaster management role-players to consult one another and to coordinate their activities on disaster management.

The Regional Emergency Services Forum (ESF)

The ESF is a structure where all emergency services in the region sit and among others develop sound intergovernmental relations amongst the functions particularly within the regions as well as to foster high strategic discussions between the functions. The forum is convened every quarter.

Municipal Disaster Management Policy Framework

In compliance with the Disaster Management Act, the Sedibeng Municipality has compiled a Disaster Management Framework, as set out below which is consistent with that of National Government. The Framework was adopted by council in 2007. The Framework is based on the nationally accepted four key performance areas (KPA) each of which is underpinned by three “enablers” that facilitate a consistent approach to the function.

Key Performance Areas

- Integrated institutional capacity for disaster risk management.
- Disaster risk assessment.

- Disaster risk reduction.
- Response and recovery.

Enablers

- Information management and communication.
- Education, training, public awareness and research.
- Funding arrangements for Disaster Risk Management.

Municipal Disaster Management Plan

The Disaster Management Plan has been developed and approved by council in 2013. The Plan is reviewed and synchronized with the outcomes of risk assessments and any prevailing circumstances that may change. The Disaster Management Plan aims to facilitate an integrated and coordinated approach to disaster management in the region which will ensure that the Region achieves its vision for disaster management which is to build resilient, sustainable and liveable communities.

Emergency Communication and Information Management

The Emergency Communication Centre which is a component of a Disaster Management Centre, operates on 24/7 basis and deals with emergency call taking and dispatching or mobilization of emergency response vehicles and or resources. The Emergency Medical Services calls are however handled by the Provincial Department of Health, after the provincialization of the service.

Early Warning Strategy

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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 Emergency Communication Centre. The Emergency Communications Centre have installed a Bulk SMS notification system, to keep principal emergency services staff informed of incidents of significance.

Emergency Resources

The region is mostly prone to severe flooding, informal settlement fires and other disaster related incidents. To improve service delivery, The Directorate has:

- Procured the Disaster Rescue boat, to assist those trapped during floods.
- Improved the mobile Communication Unit by installing a remote (on-site) CCTV system for
- Scene Management up to 10km radius.
- Upgraded the Emergency Services System (utilized in the 10177 centre) for improved call taking and dispatching.

Response and Recovery

Development and implementation of contingency plans is one of the key priorities of the Disaster Management directorate in order to ensure rapid, appropriate and effective disaster response and recovery to disasters which are threatening to occur within the boundaries of the Municipality. The municipality further ensures that it assesses the effect of any disaster which may occur in the region as well as to examine any further consequences.

Mobile Communication and Incident Management Unit

The Directorate is in possession of Mobile communication and Incident Management unit. This truck carrying these units can be taken to an incident/emergency site and can assist in managing and controlling of the incident. This vehicle or truck can carry interchangeable units or pods to be used when required, these includes the Communication pod, the joint operations pod, transporter and also the water tanker pod. It can assist in addressing communication during emergencies and performing as a mobile Joint Centre for such incidents. The communication unit is mounted with a CCTV camera that can cover or zoom for a radius of 10km providing information from the scene into the unit. This camera can effectively assist in monitoring the developments of an emergency/disaster/incident.

Fire Services

The region all in all has 6 Fire & Rescue stations, of which 4 are in Emfuleni, one in Lesedi and one in Midvaal. The challenge is that these stations are not able to provide adequate services to all communities of the region. The need for the establishment of satellite stations at strategic areas still exists.

The operations and the administration of the Fire Services lies with the local municipalities within the region. The Sedibeng District Municipality has an obligation to ensure support and capacity building of Local Fire Fighting Services including training in various Fire fighting skills needed.

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COMMUNITY SAFETY

Crime prevention involves various strategies to determine approaches to reduce the likelihood of crime from occurring and identifying viable and effective preventative measures. The analysis is therefore; based on the existing preventative measures in place, and other factors contributing to the displacement and mushrooming of crime in other areas.

These initiatives are guided by Chapter 12 of the National Development Plan - Vision 2030, which seeks to build safer communities through integrated approach that requires both government and non-government stakeholders to work closely during the development and implementation of community safety programmes. Through the Community Safety Forum various programmes have been implemented across the district, which included schools safety, community policing relations, community corrections, gender based violence, substance abuse, etc.

In terms of *schools safety programmes*, various programmes have been conducted. These include schools safety visits whereby learners are engaged and advised on the dangers of being involved in criminal activities, and search and seizures operations. A school safety awareness programme was held at Springfield Special School at Redan on the 21 July 2016. During the August and September 2016, search and seizure operations were conducted at Arconpark Primary School (Vereeniging), Maxeke Secondary School (Evaton), Riverside High School (Vereeniging), and General Smuts Secondary School (Vereeniging).

Community Policing Relations programmes are aimed at supporting and enhancing functionality level of structures such as the Community Policing Forum, Youth Safety Desks, Victim Empowerment Centres and Community Patrollers. Programmes which included gender based violence; human trafficking and capacity building of the CPFs were conducted. There is also a regular active participation at the CPF structures across the region through attendance of related meetings and workshops. Cluster CPF training was held in partnership with UNISA on the 19 July 2016 at the Vaal Teknorama (Vereeniging). There were also CPFs Induction Workshops held at De Deur Police Station on the 02 July 2016 and De Barrage Police Station on the 23 July 2016.

The District Municipality, Emfuleni Local Municipality in partnership with Vereeniging SAPS also established a Business against Crime Forum with the attempt of tackling and reducing crime within Vereeniging CBD. As a result of this, Community Patrollers' Bicycle Squad and SAPS Motorbikes Squad were established by Vereeniging SAPS. The purpose thereof, was to improve visible policing within the CBD. The CCTV Street Surveillance System is also fully operational, and is being used consistently by the SAPS as part of its crime prevention tools.

Gender based violence programmes focused on supporting the Victim Empowerment Centres through participation at the Regional Victim Empowerment Forum's monthly meetings and events, including supporting the national 16 Days of Activism on violence against women and children campaign through a

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regional event which was held on the 30 November 2016 at Ratanda within the Lesedi Local Municipality. There is also an ongoing awareness campaign conducted throughout the year by visiting schools and highlighting the dangers of domestic violence, teenage pregnancy and rape amongst the learners.

SPORTS, RECREATION, ARTS, CULTURE & HERITAGE

The Directorate of Sports, Recreation, Arts, Culture & Heritage function in three specific consolidated functional areas being (1) Sports and Recreation (2) Arts and Culture and (3) Heritage & Museums with very distinctive functions noting that in the main the core responsibility in Sports and Recreation is a coordinating function in conjunction with the DSACR to facilitate the coordination of Sports Development in Sedibeng in collaboration with the three Local Municipalities Emfuleni, Midvaal and Lesedi to assist Regional and Local Sports Councils and Sports Federations to develop core competencies and developmental strategies in the 11 identified Sporting Codes identified in Gauteng Province of particular significance is the fact that Sedibeng's Topography and Geographic layout gives emphasis to water related sports development opportunities due to our access to Rivers and Dams.

The National outcomes that we respond too is directly linked to our five pillars of our second generation Growth and Development Strategy to "Release Human Potential" corresponding operates on the same mantra of the National outcomes that responds to the creation of "A long and Healthy Life for all South Africans based on the five pillars of our second

generation SGDS "Release Human Potential" under the auspices of the five "R"s strategy with the main focus of assisting with the "National Question" of Nation Building to the National outcome of creating "A Long and Healthy Life for All South Africans".

DEVELOPMENT INDICATORS:

The section analyses the following as measures of the level of development in the district: Human Development Index, the Gini coefficient, which is the measure of inequality, number of people below the food poverty line, the percentage of people living in poverty.

Human Development Index:

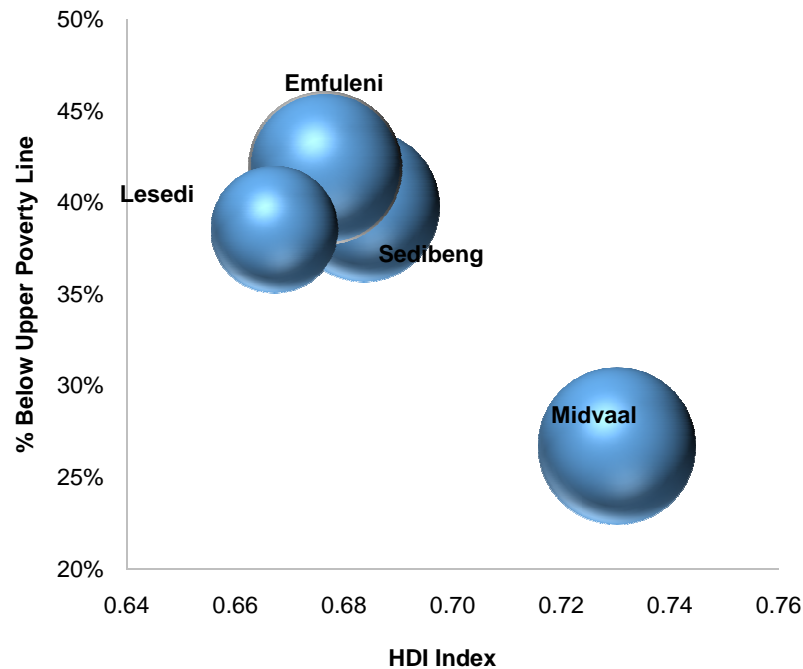
The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income.

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.

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Figure: Poverty and HDI in 2015

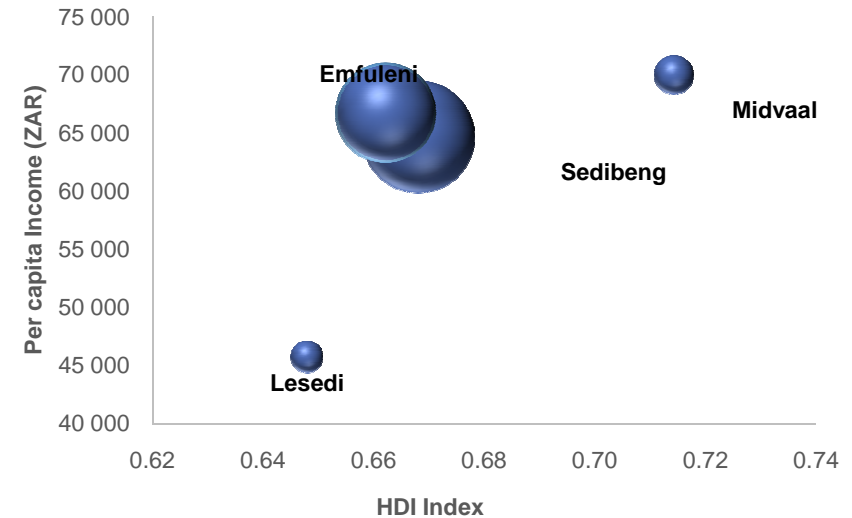


Source: IHS Global Insight, 2016

Note: The bubble size shows the Per Capita Income.

Figure 10 shows the link between poverty and the HDI for the Sedibeng district and its local municipalities. Although there is a negative relationship between the two indicators, Midvaal has the highest level of development and the smallest share of the population living below the upper poverty line.

Figure: HDI and Per Capita Income in 2015



Source: IHS Global Insight, 2016

Note: The size of the bubble indicates GDP-R of the regions.

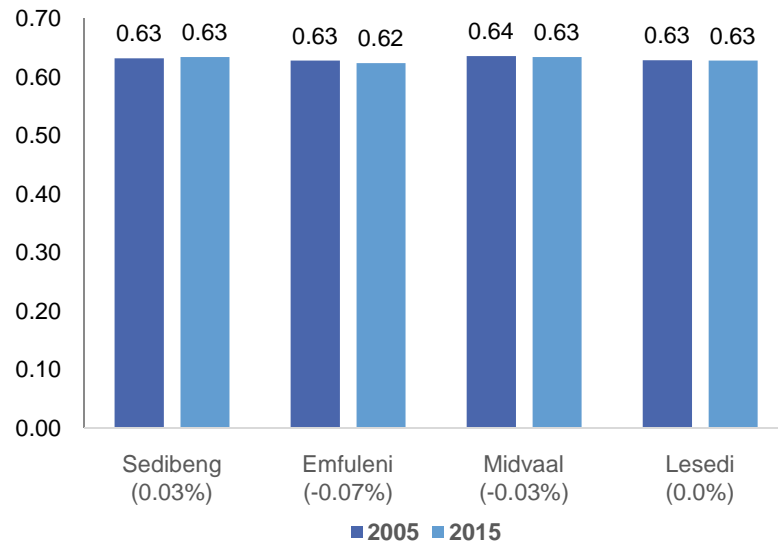
The Figure shows the link between the HDI and the per capita income for Sedibeng and its regions. It indicates that high levels of development are associated with high per capita income.

Midvaal had the highest HDI at 0.71 as well as the highest per capita income at R89 thousand in 2015, while Emfuleni had the lowest per capita income at R47 thousand and the HDI level of 0.66. Lesedi's income per capita was at R49 thousand and an HDI level of 0.65 for the same period.

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Figure: Gini Coefficient in 2005& 2015



Source: IHS Global Insight, 2016

Note: Percentages in brackets indicate average annual growth rate between 2005 and 2015.

Figure indicates the level of income inequality as measured by the Gini coefficient for Sedibeng and its locals. The figure shows there have not been any significant changes in the Gini coefficient in the Sedibeng region. In fact, it is worrying that over the past 10 years; only little progress has been made in reducing income inequality levels in the region. It is hoped that Gauteng's specific initiatives to reduce the levels of inequality, including the

township economic revitalization and infrastructure investment¹, will accelerate the pace of reducing income inequality.

REGIONAL ECONOMIC ANALYSIS:

Economic Performance:

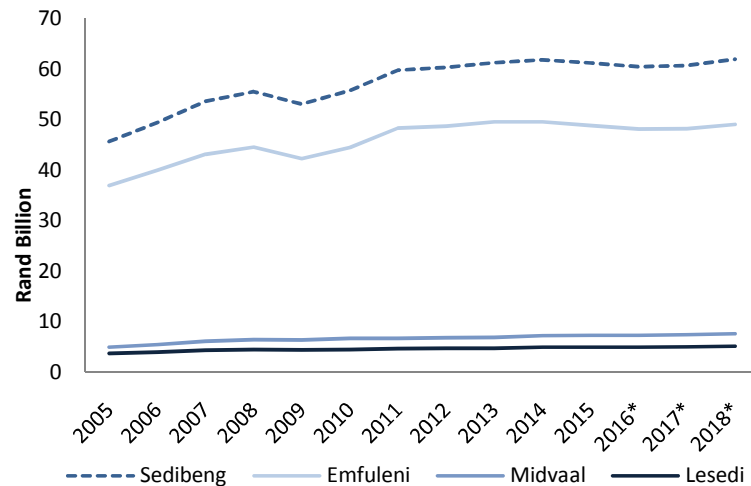
The economic performance of South Africa has been negatively affected by subdued growth in advanced and major emerging market economies in 2015. The South African economy is estimated to have grown by 1.2 percent in 2015, compared with 1.5 in 2014. The Gauteng province's economy is estimated to have grown by 1.2 percent also in 2015.

This largely disappointing growth was mainly due to low commodity prices, weak capital flows and slow global trade.² However, domestic economic prospects are expected to improve, supported by a mild recovery in commodity prices, and reduced concerns about Chinese near-term economic prospects. China is South Africa's biggest trade partner. Potential risks to this outlook include persistent drought conditions, low external demand from South Africa's trade partners and political uncertainties.

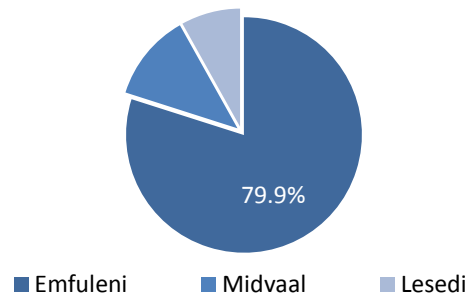
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Figure: Gross Domestic Product by Region (GDP-R)



Share of Sedibeng GDP-R 2015



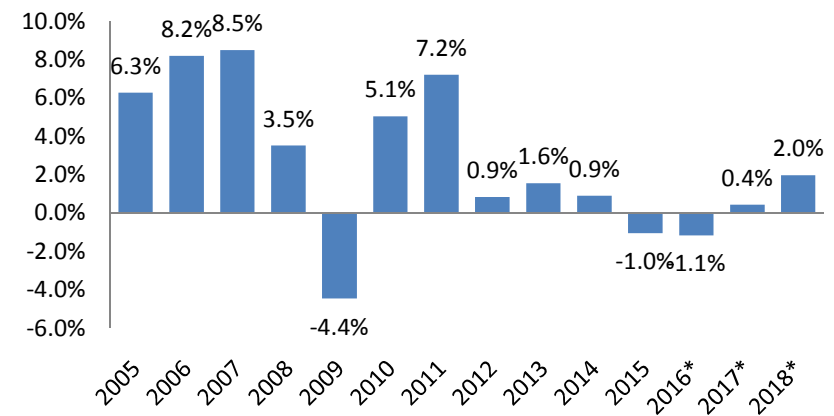
Source: IHS Global Insight, 2016

Note: * indicates forecasts.

Due to the interconnectedness of South Africa's economy, the fragile recovery and the risks around the national economic

outlook poses challenges for the province's economy. The Gross Domestic Product by Region (GDP-R) of the Sedibeng district municipality is estimated to have declined to R61.8 billion in 2015 from R62.1 billion in 2014, but accounted for 6 percent of the provinces of R1.1 trillion GDP in that year despite a decline in GDP-R growth rate. Emfuleni remain the center of economic activity of the district, accounting for 79.9 per cent of Sedibeng's GVA-R. With an estimated GDP-R of R7.3 billion in 2015, Midvaal was the second largest economy of the local municipalities, followed by Lesedi, which accounts for 8.1 per cent of Sedibeng GVA-R.

Figure: Annual Growth in GDP-R for Sedibeng



Source: IHS Global Insight, 2016

Notes: * indicates forecasts

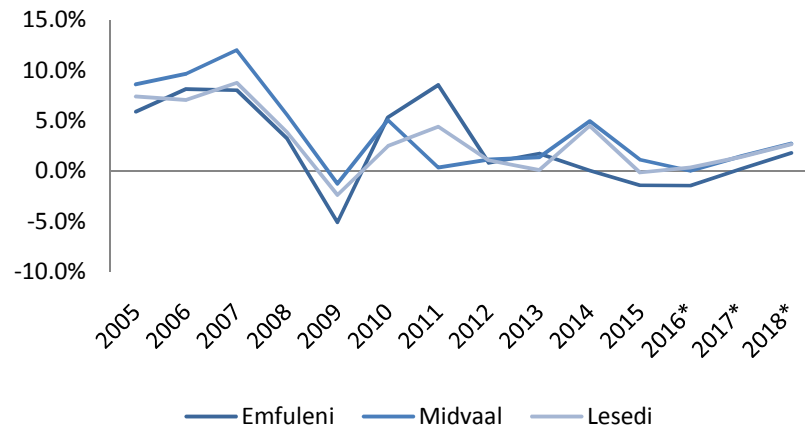
Figure shows annual growth rate of Sedibeng from 2005 to 2018. Sedibeng's economic growth rate picked at 8.5 per cent in 2007

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supported by strong growth in the manufacturing sector, the largest driver of economic activity in Sedibeng. Following the 2008 Financial Crisis, growth declined by 4.4 per cent, however, recovered strongly in 2010 and 2011, consecutively. Since 2011, the Sedibeng economy has not been able to grow by more than 2 per cent and is only expected to record a 2 per cent growth rate in 2018.

Figure: Annual Growth in GDP-R for Sedibeng Locals



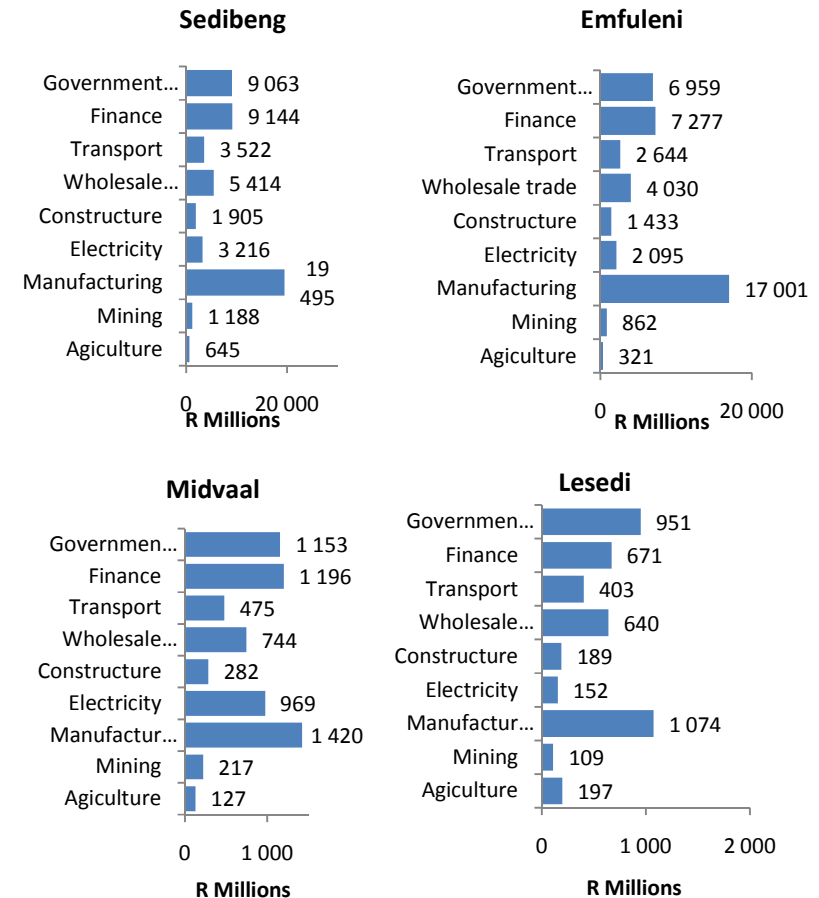
Source: IHS Global Insight, 2016

Note: * indicates forecasts.

Similar to the district, growth in the local municipalities also declined sharply in 2009, and has since 2012, not been able to record levels last seen before the recession. With the decline of the steel industry in the Southern Corridor, the municipalities of Sedibeng have experienced significant deindustrialization. This

has had major negative effects on the region's economic growth rate.

Figure 4: Broad Economic Sectors GVA-R in 2015



Source: IHS Global Insight, 2016

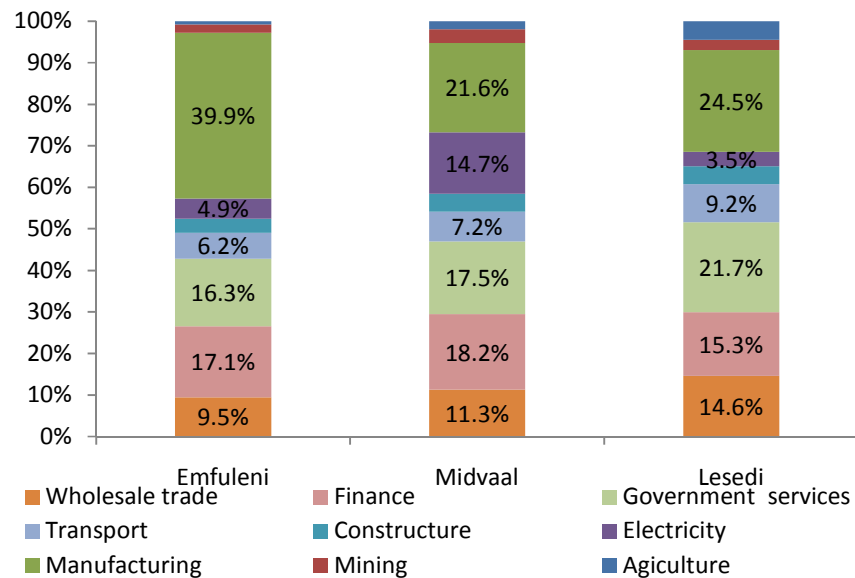
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Although its contribution has declined over the years, the manufacturing sector remains a key driver of economic activity in the Sedibeng region. As such, due to its focus on this sector, the district and its regions are vulnerable to issues common to the country as a whole, such as electricity supply constraints, labour unrest and weak external and domestic demand.

output. Activity in mining and agriculture (primary sector) are almost non-existent in Emfuleni. Lesedi was the only local municipality where agriculture and mining activity were relatively noticeable, accounting for 4.5 per cent and 2.5 per cent of activity in 2015. Finance was more dominant in Midvaal (compared to the other two locals), accounting for 18.2 per cent of the economy.

Figure: Drivers of Economic Growth for the Locals in 2015



Source: IHS Global Insight, 2016

The presence of manufacturing was much stronger in Emfuleni, accounting for 39.9 per cent of economic activity in 2015. In fact, manufacturing, electricity and construction (secondary sector) accounted for a combined 47.3 per cent of Emfuleni economic

Labour Market Analysis:

Table 1: Key Labour Market Indicators of 2006 and 2015

Labour Market Indicator		Sedibeng	Emfuleni	Midvaal	Lesedi
Population (15-64)	2006	562,980	457,301	53,239	52,440
	2015	628,179	486,654	70,357	71,168
Labour Force	2006	305,596	252,085	34,073	19,439
	2015	426,324	342,374	50,410	33,540
Unemployment	2006	105,114	91,567	5,822	7,725
	2015	199,652	167,461	13,874	18,317
Employment	2006	200,483	160,518	28,251	11,714
	2015	226,672	174,913	36,536	15,223
Rates (%)					
Unemployment	2006	31.9%	34.8%	16.7%	25.0%
	2015	45.0%	48.7%	26.9%	37.5%
Employed/ Population ratio	2006	35.6%	35.1%	53.1%	22.3%
	2015	36.1%	35.9%	51.9%	21.4%
Labour Force Participation Rate	2006	54.3%	55.1%	64.0%	37.1%
	2015	67.9%	70.4%	71.6%	47.1%

Source: IHS Global Insight, 2016

Table above shows the labor market indicators in the Sedibeng region, for 2006 and 2015. Overall, the working-age population has increased across all Sedibeng locals. Significant increases

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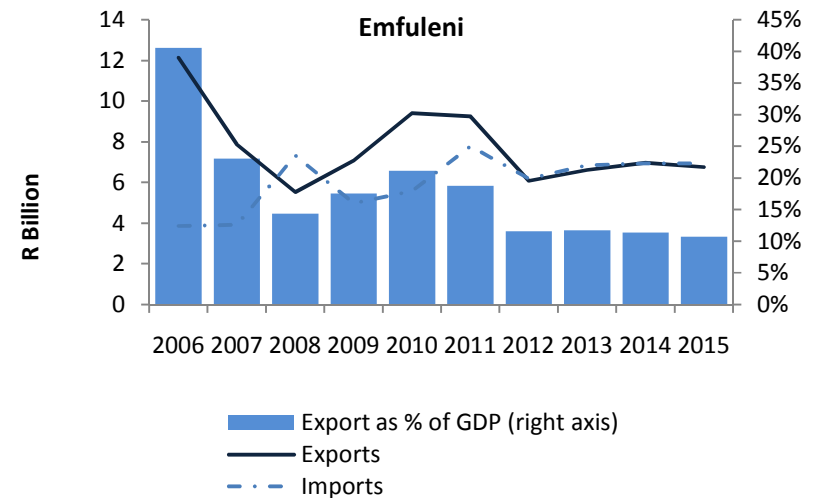
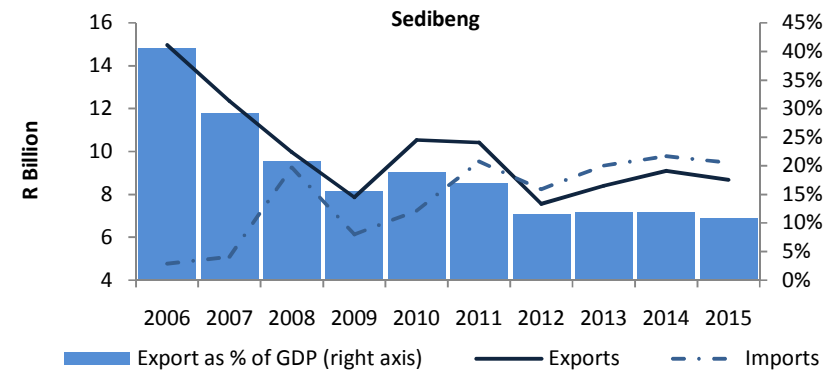
were recorded in Emfuleni (not surprising since Emfuleni accounts for the largest share of district population) with an increase of 29 353 people, followed by Lesedi (18 728) and Midvaal (17 118). The labour force also increased across all the municipalities. What is of a concern is the magnitude of the increase in the number of unemployed people versus the number of employed people.

The larger increase in the number of unemployed people compared to the employed indicates that the region's economy was not able to create enough jobs to absorb the majority of those entering the labour market, resulting in a relatively higher number of unemployed people. The exception was in Midvaal where there was a higher increase in the number of employed people compared to the unemployed.

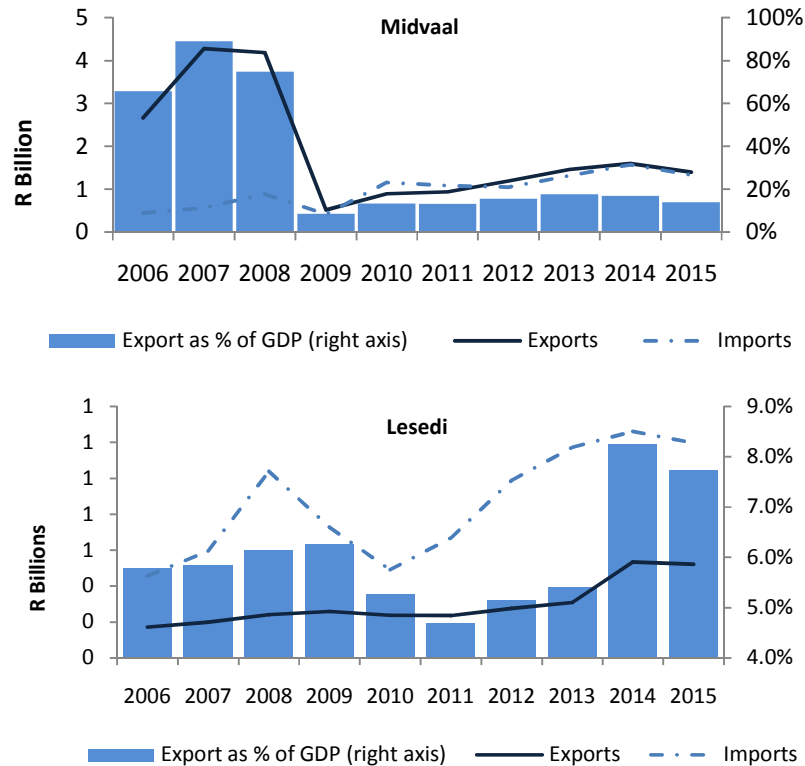
Similarly, when looking at the share of the population that is employed, Midvaal was the only municipality where the majority of the population was employed in 2015 at 51.9 per cent. This compares poorly with the other two municipalities. In Lesedi, only 21.4 per cent of the population was employed in 2015, whilst only 35.9 per cent in Emfuleni and 36.1 per cent in Sedibeng as a whole. High unemployment poses a challenge in the district as it has a direct impact on the district's socio-economic development.

Trade Developments:

Figure: Exports and Imports of Sedibeng and its Locals from 2006 to 2015



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Source: IHS Global Insight, 2016

Figure shows that the value of exports has declined in Sedibeng, whilst imports rose. This was particularly so for Emfuleni, where the value of exports declined by just over five billion between 2006 and 2015. This may be indicative of low external demand for manufacturing goods; manufacturing accounts for the largest share of economic activity in Emfuleni.

Way Forward:

The GDS remains the principal reference point of our economic trajectory and the correctness of our stance is supported and carried by the report by the September 2015 MCKINSEY Global Institute in South Africa which outline a clear path to an inclusive economic growth and development. The report predicates achievement of new economic direction for South African on the five BOLD PRIORITIES for Inclusive Growth in South Africa, which are popularly known as the Big 5 namely;

- Advanced Manufacturing,
- Infrastructure Productivity Natural Gas,
- Service export,
- Raw and Processed Agriculture

The Sedibeng economy finds resonance with all 5 of those priorities since its economy will remain dominated in the medium to Long term, by the steel and manufacturing sector taking into consideration the efforts and drive through DTI tariffs programme to protect our industry.

So this makes manufacturing a key component of Re-industrialisation drive of this economy and this requires the creation/ building and or resuscitation foundries of small components manufacturing, product simulation, digital manufacturing and Plastic as well as Polymer. Location of Chemcity and taking advantage of Sasol just across the river to fit in with 'Advanced manufacturing' mentioned in the Big 5 .

The regional sewer scheme and building of other strategic

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economic assets and Infrastructure form a cornerstone of a city with a clear vision to maximise movement and ease movement of people, goods and services as well as cost of doing business in the region competitive and this will find expression in the Reintegration of the region with the rest of the Gauteng.

Water is a strategic asset that could be effectively and efficiently utilised to drive economic growth and diversification of this economy to explore unchartered/ new economic opportunities built around the water and the frontier of the passing river. South Africa has no natural gas, but Gauteng is a strategic location for storage and use of natural gas from whatever sources and already the Sedibeng region is a home of bulk petroleum liquid storage all the way from Durban- more than 500km, in Lesedi Local Municipality.

The service industry presents real possibility for diversification and capture overflow from Central Corridor saturation in the service sector and this sector continue to play a central as well as strategic role in any economy. We have service industry products and going forward, we should better package region's offering in this regard.

The fifth priorities is on Raw and processed Agricultural products and this is one area we are endowed most when it comes to land, medium enterprises for Agro- processing and the export potential this industry can offer for our economy.

The economy of Sedibeng, our GDS review will have to respond

to a set of binding constraints that inhibits the growth and development of the Sedibeng economy to overcome unemployment, inequality and poverty and these constraints are that;

- This economy is depressed by the fact that, it continues to exclude the majority of our residents- hence Township Economic Revitalisation is key.
- The Declining of Steel and Manufacturing base creates a need for diversification and limited role for SMMEs, township enterprises and cooperatives constraint the potential role the private sector can play in job creation.
- Energy and water supply remains critical inputs to any meaningful economic activity and development and given the potential and proximity of the Energy/Water mix in Sedibeng, and their availability could be a source of strategic investment attraction and re-industrial for Sedibeng region.
- Low skills base – Creates a labour supply constraint and incapacity to consume and take advantage of new knowledge based economy and economies of the future. This point manifests itself in the glaring failure of implementing key “Catalytic” / Flagship projects.

A lot of work still needs to be done to market and profile the region as an investment destination, however, basics must be in place and the environment should support the strategy of investment drive supported by a coherent lobby for investment. The basis is laid with for in-fill of the Southern Corridor together with the long term planning on infrastructure and infrastructure roll at its centre it should be the Game Changers.

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ENVIRONMENTAL ANALYSIS:

Environmental quality has been an ongoing concern in the Sedibeng Region for a number of years. The Growth and Development Strategy through the pillar of “Reviving Our Environment” finally gives the region the means to comprehensively address this issue and ensure that its citizens live in an environment that supports a positive quality of life for them, their children and future generations. Sedibeng has identified awareness as a key intervention to assist communities to understand issues around the environment.

A number of programmes are implemented such as BontleKeBotho (Clean and Green programme) celebration of ad-hoc environmental calendar days. Lack of environmental skills in the region is addressed through the implementation of career exhibition programs which are supported by various stakeholders.

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 in Emfuleni, including 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.

The main pressures on the quality of surface and groundwater resources in the Sedibeng District are the following:

- Mining activities, including physical mining practices and mining effluent release from mineral extraction and mine dumps;
- Industrial activities;
- Water treatment works;
- Informal settlements, which usually lack services;
- Poorly serviced high-density residential settlements;
- High-density urban areas;
- Coal combustion on the Mpumalanga Highveld, which results in acid rain in the Sedibeng District;
- Water abstraction for urban and agricultural use;
- Flow reduction in streams and rivers as a result of dams and weirs; and
- Agricultural activities.

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Waste:

Sedibeng's history with regards to waste management is not that different to the South African situation in general. The issue of waste as with most local, provincial and national departments has many facets including economical, 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.

Identification of landfill sites has generally taken the form of unplanned site location with little or no thought of design to reduce potential impacts to the environment, neighbouring communities, etc. With the development of the minimum requirements by the Department of Water Affairs and Forestry (DWAF) for waste disposal by landfill the identification of landfill sites now take a much more pro-active approach in reducing further negative consequences related to an activity such as planning and design.

Local authorities in Sedibeng have indicated that they have neither sufficient funding nor adequate trained staff, to effectively plan and execute their waste management functions in a sustainable manner. Communities have also not been involved in the identification of the landfills, which has resulted in community resistance and/or limited support. The level of services varies from area to area, and in particular the previously disadvantaged areas have been left without proper waste management services. The Sedibeng District's Integrated Waste Management Plan was approved by the Province for inclusion in

the IDP as per the Waste Act, in November 2014; and the implementation thereof will assist in achieving the National Waste Management Strategy's goals which are as follows;

- Promote waste minimization, reuse, recycle and recovery
- Ensure the effective and efficient waste services
- Grow the contribution of the waste sector to the green economy
- Ensure that people are aware of the impact of waste on their health, well-being and environment
- Achieve waste management planning
- Ensure sound budgeting and financial management of waste services
- Provide measures to remediate contaminated land; and
- Establish effective compliance with the enforced Waste Act

Air Quality:

Air quality is affected by the climate, the landscape, natural and economic activities that take place in an area. 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 municipality 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 because of the elevated level of pollution within the area. Lesedi local Municipality is also included in the second declared priority area, the Highveld Priority Area which

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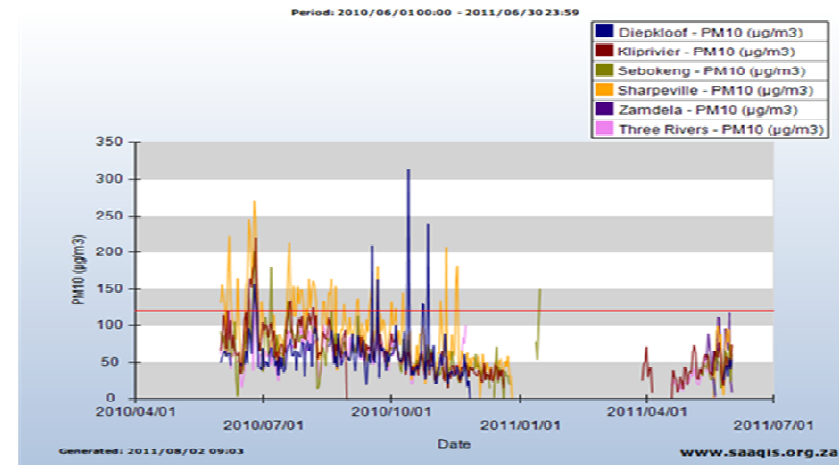


includes areas in Mpumalanga and Ekurhuleni. Particulate matter has been identified as a pollutant of concern within the region and the major contributors for particulate matter (PM10) is both industrial sources and domestic sources especially in winter.

In an attempt to improve the quality of air in the region, Sedibeng is participating fully in both priority area Air-shed implementation forum that seeks 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 plans have been adopted by Sedibeng District Municipality as the region's Air Quality Management plan in order to inform the management of air quality within the region. The objectives of the priority area plans are the same as the district objectives that of achieving clean air for the residents of the region.

The graph below indicates the elevated levels of particulate matter as measured by ambient monitoring stations within the priority area. It is evident that most of the accidents are recorded in winter months which could be linked to domestic coal burning and temperature inversions over this period.



Source: www.saaqis.org.za

Sedibeng District Municipality has as of the 1st April 2010 been delegated the function of an Atmospheric Emission licensing authority in terms of the Air Quality Act 39 of 2004. The licensing authority functions involves the licensing of listed industrial activities. The licensing of industrial activities is identified as an important function of the municipality towards regulating emissions and ensuring atmospheric emission control.

The municipality is currently having a number of challenges with regard to availability of both human and financial resources to efficiently execute the function of air quality management. 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.

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Despite the number of challenges to date the municipality has managed to issue a number of licenses to industries in the region. The licensing of industries has been identified as a critical mechanism of 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 which are operational namely:

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

The raw data collated from both stations is forwarded to SAQIS for verification.

Climate Change:

The 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

Municipal Health Services:

All citizens in the Sedibeng District require a safe and clean environment to work and live in. Analysis on the state of Municipal Health Services in the district highlighted the following aspects:

- Poor ambient air quality as a result of Industrial activities and the burning of fossil fuel at household level (Poor indoor air quality)
- 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 Funeral Undertakers with minimum environmental health standards.
- Poorly maintained sanitation facilities at some state owned premises (schools, public buildings and health institutions)
- Preparation, storage and transport of game meat specifically during winter months from May – September
- Hygienic standard of Informal foods specifically at pay out points for pensioners and other social grants
- Non-compliance at Informal crèches with minimum environmental health standards
- Occasional Organo Phosphate poisoning in rural areas from time to time.
- Indiscriminate dumping of waste including hazardous waste. (None of the solid waste sites are licensed within the District)
- The illegal use of tobacco products within public buildings, facilities and in the workplace

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INSTITUTIONAL ANALYSIS

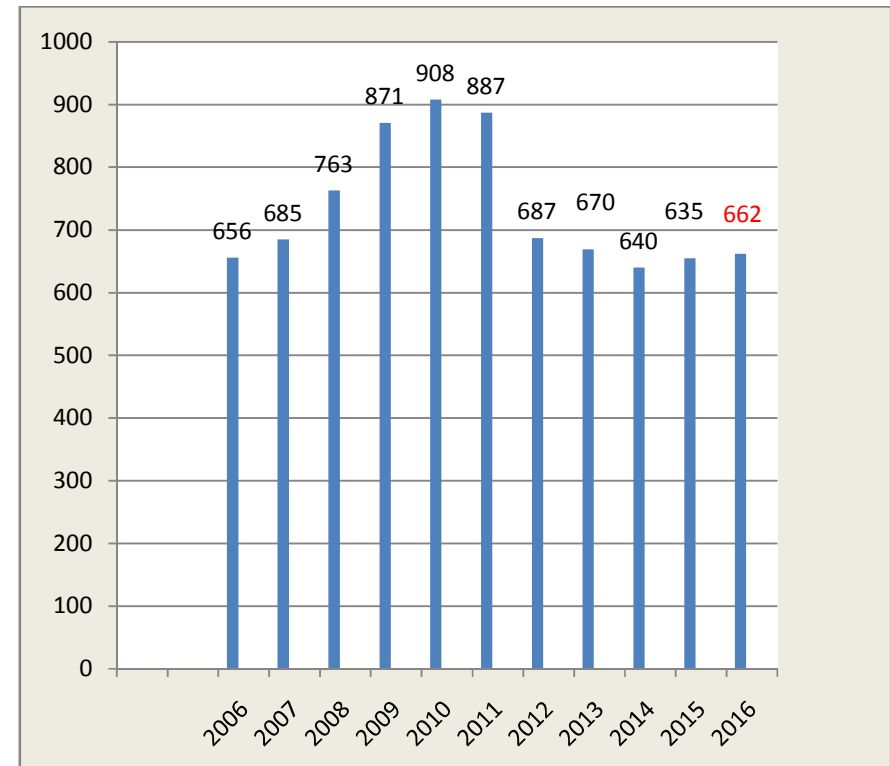
One of the key components of the IDP process is an **internal organizational audit or analysis**. Such an analysis allows the Sedibeng Council to know and understand its own internal operations. On the basis of this understanding, the Sedibeng Council will be in a better position to manage the changes which will be required in order to bring about the desired future.

The aim of the Institutional Analysis is to identify the Sedibeng District Council's **strengths** and **weaknesses**, including its structures, staff composition and deployment, financial situation and culture. The purpose is not to defend outdated and impractical structures, procedures and practices for Sedibeng District Council, but rather to establish an open-minded view of the organization, to recognize problems, shortcomings, limitations and imbalances and to identify ways to overcome it.

Human Capital:

The Human Capital of Sedibeng District Municipality comprises of **662** appointed employees, Elected Councillors and appointed community members serving on ad hoc committees. The following bar graph reflects the Human Capital year on year from the year 2006 to 2016.

Graph Human Capital year on year from the year 2006 to 2016.



The increase in numbers came about as a result of the intake of forty three (43) staff that was previously under Extended Public Works Programme (EPWP).

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The Human Capital is constituted of the following categories.

Human Capital Categories	
Councilors	49
Audit Committee Members	5
External Bursary Committee	5
Agency function staff motor vehicle licensing	157
Core functions staff	446

negotiated at the workplace and those appointed in terms of the Municipal Systems Act 32 of 2000 (Normally referred to as Section 57 employees).The following matrix reflects all the employees appointed in terms of the categories referred to above.

Staff Establishment:

Composition of the staffing establishment of the Municipality comprises of officials appointed, on full time basis in terms of the Conditions of Employment negotiated at SALGBC, fixed term contract employees appointed on conditions of employment **FIXED TERM (SECTION 57) EMPLOYEES AS AT 31 DECEMBER 2016**

SDM Fixed Term (Section 57 Employees as at Dec 2015)													
Current Profile by Occupational Levels	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Section 57 Employees	2	1	1	0	4	2	0	0	0	2	0	0	6
Total Permanent	2	1	1	0	4	2	0	0	0	2	0	0	6
Non-Permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	2	1	1	0	4	2	0	0	0	2	0	0	6
Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0

Councillors:

The following table is a representation of the demographics of the elected Councillors that represent the full Council of Sedibeng District Municipality (SDM).

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SDM Councillors as at 31 December 2016

SDM Councillors as at December 2016													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Councillors	23	1	0	6	30	16	0	0	3	19	0	0	49
Grand Total	23	1	0	6	30	16	0	0	3	19	0	0	49
Disabilities (Included in the Grand Total)	0	0	0	0	0	0	0	0	0	0	0	0	0

Ad Hoc Committee Members:

In terms of the Municipal Structures Act 117 of 1998 every Municipality must appoint, through the public process of open public advertisements, persons who have the capabilities to serve on the Bursary and Audit Committees. For the current financial year the composition of the both bursary and audit committees is as shown below.

Table: SDM Bursary Members as at 31 December 2016

SDM Bursary Members as at 31 December 2016													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Bursary Committee	2	1	0	0	3	2	0	0	0	2	0	0	5
Grand Total	2	1	0	0	3	2	0	0	0	2	0	0	5

Table: SDM Audit Committee Members as at 31st December 2016

SDM Audit Committee Members as at 31 December 2016													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Audit Committee	2	0	1	1	4	1	0	0	0	1	0	0	5
Grand Total	2	0	1	1	4	1	0	0	0	1	0	0	5

Institutional Arrangements:

In order to achieve the required levels of service delivery both the human and non-human capital have been synergised. The resultant human capital allocation is depicted in the table below.

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Clusters	Staff Compliment
Office of the Speaker	11
Office of the Executive Mayor	11
Office of the Chief Whip	8
Municipal Manager's Office	16
Corporate Services	150(44)
Treasury	30
Community Services & SRAC, Health and Social Development	130
Strategic Planning & Economic Development	39
Transport Infrastructure & Environment	182
TOTAL	577

Employment Equity Status:

This section serves to indicate current employee population by level (As reported to Department of Labour on 15 January 2017), race and gender within the municipalities as required by the Employment Equity Act 55 of 1998.

CURRENT PROFILE BY OCCUPATIONAL LEVELS	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Top Management	16	2	2	2	22	4	0	1	0	5	0	0	27
Senior management	31	0	1	8	39	11	0	0	5	16	0	0	55
Professionally qualified and experienced and specialists and Mid Management	19	0	1	5	25	17	1	0	2	20	0	0	45
Skilled Tech and Academically qualified workers , Junior managers, Supervisors, Foremen and superintendents	51	1	0	5	57	39	0	4	9	52	0	1	110
Semi-skilled discretionary decision making	65	2	2	0	67	148	1	0	4	153	0	0	221
Unskilled and defined decision making	77	0	0	0	77	87	0	0	0	87	0	0	164
TOTAL PERMANENT	259	5	5	20	288	306	2	6	20	333	0	0	621
Temporary employees	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	259	5	5	20	288	306	2	6	20	333	0	0	621
Disabilities (Included in the Grand Total)	7	0	0	0	7	3	0	0	1	4	0	0	11

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HUMAN RESOURCE DEVELOPMENT:

The Capacity Building of the Human Capital within the District Municipality is one of the key drivers of the human resources strategy. To that effect the performance of the various role players at SDM's workplace is monitored and assessed to arrive at their skills short comings. Personal Development Plans of each employee is determined based on the skills shortcomings and knowledge gaps and these are addressed, subject to availability of resources, through on the job training or referral to external skills development service providers.

Other than identifying knowledge gaps through performance monitoring, the following instruments are utilized to identify relevant and necessary skills requirements:

- National Skills Development Strategy
- National Human Resources Strategy
- Skills Development Act
- Workplace Skills Plan

The next big Skills Development Project is to enrol all affected Council employees to acquire the Matriculation/Grade 12 Qualification.

Occupational Health and Safety:

For the period under review i.e, the 2015 year, no fatal incidents were reported and Council was able to maintain a clean injury free record.

WORK STUDY AND QUALITY ASSURANCE:

Sedibeng District Municipality has adopted the mantra that **“effective and efficient service delivery requires that an organization must be flexible such that it continuously improve its systems and processes”**. A Job Evaluation Unit has been established, trained and is fully functional and ready to carry out its mandate.

BATHO-PELE:

SDM is not a Primary Municipality and our interaction with members of the community is therefore limited, however, in instances where there is interface with members of the community the feedback that we receive is that our staff does align their service delivery to the Batho Pele principles.

LABOUR RELATIONS:

Sedibeng District Municipality has successfully maintained harmonious workplace relations by proactively preventing disputes, disruptive workplace activities and resolving workplace disputes by application of various dispute resolution mechanisms, more important through continuous interaction with workplace stakeholders. Testimony to the successes in dispute resolution is evidenced in labour laws journals that reports on findings that have been influenced by the Sedibeng District Municipality.

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Total Human Resource Dashboard:

No	Activity	Post Level	Conduct	Date	Status of the Matter
1	1x Suspensions	7	Bringing the Council into disrepute		
2	12x Disciplinary Case	7x2, 12x2, 10x3, 3, 7, 9, 12, 13	<ul style="list-style-type: none"> • Insolent Behaviour Bringing Council into disrepute • 5x Absenteeism Insubordination • Cancellation of theft case • 3x Theft & Corruption 		<ul style="list-style-type: none"> ▪ Awaiting outcome of Presiding Officer ▪ 7x Awaiting new date
3	4x Conciliations	4, 5, 9 and 10	Unfair Labour Practice		<ul style="list-style-type: none"> ▪ Awaiting new date ▪ Rescission application granted matter to be arbitrated on 11 February ▪ To be conciliated on 10 February 2015
	5x Arbitrations	0, 4, 9, 10, 10	Unfair Labour Practice		
4	6x Labour Court	6, 4, 7x2 and 10, 13	<ul style="list-style-type: none"> • 3x Unfair dismissal • 3x Unfair labour Practice • Matter now at Labour Court, • Matter was scheduled for December 11, 2014 		<ul style="list-style-type: none"> ▪ Awaiting set down date ▪ 2x SDM Lawyers to make application for the dismissal of the matter ▪ Matter set on the 05th December 2014 ▪ Awaiting new Court date
5	9x Resignations	2, 3, 5, 6 and 7x2, 10x2, 8	Voluntary resignation		None
6	5X Staff Transfers	7, 9 and 10X3			Inter Cluster Transfer
7	1 Appointment	0			Permanent

HUMAN RESOURCE STRATEGY:

In the main the preceding discussions relates to the pillars of the Human Resources Strategy which serves as enablers for proper human capital management. Appropriate components (policies) of the Human Resources strategy have been adopted over the years and are continually being reviewed in order to keep pace with industry developments and abreast with best practices.

ACCESS TO BASIC SERVICES

Table 2: Access to Household Infrastructure in 2015

	Sedibeng	Emfuleni	Midvaal	Lesedi
Formal Housing	79.6% ↓	82.0% ↓	69.8% ↓	73.2% ↓
Sanitation	90.6% ↑	90.9% ↑	88.2% ↑	91.0% ↑
Water	96.4% ↑	97.6% ↑	88.6% ↓	95.6% ↑
Electricity	86.5% ↓	88.8% ↓	74.9% ↓	82.6% ↓
Refuse Removal	89.2% ↑	90.2% ↑	83.2% ↑	88.1% ↑

Source: IHS Global Insight, 2016

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Note: The arrows show growth changes between 2005 and 2015. The red downward pointing arrows show a declining pace of provision of services, while the green upward arrows show an increase.

The table above shows the proportion of households with access to basic household infrastructure for 2015 compared to the year 2005. The proportion of households with access to formal housing has declined in Sedibeng and its regions in 2015 compared to 2005. Households with access to electricity also declined in the same period. This may be reflective of a general shortage of electricity supply in the country as a whole.

TRANSPORT PLAN

The integrated transport plan (ITP) for Sedibeng 2009 to 2014 will be reviewed, new ITP for 2017-2022 will be developed and incorporated into the next IDP reviewal.

Status Quo of Travel Behaviour and Public Transport in Sedibeng

Travel Behaviour:

A) Vehicle Ownership

- Overall, only 36% of households in SDM own one or more form of transport. Except in Emfuleni Rural (11.6%), less than 10% of households own bicycles. In case of motorcycles, only 5.6% of households in Midvaal Rural East own them. In the rest of the sub-regions, motorcycles are owned by less than 5% of the households.
- Close to 24% of households in SDM own their own vehicles with sub-regions such as Midvaal Rural East, (69.2%) and Emfuleni Rural (50.5%) showing the highest household car ownership. In contrast, less than

15% of households in Midvaal Rural West and Lesedi Rural own their own car.

- Only less than 5% of households in SDM use employer-owned cars. 7.6% and 5.9% of households in Midvaal Rural East and Lesedi Urban have employer-owned car at their disposal respectively.

Of all the sub-regions in SDM, the highest percentage of households who own household car, motorcycle and have access to employer-owned car is in Midvaal Rural East. In contrast, households in Lesedi Rural own the least.

Sub-Regions	Percentage of Household owning one or more				
	Bicycles	Motorcycles	Employer-Owned vehicles	Household-Owned vehicles	Other
Emfuleni LM Rural	11.6%	3.6%	0.0%	50.5%	0.0%
Emfuleni LM Urban	6.3%	1.1%	4.8%	21.9%	0.0%
Lesedi LM Rural	2.6%	0.5%	2.4%	12.4%	0.0%
Lesedi LM Urban	5.2%	0.6%	5.9%	27.4%	0.0%
Midvaal LM Rural East	9.2%	5.6%	7.6%	69.2%	0.0%
Midvaal LM Rural West	4.3%	1.5%	3.7%	11.9%	0.0%
Sedibeng	6.1%	1.3%	4.7%	23.9%	0.0%

Source: Sedibeng Household Travel Survey: 2014

B) Modal Split

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The non-motorized transport (NMT) is predominant (45%) in SDM. NMT is significantly high in Midvaal Rural West (60%), Lesedi Rural (53%) and Emfuleni Urban (48%) and so is public transport usage. Private transport is mostly used in the high income areas of Midvaal Rural East (73%), Emfuleni Rural (63%) and Lesedi Urban (41%). Conversely, public transport usage in Midvaal Rural East and Emfuleni Rural is the lowest at 13%.

Home Transport Analysis Zone	Mode Type - % of Trips		
	Public Transport	Private Transport	NMT
Emfuleni LM Rural	13%	63%	25%
Emfuleni LM Urban	34%	17%	48%
Lesedi LM Rural	29%	18%	53%
Lesedi LM Urban	28%	41%	31%
Midvaal LM Rural East	13%	73%	14%
Midvaal LM Rural West	33%	7%	60%
Sedibeng	31%	24%	45%

Source: Sedibeng Household Travel Survey: 2014

C) Expenditure on public transport by purpose

The total expenditure on public transport by sub-region: 14% of all households spend more than R1 000 per month on public transport, with the highest household percentages in the Midvaal Rural East (24%) followed by Lesedi Urban (16%) and Lesedi Rural (15%). More than half of the households in Emfuleni Rural (50%) and Midvaal Rural East (54%) do not spend any money on public transport.

Table: Total Monthly Public Transport Expenditure % of households

Sub-Region	Total Monthly Public Transport Expenditure % of households				
	Nothing	R1 – R250	R251 – R500	R501 – R1000	R1 - 001+
Emfuleni LM Rural	50%	32%	1%	5%	9%
Emfuleni LM Urban	39%	21%	13%	14%	13%
Lesedi LM Rural	19%	32%	16%	18%	15%
Lesedi LM Urban	22%	19%	19%	23%	16%
Midvaal LM Rural East	54%	8%	6%	7%	24%
Midvaal LM Rural West	39%	21%	22%	13%	5%
Sedibeng	38%	21%	14%	14%	14%

Source: Sedibeng Household Travel Survey: 2014



CHAPTER 03: PREVIOUS IDP 2012/17 STRATEGIC REPORT

PROGRESS ON IMPLEMENTATION OF 2012/17 IDP:

The Sedibeng District Wide Lekgotla of September 2011 and the Sedibeng Stakeholder Summit held on the 30 November to 01 December 2011 unequivocally reaffirmed the framework of the Seven Pillars as the GDS 2 and IDP framework for action. Subsequent to the regional long term strategy being developed, the 2011 Political and Administrative term of office came in and developed the 2012/17 IDP which is reviewed annually.

This report is therefore the reflection of the impact of the successes of the five year term of office as well as corrective measures to address problems in the light of changing internal and external challenges that impact on the priority issues, objectives, strategies, and programmes of the IDP.

In summary the said framework of the seven pillars GDS 2 and IDP 2012/17 progress made are encapsulated as follows on:

- 1) REINVENT 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 .The following key programmes change the economies of the region were set out with clear target for the years under review.

IDP STRATEGY: CREATE LONG TERM SUSTAINABLE JOBS, REDUCE UNEMPLOYMENT, POVERTY AND INEQUALITIES

Programmes/Projects	Achievements or Measures Taken
Sedibeng District Wide incentive Policy & Special Economic Zone and adoption, marketing & Implementation of the Incentive Policy	Incentives affects liquidity and financial stability of local municipalities and at this stage the biggest municipality in the region- Emfuleni Local Municipality has serious financial pressure. Sedibeng developed a district wide policy but could not enforce it given legal and financial implications
Regeneration of central business and development of programmes for the CBDs	Vereeniging Intermodal transport facility, revitalisation and housing projects at Vereeniging old hospital, beautification of entrances and building in Meyerton town, infill with development on R42 to link Vereeniging and Vanderbijlpark CBDs
Implementation of the 6 Extended Public Works Programme (EPWP)&Community	560 beneficiaries participated in EPWP and about 3000 benefited from CWP but an opportunity was lost due to silo and poor coordination of potential benefiting labour intensive project. Reporting is a challenge and largely due to poor IGR and obtaining information.

IDP STRATEGY: ENSURING BBBEE AND SMME DEVELOPMENT

Programmes/Projects	Achievements or Measures Taken
Facilitate training and Capacity building programmes for SMME's and Co-operatives and Identification & training of 190 SMMEs & cooperatives	There are many beneficial programmes for SMMEs and farmers with mechanisation programme, starter packs, support to community/ school garden programme
Link 80 SMMEs to economic opportunities	SMMEs referred to funding agencies and deliberate policy of 30% local contractors to major projects in the region



CHAPTER 03: PREVIOUS IDP 2012/17 STRATEGIC REPORT

IDP STRATEGY: MARKET AND PROMOTE SEDIBENG GROWTH AND DEVELOPMENT STRATEGY

Programmes/Projects	Achievements or Measures Taken
Monitor the implementation of Second Generation GDS	Approved GDS with 5 year Reviews
Develop the IDP for 2012 - 17	Approved IDP with Annual reviews

IDP STRATEGY: PROMOTE AND DEVELOP AGRICULTURAL SECTOR

Programmes/Projects	Achievements or Measures Taken
Facilitate access to training and capacity building programmes for farmers	Training programmes have been organised ad capacity building workshops were convened. There is still a need to integrate and coordinate our work and priorities with GDARD.
Facilitate access to markets	Partially achieved however theres need to bring the function of the Vereeniging Fresh Produce Market with the LED functions on Agricultural activities. Market agents are limiting or constraining maximum potential that can be achieved due to pricing and commission earning for small players in the Agriculture sector.
Facilitate the establishment of Agro-processing/ Value add industries	4 Type Agro-processing industries established

IDP STRATEGY: PROMOTE AND DEVELOP THE TOURISM SECTOR

Programmes/Projects	Achievements or Measures Taken
Review Tourism Strategy to ensure Township Tourism Development	Development &Implementation of Regional Tourism Strategy is partially achieved inclusive of Tourism in townships is driven and stimulated by products and attractions. There are very few offerings and townships are not isolated/ stand-alone initiatives but should be integrated in the overall regional tourism strategy.
Tourism Institutional Arrangements	Self-sustaining Regional Tourism Organisation company has bee established and Board appointed and company- Vaal Tourism Promotion Company
Destination Marketing	Identification & development of 4 marketing initiatives achieved however the Need coherent marketing and promotion of the region- promote passport project and do more than International Durban Tourism Indaba.



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- 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.

IDP STRATEGY: PROMOTE RESIDENTIAL DEVELOPMENT AND URBAN RENEWAL

Programmes/Projects	Achievements or Measures Taken
Facilitate, monitor and coordinate Housing Programmes	16 reports has been submitted meets the annual target of 4 meetings per year. Need to establish effective forum to coordinate and monitor delivery of housing development
Spatial Planning	Spatial Development Framework has been reviewed
Precinct or residential development	Projects in the precinct plans have been implemented except the PPP for Civic precinct.

IDP STRATEGY: Plan for effective, efficient and sustainable infrastructure for water and sanitation and provision of electricity

Programmes/Projects	Achievements or Measures Taken
Regional Master Plan for bulk services in conjunction with locals	Inadequate funds from locals to develop their master plans for consolidation at District level
Ensure regional coordination and liaison in respect of basic services through intergovernmental	Regular meetings convened
Facilitate the speedy implementation of the Sedibeng Regional Sewer	The upgrading of Sebokeng Wastewater Treatment Works is progressing though slowly due to periodical work stoppages due community unrests. The Meyerton Wastewater Treatment Works is progressing well and work is expected to be completed by 2017. The revision of the feasibility study for the Newt Wastewater Treatment Works is continuing.

- 3) **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 receiver of waste to a green city.

IDP STRATEGY: ENSURE THE IMPLEMENTATION OF AN EFFECTIVE AND EFFICIENT ENVIRONMENT IN THE SEDIBENG DISTRICT MUNICIPALITY.

Programmes/Projects	Achievements or Measures Taken
Implementation of clean smoke campaign for the region	Partly achieved. The launch of the BasaNje-Ngo Magogo program a clean smoke campaign was launched in Devon in 2013
Operation and maintenance of air quality management stations	The procurement of the analysers will finalized soon and thereafter the stations will be operational.
Conversion of all APPA registration certificates to Atmospheric	The District must ensure that industries comply with the legislative regulations ad deal with outstanding applications
Develop an electronic emissions inventory for the region	The process is still on going
Develop an electronic license management system and database	A database for industries has been developed and the system is in place
Setup an Air Quality Unit for the district to render optimal air quality service	Progress has been made in this regard however there is still a need Fill the critical positions for the unit to be fully operational and efficient.



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IDP STRATEGY: ENSURE THE IMPLEMENTATION OF AN EFFECTIVE AND EFFICIENT ENVIRONMENT IN THE SEDIBENG DISTRICT MUNICIPALITY.

Programmes/Projects	Achievements or Measures Taken
BontlekeBotho	This is an annual program. The first part of the program, for 2016. focused on clean-up activities - waste management; and the second phase will revert to the old format program
MTK	Approximately 15 food gardens have been established to date..
Career Exhibition	It is an annual event; which the District has partnered with ArceloMittal as well as Department of Environmental Affairs.
Schools Camp	The Department of Education adopted the concept and is currently running with the program
Ad-hoc Environmental Calendar celebrations	Arbor Day is celebrated every September.
Enviro-Lekoa	Lack of funds is the main reason the newsletter could not be published
Development of an EMF for Sedibeng District Municipality	Lack of funds has hindered progress to develop the EMF.
Development of an energy and climate	Source external funding for this project
Development of a Biodiversity Strategy	Source external funding for this project
Removal of Alien Invasive plants in Kwazenzele and Sedaven (Lesedi Local Municipality)	71.7798ha of Alien Invasive Plants removed
Revival of Phelindaba Cemetery in Sharpeville	The project was completed in 2014 and the facility is regularly upgraded and monitored

IDP STRATEGY: ENSURE THE IMPLEMENTATION OF MHS PROGRAMMES TO REDUCE ENVIRONMENTAL HEALTH RISKS

Programmes/Projects	Achievements or Measures Taken
Development of SLA for the rendering of MHS with Service providers	District has entered into SLA with the local municipalities to render the service in the next financial year
Promulgation of the MHS By laws for the Sedibeng district	The by law process was overtaken by parallel processes undertaken by SALGA and the National Department of Health around National norms and Standards on environmental health and draft generic by laws on Environmental Health
Implementation of the x9 elements of MHS as defined	The x9 programmes on Municipal Health Services are implemented throughout the District. Objective of the programme implementation is to reduce risk and to manage those factors which impacts negatively on the environment and the health of people. District to ensure that the programmes are delivered in line with the norms and standards as promulgated by the Minister of Health
Maintenance and improvement of the IGR structure on MHS	The structure plays a very important role in the management and delivery of MHS throughout the District. SDM to ensure that the IGR structure is functional and representative of all stakeholders

IDP STRATEGY: ENSURE THE IMPLEMENTATION OF MHS PROGRAMMES TO REDUCE ENVIRONMENTAL HEALTH RISKS

Programmes/Projects	Achievements or Measures Taken
Demolish and rebuild the Vereeniging LSC and provide additional offices	Not Achieved due to affordability. Alternative projects were implemented which has resulted in spaces being created to render the licensing services more effectively and efficiently
Centralize all licensing related files and records	The steel converted containers have been purchased to ensure that filing and recording systems could be done more effectively
Enlarge driver testing terrains to increase testing capacity	Alternative projects were implemented which has resulted in spaces being created to render the licensing services more effectively and efficiently



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Programmes/Projects	Achievements or Measures Taken
Implementation of the rationalization Plan (RATPLAN).	All activities that had no financial implications have been achieved and are ongoing.
Implementation of (RATPLAN).	All activities that had no financial implications have been achieved and are ongoing.
Metered Taxis Strategy	Not achieved due to funds. However terms of reference for such a strategy has been completed.

4) 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.

IDP STRATEGY: Plan and develop accessible, safe and affordable public transport systems and facilities.

Programmes/Projects	Achievements or Measures Taken
Implementation of the Operational License Strategy (OLS)	All activities that had no financial implications have been achieved and are ongoing.
Establishment of a Transport Planning Authority	Not achieved due to funds. However terms of reference for such an establishment has been completed.
Development of a proper transport planning methodology through good	Regular meetings convened The locals' fails to attend regularly particularly when they have no issues.
Work with PRASA (Passenger Rail of South Africa) for the development and promotion of rail in the region.	Regular meeting were convened at regional and provincial level to engage with PRASA on rail matters.
Upgrade taxi facilities (In the context of inter-modal facilities)	Bophelong Intermodal facility is complete. And Vereeniging intermodal facility is under construction. Though there some facilities that we were unable to upgrade due to funding.

IDP STRATEGY: PROMOTE EFFICIENT MOVEMENT OF FREIGHT IN THE REGION.

Programmes/Projects	Achievements or Measures Taken
Develop a feasible and Appropriate freight facility in partnership with Emfuleni Local Municipality	The study has commenced but not yet finalised
Develop Freight Management Plan	Frame work for Freight Master Plan has been completed. And ToR is currently developed.

IDP STRATEGY: PLAN, PROMOTE AND PROVIDE FOR EFFECTIVE AND SUSTAINABLE ROAD INFRASTRUCTURE

Programmes/Projects	Achievements or Measures Taken
Road networks and corridors	Inadequate funds from locals to develop their master plans for consolidation at District level
Road Safety	Regular road safety campaigns are taken by local and provincial traffic law enforcement And also focussed regular road worthiness check on public transport.
Traffic Signals	Locals with assistance of the district conducted traffic signal assessment and repaired where there was inadequate compliant. The local continued in absence of the district where they had funds though not completely.



CHAPTER 03: PREVIOUS IDP 2012/17 STRATEGIC REPORT

Programmes/Projects	Achievements or Measures Taken
Traffic Signage and Road signage	Locals with assistance of the district conducted traffic signal assessment and repaired where there was inadequate compliant. The local continued in absence of the district where they had funds though not completely.
Upgrading and Maintenance of Roads in strategic Roads Network.	Strategic road network has been continually maintained though recently there is an inadequate fund from locals and district.
Ensure regional coordination and liaison in respect of road master planning through IGR forum.	Regular meetings convened The locals' fails to attend regularly particularly when they have no issues.

5) **RELEASING HUMAN POTENTIAL FROM LOW TO HIGH SKILLS AND BUILD SOCIAL CAPITAL THROUGH BUILDING UNITED, NON-RACIAL, INTEGRATED AND SAFER COMMUNITIES.**

IDP STRATEGY: PROMOTE SAFE AND SECURE ENVIRONMENT

Programmes/Projects	Achievements or Measures Taken
Upgrade Municipal Facilities to be user friendly for people with Disabilities	The Disability ramps were erected on various buildings, Continuous maintenance of lifts was done to Municipal offices and Buildings to ensure easy accessibility by public and people with disabilities.
Develop an Integrated Facilities Management Systems	Facilities Help-desk, Central Maintenance Committee, Fleet Management Systems (Fuel Management & Tracking System) developed.
Establish IGR Structure to Coordinate Facilities Management Projects	The IGR structure was dissolved during financial year 2014/2015 owing to the establishment of Metro steering Committee.
Effective secretarial services to Council, Mayoral and other Committee meetings	Timeous submission of reports to be more vigorously enforced. Further, Clusters to ensure quality of own reports before submission. The Minutes are accurately with no mistakes.
Revitalization and improvement of effective records management applications to compete with the best	Assess and review compliance on records management applications
Efficient and effective coordination of the IGR Records management forum with the locals	Maintain professional services and convenience to all end-user Clusters at optimum levels and Adherence to the NARS and other applicable pieces of legislation

IDP STRATEGY: PROVIDE AN INTEGRATED SUPPORT IN ENSURING THAT COMMUNITIES ARE SAFE AND SECURE

Programmes/Projects	Achievements or Measures Taken
Upgrade and sustain CCTV Street Surveillance System.	There is a migration of crime from areas under CCTV surveillance, especially the CBDs to the outskirts or suburban areas. As result there is a need for consultation with communities to revive and strengthen neighbourhood watches, and identify possible funding sources to support further expansion of this programme to new identified crime hot spot areas.
Review and implement the Community Safety Strategy	Establish a partnership on tourism safety with both Regional and Gauteng Tourism Authority. 7400Engage businesses to actively participate in community safety programmes
Promote compliance to relevant Legislative Framework on sports and recreational events planning and hosting	Improved stakeholder knowledge and compliance to the Safety at Sports and Recreational Events Act 02 of 2010



CHAPTER 03: PREVIOUS IDP 2012/17 STRATEGIC REPORT

IDP STRATEGY: PROMOTE AND DEVELOP HERITAGE OF OUR REGION

Programmes/Projects	Achievements or Measures Taken
Preserve the heritage and museums of our region, including promotion of national and provincial Commemorative days.	CCTV cameras installed at strategic points to ensure that these sites are covered too during events related to commemorative events. Certain sporting fraternities still to be included

IDP STRATEGY: Promote the efficient delivery of health care and emergency medical services

Programmes/Projects	Achievements or Measures Taken
Promote efficient delivery of Primary Health	District Health Council is functioning well; attendance of all stakeholders is good.
Promote efficient delivery of Primary Health Care Services	Cure rate has reached National target. TB Cure rate has improved from 79% to 85%
Promote efficient delivery of Primary Health Care Services	21 Clinics have functioning Clinic Committees. Sustaining the committees is a challenge due to lack of stipend.
Promote Social Development of our Communities	Local and District PWD forums established. Sign board supports forum activities as and when required.
	Need for mainstreaming of youth programme by all sectors and departments
	Financial constraints limit the number of students to be supported. Funds to be increased to assist students to cover most of the required tuition fees.

IDP STRATEGY: PROMOTE AND DEVELOP SPORTS AND RECREATION

Programmes/Projects	Achievements or Measures Taken
Coordinate regional sport and recreation Development within Region	<ul style="list-style-type: none"> ▪ Hosted and attended SALGA OR Tambo Games annually ▪ Hosted and attended Indigenous Winter Games ▪ Upgraded the Multi Purpose Sport Facilities in Lesedi Local Municipality
Coordinate arts and culture programs	<ul style="list-style-type: none"> ▪ Supported and attended the annual Gauteng Carnival ▪ Supported and promoted all build and actual Puisano Jazz Games ▪ Supported local talent through events hosted by SDM ▪ Hosted the Social Cohesion Workshop and Dialogue ▪ Hosted Language Bill Workshops in partnership with PanSALB
	<ul style="list-style-type: none"> ▪ Upgraded the Old Sharpeville Police Station into Craft Hub ▪ Provided training for Artists and Crafters in silk screening, glass beading and glass slumping. ▪ Provided entrepreneurial training for Crafters



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IDP STRATEGY: PROMOTE AND DEVELOP HERITAGE OF OUR REGION

Programmes/Projects	Achievements or Measures Taken
Preserve the heritage and museums of our region, including promotion of national and provincial commemorative days.	Hosted all identified annual National, Provincial and Regional Commemorative events. Maintained, upgraded and promoted identified Heritage Sites

IDP STRATEGY: PROMOTE EFFICIENT DELIVERY OF PRIMARY HEALTH SERVICES

Programmes/Projects	Achievements or Measures Taken
Improve, Maintain and monitor response times in Emergency Medical Services	Emergency Medical Services was transferred back to Gauteng Province,
Expand service by the filling of attritions and vacancies	
Improve quality of care by EMS personnel.	

IDP STRATEGY: TO MAINTAIN HIV/STIS & TB PROGRAMMES TO MUNICIPALITIES EMPLOYEES (INTERNAL)

Programmes/Projects	Achievements or Measures Taken
Coordinate ward-based programme	Implementing ward-based programme in all the wards, including campaigns

IDP STRATEGY: TO COORDINATE, MONITOR AND EVALUATE HIV&AIDS/STIS & TB PROGRAMMES WITHIN SEDIBENG REGION

Programmes/Projects	Achievements or Measures Taken
Coordinate AIDS Council meetings and projects	This has been achieved through the District AIDS (Comprising of civil society structures) and the Interdepartmental Committee (comprising of government departments in the region i.e. Health, Social Development, Local Municipalities, SARS, Home Affairs, SASSA, Correctional Services, Institutions of Higher Learning and Labour)



CHAPTER 03: PREVIOUS IDP 2012/17 STRATEGIC REPORT

IDP STRATEGY: PROMOTE EFFICIENT DELIVERY OF PRIMARY HEALTH CARE SERVICES IN THE REGION

Programmes/Projects	Achievements or Measures Taken
Capacity building and empowerment of ex-combatants	30 trained ,target number was not reached. Projects on geyser installation and plumbing were discontinued

IDP STRATEGY: PERFORM DISASTER MANAGEMENT EFFECTIVELY

Programmes/Projects	Achievements or Measures Taken
Establish a Public Information & Education Relations unit for running of Disaster awareness campaigns (target: 1000 community members)	<p>Since the inception of the program, the directorate was able to reach the following:</p> <ul style="list-style-type: none"> ▪ 32 schools ▪ 19 Community facilities ▪ 34 Outdoor events <p>More than 1000 community members were reached.</p> <p>Key topics covered during the campaign include:</p> <ul style="list-style-type: none"> ▪ Fire Safety ▪ Water Safety ▪ Home Safety ▪ Training on first aid ▪ Promotion of Emergency Numbers and the process of making an emergency call.



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- 6) **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.

IDP STRATEGY: THE PURSUIT OF EFFICIENT, ACCOUNTABLE, CO-OPERATIVE GOVERNANCE

Programmes/Projects	Achievements or Measures Taken
Framework which takes into account new global and national conditions and is sensitive to cyclical requirements and Develop and approve a Long-term Financial Plan with analysis on forecasting towards Metro status	MTREF compiled each year and tabled to council within the prescribed formats as set by national treasury
Budget aligned with MTSF and developmental growth path aims to ensure that the budget is aligned to IDP, National and Provincial objectives	Budget is aligned to the set key performance areas and indicators
Publishing 3-Yr MTREF with Capex Projections and Approved budget in line with MTREF	Each year the budget is approved by Council within the prescribed timeframes

IDP STRATEGY: MOVING THE FISCAL POSITION BACK TO LONG-RUN SUSTAINABILITY, AND TAKING THE OPPORTUNITY TO RESTRUCTURE EXPENDITURE AWAY FROM INEFFICIENT AND WASTEFUL PROGRAMMES TOWARDS THOSE THAT WILL PROVIDE THE SERVICES INTENDED IN THE MOST EFFICIENT MANNER POSSIBLE.

Programmes/Projects	Achievements or Measures Taken
Maintain and improve audit outcomes of the municipality and Clean Audit status	Clean audit achieved for the past 3 years
Reduce municipal debt through Effective and efficient credit control strategy	Municipal debt reduce whereby an amount of R25 million was recovered from unfunded mandates
Reduce municipal overspending on operational expenditure by introduction and Implementation of cost reduction strategy and effective budget management controls	Clean audit achieve and no unauthorized expenditure incurred during the years.

IDP STRATEGY: IMPROVE MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY THROUGH ADDRESSING IMBALANCE BETWEEN AVAILABLE LOCAL REVENUE RESOURCES AND THE EXPENDITURE FUNCTIONS ASSIGNED TO LOCAL GOVERNMENT, AS WELL AS ADDRESSING ISSUE OF RECRUITMENT AND RETENTION OF KEY FINANCIAL CAPACITY SKILLS.

Programmes/Projects	Achievements or Measures Taken
Support access to non- core basic services through improved administrative practices and effective utility model	Municipal going concern position, cash flow and financial viability was raised by the AG in the 14/15 audit as ratio and trend analysis calls for a redress of current municipal operations in order for the municipality to be able to continue daily operational functions was Partially achieved
Implementation of SDM's Procurement Strategy to promote SMME's in the region Partially achieved	The regional procurement strategy developed in 12/13 was not adopted across all 4 municipal councils, hence implementation was impeded. It was envisaged that single authority system governance transition vehicle will review and advise on implementation of the strategy



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Programmes/Projects	Achievements or Measures Taken
Coordination and monitoring of an integrated supply chain and Fully integrated supply chain model with Locals	Integration of the 4 municipal SCM databases was directly reliant on the adoption of the regional procurement strategy. National Treasury have however, launched a national centralised supplier database in 2015 and rollout to local government will mirror the model developed by SDM, albeit at a national level rather than district level.
Coordinate and implement the Procurement Finance Scheme for SMME's	Memoranda of understanding were entered into by Standard Bank and ABSA with SDM to support financing opportunities for Sedibeng SMMEs.

IDP STRATEGY: WORLD-CLASS ICT INFRASTRUCTURE IN SUPPORT OF A "SMART SEDIBENG".

Programmes/Projects	Achievements or Measures Taken
Roll-out of fibre to all municipal offices, clinics and libraries including CCTV sites	Phase 2, Midvaal Links, are scheduled to be completed by June 2016. Total project cost R 8,445,108.59.
Implement systems to assist the visually impaired community Members and rollout of four workstations	Three workstations roll-out have been implemented to date.

IDP STRATEGY: IMPROVE MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITIES

Programmes/Projects	Achievements or Measures Taken
Roll-out an IT Strategic plan for the Sedibeng District	<ul style="list-style-type: none"> ▪ No budget allocated for this project.
Maintaining adequate operations and procedures to ensure high up-time of systems and networks	<ul style="list-style-type: none"> ▪ 96% uptime achieved year-on-year. ▪ The infrastructure is stable and performing to requirements.
Implement a full Disaster Recovery Plan for the District	<ul style="list-style-type: none"> ▪ Fully integrated DRP for the District

IDP STRATEGY: SKILLING AND BUILDING THE CAPACITY IN LINE WITH NATIONAL SKILLS DEVELOPMENT STRATEGY

Programmes/Projects	Achievements or Measures Taken
<ul style="list-style-type: none"> ▪ Internship programme for 80 unemployed learners 	<ul style="list-style-type: none"> ▪ Due to financial constraints the projects could not proceed
<ul style="list-style-type: none"> ▪ Computer training for general workers for Computer training for general workers 	<ul style="list-style-type: none"> ▪ The training programme was successful



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IDP STRATEGY: DEVELOP AND MAINTAIN HIGH QUALITY MUNICIPAL FACILITIES.

Programmes/Projects	Achievements or Measures Taken
Develop and implement a long term plan/ Model for efficient management and maintenance of our facilities including possibilities of partnership to partner with private sector :- <ul style="list-style-type: none"> • Efficiency and Effective management of the Municipal Utilities management • Improved the management of the Taxi Rank Facilities • Improved effective and efficient control and management of the Vereeniging Fresh Produce Market 	Due to the non availability of funds and the decisive adoption and implementation of the Turnaround Strategies. Ensuring that the proposed Model for the Management of the Taxi Ranks is implemented. <ul style="list-style-type: none"> – Fresh Produce Market Project Rebirth Strategy has been developed. – Develop and monitor the Code of best practice and Standard Operating Procedures (SOP's) for best practice of the Market has been completed. – Upgrading, repairs and maintenance of the Market is ongoing.
Improved effective and efficient control and management of the Vereeniging Airport	By establishing the Human Capital and by setting the Operations on the Internal Control Measures in place and further by maintaining and servicing the plant equipment of the Aerodrome with the aim of attracting the clientele.
Computer training for general workers and 137 employed learners are to benefit	Project was finalised in 2013/14 financial year

IDP STRATEGY: EFFECTIVE MANAGEMENT OF COUNCIL BUSINESS

Programmes/Projects	Achievements or Measures Taken
Re-engineering the effective management of Council business	<ul style="list-style-type: none"> • 95% quality agendas and Minutes • 98% efficiency in Operations on effective records management Systems throughout Council • 90% legal services rendered

IDP STRATEGY: QUALITATIVE, TRANSPARENT AND RELIABLE PERFORMANCE MANAGEMENT SYSTEM IN THE SEDIBENG DISTRICT MUNICIPALITY

Programmes/Projects	Achievements or Measures Taken
Qualitative, transparent and reliable performance management system in the sedibeng district municipality with targets to : <ul style="list-style-type: none"> ▪ Reviewed and approved Organisational and Individual Performance Management System ▪ Approved SDBIP and Annual report for each year 	<ul style="list-style-type: none"> ▪ An integrated and aligned electronic Performance Management System was successfully implemented, and continued to be monitored. ▪ Service Delivery and Budget Implementation Plan (SDBIP) and Annual Reports were successfully developed, approved and shared with relevant stakeholders.
Develop and Implement Intergovernmental Relations Strategic Programmes with an : Improved IGR with other spheres of government <ul style="list-style-type: none"> • Approved Municipal International IGR 	<ul style="list-style-type: none"> ▪ In light of the pending merger between Sedibeng District, Emfuleni and Midvaal Municipalities, the streamlining and sharpening of IGR structures and processes need to be strengthened. ▪ The Provincial IGR Forum developed and shared a draft International IGR Strategy that was discussed and recommended for approval.



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Promote inter municipal Learning relationships –

- 48 Joint MMs, 16 Joint Mayoral Committee, and 16 Joint Mayors convened and reports presented
- 8 Inter- Municipal Strategic workshops with relevant Provincial Departments, inclusive of adjacent Municipalities.

- In light of the pending merger between Sedibeng District, Emfuleni and Midvaal Municipalities, the streamlining and sharpening of IGR structures and processes need to be strengthened.
- Sedibeng District IGR attended and hosted various Municipal Strategic Workshops with excellent participation of all Sector Departments and Local Municipalities in the region.

IDP STRATEGY: ENSURE HIGH LEVEL OF CORPORATE GOVERNANCE THROUGH THE IMPLEMENTATION OF THE INTERNAL AUDIT PLANS.

Programmes/Projects	Achievements or Measures Taken
High level of corporate Governance	<ul style="list-style-type: none"> ▪ A Risk Management Framework and Policy was developed, work shopped and approved on annual basis. ▪ A Risk Management Process Plan was developed, tabled and approved on an annual basis. ▪ Risk Registers were developed on an annual basis and approved accordingly. The implementation of the Risk Response Strategy was monitored and reported to Management Committee. ▪ The anti-fraud and corruption plan was reviewed, approved and shared with stakeholders. Risk Management Unit will workshop all employees on this plan. ▪ A database of Fraud and Corruption incidents was continuously updated and all them were achieved .
Project management for the implementation of the Internal Audit Plans	<ul style="list-style-type: none"> ▪ 2 3-Year Audit Plans and all Annual Audit Plans were developed and approved by the Audit Committee. Audit Committee Reports were tabled before Council on an annual basis in the term under review. ▪ SDM's Clusters implemented, successfully, an approved 3 year internal control system, closely monitored by the Internal Audit Unit



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- 7) **DEEPENING 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.

IDP STRATEGY: IMPROVE STAKEHOLDERS RELATIONS THROUGH PUBLIC PARTICIPATION

Programmes/Projects	Achievements or Measures Taken
Deepening democracy through a refined ward committee model Citizen Participation Social, Cohesion	Integrated form of Community driven and orientated participation and Uniform public participation programme has been achieved.
Nation building and national identity	2013/14 Celebration the Vereeniging Peace treaty anniversary held was successful.

IDP STRATEGY: THE PURSUIT OF EFFICIENT, ACCOUNTABLE, CO-OPERATIVE GOVERNANCE

Programmes/Projects	Achievements or Measures Taken
Build single Local government system with Service Delivery Quality and Access	<ul style="list-style-type: none"> ▪ Process of Municipal Demarcation and public participation undertaken during 2013 to 2015. More efforts to be put toward a Hydropolis (River-city Metro)
Single window of coordination or Build single local government system	<ul style="list-style-type: none"> ▪ Process of Municipal Demarcation and public participation undertaken during 2013 to 2015. More efforts to be put toward a Hydropolis (River-city Metro)
People centred and driven government	<ul style="list-style-type: none"> ▪ Stakeholder engagement is held continuously to give feedback to communities and get inputs from Sectors has been partially achieved
<ul style="list-style-type: none"> • Strengthen Oversight And Accountability by ensuring there is effective and functioning of study groups • Effective coordination of caucus strategic retreat • Separation of powers and Maximum Participation of political heads throughout the district 	<ul style="list-style-type: none"> ▪ Study Groups are established and functional. ▪ The effective and efficient caucus is convened to consolidate all matters to be tabled at Council. ▪ Gauteng Speakers Forum together with Salga has submitted its proposal on the matter to NCOP. ▪ Process of Municipal Demarcation and public participation undertaken during 2013 to 2015. More efforts to be put toward a Hydropolis (River-city Metro)

CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS



4. INTRODUCTION

This chapter seeks to address the key development priorities, revise strategies, areas of intervention and Projects identified for five years development financial year. The Council of Sedibeng District Municipality adopted the **2nd Generation Sedibeng Growth and Development Strategy (SGDS II)** which reaffirmed its seven pillars. The municipality is at current in the process of the said 2nd Growth and Development Strategy reviewal.

In the next section the municipality identified the **STRATEGIES and DELIVERABLES** for each priority area. This is the heart of the IDP since it sets out what the SDM will be doing in the next four years. The Municipality has made all efforts to ensure proper alignment of these set of priorities with relevant national, provincial key plans and policies namely; **National Development Plan and Gauteng ten Pillars (TMR, Sustainable Development Goals, AU Agenda as well as SDM Growth and Development Strategy.**

4.1 STRATEGIES & DELIVERABLES: ALIGNMENT WITH RELEVANT PRIORITIES:

A) IDP KEY PERFORMANCE AREA: Reinvent 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.* To **Reinvent the Economy**, the Sedibeng municipality made attempts to align with National and Provincial policies and plans, local municipalities IDP's and placing a firm emphasis on the Economy that is more inclusive, more dynamic and in which the fruits of growth are shared equitably as set out in the National Development Plan (Vision 2030) and Gauteng TMR Radical economic transformation.

- **Local Economic Development & Agriculture:**

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
End hunger, achieve food security and improved	Modern agriculture for increased production, productivity and value addition contributes to farmer	An integrated and inclusive rural economy	Modernization of the economy	Promote and develop agricultural Sector	<ul style="list-style-type: none"> ▪ Facilitate support for the small holding agricultural sector striving towards productivity increase. ▪ Facilitate programmes in the value chain of agro processing. ▪ Establishment of Mega Agripark



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
nutrition and promote sustainable agriculture	and national prosperity and Africa's collective food security;				<ul style="list-style-type: none"> Coordinate the support for food security programmes, Households and Institutional food nutrition programmes. Improved coordination and management of tractor mechanization support programme. Improve participation and coordination of CRDP Programme

▪ **Tourism:**

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	A prosperous Africa based on inclusive growth and sustainable development	Support the tourism industry that is labor intensive, stimulating of the growth of small business.	Radical Economic Transformation	Promote and Develop Tourism and Leisure sector	<ul style="list-style-type: none"> Support Regional Tourism Organization (Vaal River City Tourism Promotion Company (SOC) Create tourism demand through targeted tourism marketing initiatives Tourism Supply – Skills development and products in the tourism industry Promote the development and maintenance of Tourism Infrastructure.

B) IDP 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.

GDS 2 reaffirms the commitment for Sedibeng to strive to transform all urban areas into vibrant economic centers that will contribute to socio-economic development through the creation of viable, stable neighborhood. Townships must become exciting human settlements with adequate infrastructure, delivery of basic services, safety and security, and transport networks.

The municipality plan to ensure concrete alignment with other National and Provincial policies and plans, our local three municipalities and placing a firm emphasis on the National Development Plan vision (2030, on the road to 2050) to ensure that its people will have affordable access to services and quality environments. New developments will break away from old patterns and significant progress will be made in retrofitting existing settlements.



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▪ Human Settlement:

SDGs	AU 2063	NDP	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Sustainable Cities and Communities	Cities and other settlements that are hubs of cultural and economic activities. With modernized infrastructure, and people have access to affordable and decent housing	Transforming Human Settlement and the national space	Modernisation of human settlements and urban development	Promote residential development	<ul style="list-style-type: none"> Monitor & Co-ordinate housing programmes Facilitate enrolment to National upgrading support programme
				Promote Urban Renewal and modernize urban development.	<ul style="list-style-type: none"> Identify and coordinate urban renewal projects. Seek funding for Urban Renewal projects. Engage key stakeholders with regards to Urban renewal and modernization methods.
				Manage Integrated Spatial planning and promote sustainable developments in the region	<ul style="list-style-type: none"> Align the SDF with IDP, Budget and Performance Management Systems Promote Spatial and Socio-Economic Transformation Implement SPUMA in the region
				Ensure integration of Geographic Information Systems (GIS) and databases in the planning process	<ul style="list-style-type: none"> Manage GIS server, data and other related functions

C) IDP KEY PERFORMANCE AREA: 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 receiver of waste to a green city.

▪ Environment:

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
Make cities and human settlements inclusive, safe, resilient and sustainable	Unique natural endowment, its environment and ecosystems, Including its wildlife and wild lands are healthy, valued and protected, with climate resilient economies and	Transition to low carbon economy systems.	Modernisation of human settlements and urban development	Implementation of effective environment management in the Sedibeng District.	<ul style="list-style-type: none"> Reduction of atmospheric pollutants to comply with Ambient Air Quality Standards. Development of climate change response strategy. Implementation renewable energy programmes in the district. Solid waste management and minimization through improved collection, disposal and recycling and increase landfill sites with permits
				Ensure the implementation of MHS programme to reduce environmental health risks.	<ul style="list-style-type: none"> Rendering of Municipal Health Services to all communities Management of environmental impacts from industrial and related activities
				Ensure a safe and healthy environment for people to live and work in	<ul style="list-style-type: none"> Rendering of Municipal Health Services to all communities



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SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
	communities			Less and better managed waste	<ul style="list-style-type: none"> Facilitate and ensure implementation of the National Waste Management Strategy
				Ensure Implementation of Effective and Efficient Environmental Management in Sedibeng District Municipality.	<ul style="list-style-type: none"> Integration of climate change considerations into existing biodiversity management plans/ programmes for climate change adaptation.

D) IDP KEY PERFORMANCE AREA: 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.* Reintegrating the region focuses on replacing the apartheid geography and long commuting distances with better quality of houses close to economic opportunities. It requires a bold and dedicated emphasis on road and rail corridor development and the need to establish east-west transport links and logistics support to industry.

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 high levels of transport and other forms of connectivity.

The components of this focus area relate to:

- Road and rail transport corridors
- Improved logistics support for industry
- ICT connectivity
- infrastructure Development

All efforts have been made to align this pillar of Reintegrating our Region with National and Provincial Strategies, our three local municipalities IDP's and placing a firm emphasis on **Positioning South Africa in the region and world and Infrastructure Development** that will address issues of economic inefficiency created by the backlog in the infrastructure development as spelt out in the National Development Plan (Vision 2030).

▪ Infrastructure

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
Build resilient infrastructure, promote	Modernized infrastructure with all the basic necessities of life	Economic Infrastructure	Modernization of the economy	Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity	<ul style="list-style-type: none"> Support Facilitation and coordination of the speedy implementation of the Sedibeng Regional Sewer and Infrastructure projects in the region..



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SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
inclusive and sustainable industrialization and foster innovation	such as, water, sanitation, energy			Plan, promote and provide for effective, efficient and sustainable road infrastructure	<ul style="list-style-type: none"> Develop Rural Road Asset Management PI

▪ Licensing

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Build effective, transparent and harmonised tax and revenue collection systems and public expenditure;	Building a capable and developmental state	Modernisation of the public service:-Accelerated basic service provision and modernizations of infrastructure investment initiatives	Render effective, efficient and customer oriented licensing services in the region.	<ul style="list-style-type: none"> Increase number of Driver and Learner licenses in four Licensing Services Centres
					<ul style="list-style-type: none"> Provide Licensing services in the historically disadvantaged communities.
					<ul style="list-style-type: none"> Increase number of the drive thru's for license renewal services.
					<ul style="list-style-type: none"> Respond to complaints within 48 hours upon receiving them.

• INFORMATION TECHNOLOGY:

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	ICT: a continent on equal footing with the rest of the world as an information society	Positioning South Africa in the region and the world	Taking the lead in Africa's new industrial revolution	World class ICT infrastructure in support of a "Smart Sedibeng"	<ul style="list-style-type: none"> Implementation of the Information Security Management System Investment into communication infrastructure Improve information connectivity within the Sedibeng Region



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D) IDP 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. The region needs to build social capital through key socio-economic interventions with making use of the human potential of Sedibeng.

Endeavors towards economic growth should concern themselves with making use of the human potential of Sedibeng. The region should become a skill centre of beneficiation for example in a new growing sector. As skills improve, so does productivity and the quality of jobs that can be offered. To Release Human Potential, deliverables identified in achieving strategic objectives as outline in the NDP and Gauteng TMR plan are as follows.

▪ **Human Resource:**

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy:	Deliverables:
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Revitalise African development planning capacities and rebuild career, professional and capable public services	Building a capable and developmental state, Improving Education, Innovation and Training	Modernisation of the public service	Ensure effective, competent and motivated staff	<ul style="list-style-type: none"> Improve Human Resources Management and ensure application of best Human Capital Management Ensure application of best Human Capital Development Practices.

▪ **Facilities**

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Have world class, integrative infrastructure that crisscrosses the continent;	Transformation of the State and governance:	Decisive spatial transformation	Develop and maintain high quality municipal facilities.	Improve Council image and access to Municipality's Buildings and Facilities. Ensure efficient and effective Fleet management Provide Protection Services for public, employees and Councillors entering and using the municipality facilities and buildings

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▪ Utilities

SDGS	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Have world class, integrative infrastructure that criss-crosses the continent;	Transformation of the State and governance:	Decisive spatial transformation	Ensure financial Sustainable Local Government, including of revenue collection management and financial mobilization	<ul style="list-style-type: none"> • Ensure a self-sustained Vereeniging Fresh Produce Market. • Ensure a self-sustained Airports • Review, implement and monitor Taxi Ranks Strategy

▪ Legal and Support Services

SDGs	AU 2063	NDP	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	A universal culture of good governance, democratic values, Gender equality, respect for human rights, justice and the rule of law.	Building a capable and developmental state:	Transformation of the state and governance	Effective management of Council business	<ul style="list-style-type: none"> • Ensure efficient and effective secretariat services to Council, Mayoral and related Committees meetings. • Ensure effective and efficient legal support. • Re-engineer the effective management of Council business • Review and monitor records management systems. • Facilitate and Support Internal Communications • Ensure improved labour unions-management Collaboration and relationships

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:



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- 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;
- Have effective campaigns against HIV and AIDS and supporting those who are infected and affected

In the next part, the **Community Services Clusters** in the municipality clearly unpack the focus areas in the next four years to address these critical aspects.

▪ HIV & AIDS, Health and Social Development

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Good health and well-being	African people have a high standard of living, and quality of life, sound	Promoting Health	Accelerated social transformation	Facilitate, coordinate and monitor internal and external HIV, STIs and TB programmes	<ul style="list-style-type: none"> ▪ Facilitate the acceleration of Prevention programmes to reduce new HIV, STIs and TB Infections ▪ Coordinate the social and structural drivers of HIV, STIs and TB ▪ Promote leadership and shared accountability for sustained response to HIV, STIs and TB
				Promote the efficient delivery of health care.	<ul style="list-style-type: none"> ▪ Facilitate District Health Council Meetings and Activities ▪ Support Implementation of Health Programmes ▪ Facilitate implementation of Gender and Women programmes ▪ Support Social Development forum activities for special groups ▪ Facilitate youth Development Programmes ▪ Facilitate implementation of Sedibeng External Student Financial Support programme

▪ Sports & Recreation Art, Culture & Heritage

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Ensure healthy lives and promote well-being for all at all ages	The common history, destiny, identity, heritage, respect for religious diversity and consciousness of African people's	Improving Education Innovation and Training	Taking the lead in Africa's new industrial revolution	Support Sports, Arts and Cultural Programs	<ul style="list-style-type: none"> ▪ Support Sports and Recreation programmes ▪ Support Arts and Cultural Programmes ▪ Support Regional Craft Hub
				Promote Heritage if our Region	<ul style="list-style-type: none"> ▪ Preserve the heritage and museums of our region, including promotion of national and provincial commemorative days.



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	and her diasporas' will be entrenched.				
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▪ Community Safety

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	A universal culture of good governance, democratic values, gender equality, respect for human rights, justice and the rule of law	Building safer communities:- Ensure that all people live safely, with an independent and fair criminal justice system)	Radical economic transformation:- It is vital to create safer and secure environments that will attract and build investor confidence in the region.	Promote and build safer communities	<ul style="list-style-type: none"> Implementation and Review of the Community Strategy

▪ Disaster Management

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	GDS and IDP Strategy	Deliverables
Take urgent action to combat climate change and its impacts	All the citizens of Africa will be actively involved in decision making in all aspects of development, including social,	Building a capable and developmental state-	Decisive spatial transformation	Promote disaster resilient communities	<ul style="list-style-type: none"> Intensification of public awareness and education programs in Disaster Management throughout the region. Broad inclusion of all relevant stakeholders in the Disaster Management Advisory forum Implement Disaster Management Legislation requirements. Coordinate disaster early warning measures as received from relevant and reliable sources. (SAWS, DWA etc.) Put in place an effective communication strategy for disaster

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	economic, political and environmental				
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E) IDP 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**

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	IDP Strategy:	Deliverables:
Industry, innovation and infrastructure	Fully capable and have the means to finance her development	Building a capable and developmental state :-Sound financial and administrative management	Modernisation of the public service	<ul style="list-style-type: none"> ▪ Institutionalize a financially viable and sustainable Municipality. 	<ul style="list-style-type: none"> ▪ Expand monthly internal processes that verify and support credible financial reporting in line with MFMA; ▪ Compile a realistic and funded budget ▪ Compile complete asset register ▪ Firmer internal controls to respond to internal audit reports and recommendations more effectively; ▪ Implement and strengthen cost reduction and containment strategy. ▪ Progressive SDBIP reporting to :- <ul style="list-style-type: none"> ✓ Provide strategic alignment of operations; ✓ Continuous performance monitoring, reporting and review; ✓ Coaching and mentorship on all reporting levels ▪ Promote and maintain good corporate governance ▪ Reform budgeting to support strategy. ▪ Initiate and implement SCOA reforms for deadline 1 July 2017
				<ul style="list-style-type: none"> ▪ Review tariff structure and income generating tariffs 	<ul style="list-style-type: none"> ▪ Review the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking.
				<ul style="list-style-type: none"> ▪ Maintain Unqualified Audit status and improve to Clean Audit outcome. 	<ul style="list-style-type: none"> ▪ Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and improve to clean audit status
				<ul style="list-style-type: none"> ▪ Resource mobilization and alternative source of funding 	<ul style="list-style-type: none"> ▪ Review powers and functions in line with sect 84 of the MSA



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Office of the Municipal Manager

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	IDP and GDS Strategy:	Deliverables:
Provide access all and build effective, accountable and inclusive to justice for institutions at all levels	Have capable institutions and transformative leadership in place at all Levels.	Building a capable and developmental state	Modernisation of the public service	High level of Corporate Governance	<ul style="list-style-type: none"> Effective Intergovernmental Relations. Implementation of the Enterprise Risk Management Programmes. Implementation of an Anti-fraud and Anti- Corruption Plan. Development and implementation of Internal Audit Plans.
					<ul style="list-style-type: none"> Improve the quality of Performance Management Systems
					<ul style="list-style-type: none"> Development and approval of the Service Delivery & Budget Implementation Plan. Quality assurance and submission for auditing and approval of Quarterly Reports, Mid-year and Annual Reports, as per legislative requirements.
					<ul style="list-style-type: none"> Consolidate Progress Report on the implementation of the 2nd Generation GDS and Review the 3rd Generation SGDS
					<ul style="list-style-type: none"> Together with local municipalities, develop District IDP Framework guide for 2017/22, IDP Process Plan and Budget for 2017/18 and Integrated Development Plan for 2017/21

F) IDP 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

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	IDP Strategy:	Deliverables:
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all	There will be transformative leadership in all fields (political, economic, religious, cultural,	Building a capable and developmental state: Strengthen the integrity of public participation and public processes	Transformation of the state and governance	Improve stakeholder relations through public participation	Improve Community Participation
					Promote and Support National, Provincial and Local Commemorative events



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and build effective, accountable and inclusive institutions at all levels	academic, youth and women) and at continental, regional, National and local levels.	Building a capable and developmental state: Stabilize the political –administrative interface	Transformation of the state and governance	The pursuit of efficient, accountable and cooperative governance	Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments.
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▪ Office of the Speaker

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	IDP Strategy:	Deliverables:
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	There will be transformative leadership in all fields (political, economic, religious, cultural, academic, youth and women) and at continental, regional, National and local levels.	Building a capable and developmental state: Strengthen the integrity of public participation and public processes	Transformation of the state and governance	Improve stakeholder relations through public participation	<ul style="list-style-type: none"> High level of awareness and mobilization for Public Participation in Governance Awareness on moral regeneration programmes for the district. Implementing and coordinating a petition management system to effectively deal with petitions from members of the public Implement new communication channels with stakeholders including <ul style="list-style-type: none"> Woman's month programme
		Building a capable and developmental state: Stabilize the political –administrative interface	Transformation of the state and governance	The pursuit of efficient, accountable and cooperative governance	<ul style="list-style-type: none"> Implementation of separation of powers policy framework Strengthening and implementation of various policy frameworks

▪ Office of the Chief Whip

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	IDP and GDS Strategy:	Deliverables:
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Citizens will actively participate in the social, economic and political Development and management. Competent, professional, rules and merit based public institutions will serve the continent and deliver effective and Efficient services. Institutions at all levels of government will be developmental	Building a capable and developmental state :- Stabilise the political-administrative interface	Transformation of the state and governance	The pursuit of efficient, accountable and cooperative governance	<ul style="list-style-type: none"> Tighten coordination of oversight through Caucus. Strengthen facilitation of oversight through. Study Groups Sittings Improve coordination of caucuses strategic and Makgotla retreats i.e. Joint Whippery and District Wide Caucuses Lekgotla Coordinate District and Provincial Caucus forums to strengthen District wide intergovernmental relations. i.e. Chief Whips, Whippery and Multi Party Forums Facilitate and coordinate Political Management Team meetings. Coordinate councilors research and development programs

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- **External Communications**

SDGs	AU 2063	NDP: Priorities	Gauteng(TMR)	IDP and GDS Strategy:	Deliverables:
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Competent, professional, rules and merit based public institutions will serve the continent and deliver effective and efficient services	Building a capable and developmental state- A mobilize ,active and responsible citizenry	Modernisation of the public service	Improving stakeholder relations through public participation	Build high level of stakeholder relations, effective communication and branding

4.2 SECTOR PLANS AND PROJECTS:

The Sector Plans are the building block of the 2012-2016 Integrated Development Plan (IDP). They present a clear outline of the medium term development path of each sector. They highlight the Priority Programmes for the Clusters. They detail the medium term objectives and programmes of the five year period thereby bridging the GDS and the IDP.

They seek to outline the plans of each Cluster for the next four years and they are aligned to the Sedibeng Growth and Development Strategy and as well as relevant national and provincial plans and priorities. These Sector Plans will be reviewed annually with the Integrated Development Plan to cater for new opportunities or to respond to challenges in the area. It is also important to reflect the budget or resources that will enable the departments to implement their plans efficiently and effectively. It is worth noting that Sedibeng District Municipality Clusters typically bears responsibility for the implementation of each sector plan. Below is a summary of sector plans programmes prepared by various clusters towards achieving key performance areas GDS and IDP.

A) CLUSTER: Strategic Planning and Economic Development

- **Local Economic Development**

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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Increase EPWP roll out programmes.	Linking poor people to job creation opportunities	Maintenance of infrastructure and social relief	External Funding	Identify and placement of beneficiaries	Identify and placement of beneficiaries	Identify and placement of beneficiaries	Identify and placement of beneficiaries
Coordinate FabLab through products simulation.	Promote SMMEs for product design and innovation	Digital design for product development	External Funding	Identify sources of funding for future expansion	Increase participation of students and potential SMME's	Facilitate strategic incubation projects.	Facilitate strategic incubation projects.
Coordinate the Regional Economic Framework.	Regional economic planning and implementation	Develop an implementation Plan for Sedibeng Regional Economic and Industrial Plan	Opex	Develop and package catalytic projects	Identify sources of funding for projects implementation.	Review progress on projects as identified.	Review progress on projects as identified.

▪ Tourism

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Tourism Policy, Strategy, Regulations Monitoring and Evaluation	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region	Facilitate quarterly Township Tourism Focus Group meetings	Opex	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region
Tourism Institutional Arrangements	Support the Regional Tourism Organisation (Vaal River City Tourism Promotion Company SOC)	Number of Board Meetings held and technical support provided to the Company.	Opex	Facilitate Board Meetings, AGM and render technical, financial and non-financial assistance.	Facilitate Board Meetings, AGM and render technical, financial and non-financial assistance.	Facilitate Board Meetings, AGM and render technical, financial and non-financial assistance.	Facilitate Board Meetings, AGM and render technical, financial and non-financial assistance.



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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Create tourism demand through targeted tourism marketing initiatives	Identify and participate in exhibitions and marketing initiatives Update tourism map and website	Compile packages and events for distribution and marketing	Opex	Identify and participate in exhibitions and marketing initiatives Update tourism map and website	Identify and participate in exhibitions and marketing initiatives Update tourism map and website	Identify and participate in exhibitions and marketing initiatives Update tourism map and website	Identify and participate in exhibitions and marketing initiatives Update tourism map and website
Tourism Supply – Skills development skills and products in the tourism industry	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery	Tourism promotion and development in the region	Opex	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery

▪ Agriculture

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Facilitate support for co-operatives, small scale farmers and small, medium and micro businesses	Farmer support programme	Training, capacity building for farmers	External Funding	Identify co-operatives, small scale farmers and small, medium and micro businesses	Identify co-operatives, small scale farmers and small, medium and micro businesses	Identify co-operatives, small scale farmers and small, medium and micro businesses	Identify co-operatives, small scale farmers and small, medium and micro businesses
Facilitate support for the small holding agricultural sector striving towards productivity increase.	Agro-processing	Establishment of Milling Plant.	External Funding.	Develop the feasibility study for implementation of a milling plant.	Identify funding for implementation of a milling plant.	Selection of potential beneficiaries.	Appoint a competent service for implementation of a milling plant.
<ul style="list-style-type: none"> ▪ Coordinate the support for food security programmes, Households and Institutional food nutrition programmes. ▪ Coordinate efforts for local food production and accessibility. 	Food Security programme through community food garden	Facilitate technical and other support for the households and community food gardens	Opex	Identify potential beneficiaries.	Identify potential beneficiaries.	Identify potential beneficiaries.	Identify potential beneficiaries.
Improved coordination and management of tractor mechanization support	Access to equipment and machinery for farmers	Facilitate transfer and Maintenance of tractors and farming equipment for use by	External Funding	Coordination of locals for the effective management of	Coordination of locals for the effective	Coordination of locals for the effective	Coordination of locals for the effective management of

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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
programme.		farmers		mechanization programme.	management of mechanization programme.	management of mechanization programme.	mechanization programme.
Improve participation and coordination of CRDP Programme	Rural development Support	Facilitate multi-functionary and interdisciplinary interventions for rural nodes	/A	Participate in all CRDP programmes and projects.	Participate in all CRDP programmes and projects.	Participate in all CRDP programmes and projects.	Participate in all CRDP programmes and projects.

• Development Planning and Human Settlement

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Monitor & Co-ordinate housing programmes	Housing delivery	Monitor human Settlements delivery	Internal	Coordination of Human Settlements' programmes	Coordination of Human Settlements' programmes	Coordination of Human Settlements' programmes	Coordination of Human Settlements' programmes
Facilitate enrolment to National upgrading support programme and projects	Grant funding	Facilitate grant applications for projects within the funding window	Internal	Administration support	Administration support	Administration support	Administration support
Implement the Spatial Development Framework	Update SDF	Annual review of the SDF	External	Development complaint revised SDF	Development complaint revised SDF	Development complaint revised SDF	Development complaint revised SDF
Improve the Geographic Information Systems.	Functional GIS	Monitor and update the GIS	Internal/External	Upgraded live GIS	Upgraded live GIS	Upgraded live GIS	Upgraded live GIS
Coordinate Urban Renewal	Facilitate Urban renewal programmes	Revitalization of township economic nodes	Internal	Coordination of National and Provincial Urban Programmes.	Coordination of National and Provincial Urban Programmes	Coordination of National and Provincial Urban Programmes	Coordination of National and Provincial Urban Programmes

B) CLUSTER: Transport, Infrastructure & Environment

▪ Environment

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Ensure the implementation of an Effective and Efficient Environmental Management in the region	Compliance with ambient air quality standards	<ul style="list-style-type: none"> Development and implementation of the AQMP (NGO/CBO engagement collaboration)-Interventions /remedial measures implemented- Communication Plan implemented- Awareness Campaign 	Opex	AOMP Development	AOMP Development	Implementation of AOMP	Implementation of AOMP
		<ul style="list-style-type: none"> Monitoring and reporting of air quality (monitoring stations reporting to SAAQIS) 	Opex	Air Quality Stations reporting to SAAQIS on Monthly basis	Air Quality Stations reporting to SAAQIS on Monthly basis	Air Quality Stations reporting to SAAQIS on Monthly basis	Air Quality Stations reporting to SAAQIS on Monthly basis
Compliance with regulatory requirements	Updated emission inventory	Updating the emission inventory quarterly	Opex	Updating the emission inventory quarterly	Updating the emission inventory quarterly	Updating the emission inventory quarterly	Updating the emission inventory quarterly
		Licensing and permitting of industry (NEMAAQA and Air pollution control by-laws)	Opex	Number of licenses approved and non-compliance denied	Number of licenses approved and non-compliance denied	Number of licenses approved and non-compliance denied	Number of licenses approved and non-compliance denied
			Opex	Annual Compliance report	Annual Compliance report	Annual Compliance report	Annual Compliance report
Ensure the implementation of MHS programme to reduce environmental health risks.	Implement Environmental Awareness campaign for the region	<ul style="list-style-type: none"> Career exhibition Ad-hoc Environmental Calendar Celebrations 	Opex	Implement Environmental Awareness campaign for the region	Implement Environmental Awareness campaign for the region	Implement Environmental Awareness campaign for the region	Implement Environmental Awareness campaign for the region
	Rendering of Municipal Health Services to all communities	Rendering of MHS is delivered through x9 programs and which focus on environmental health related aspects	OPEX	Rendering of Municipal Health Services to all communities	Rendering of Municipal Health Services to all communities	Rendering of Municipal Health Services to all communities	Rendering of Municipal Health Services to all communities
	Development and Promulgation of MHS by laws for the Sedibeng District	Municipal Health Services by laws	OPEX	Draft bylaws developed and approved	Promulgation and implementation	Implementation of MHS By laws	Implementation of MHS By laws



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Less and better managed waste in the region	Facilitate and ensure implementation of the National Waste Management Strategy	<ul style="list-style-type: none"> Resuscitation of the Buy- back centre Regional clean-up campaigns 	External Funding	Resuscitation and rollout of the Buy back centres	Resuscitation and rollout of the Buy back centres	Resuscitation and rollout of the Buy back centres	Resuscitation and rollout of the Buy back centres

▪ Infrastructure:

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Plan for effective, efficient and sustainable infrastructural projects, water and sanitation services, and provision of electricity	Implementation of the Sedibeng Regional Sewer and upgrading of sewer	Support Facilitation and coordination of the speedy implementation of the Sedibeng Regional Sewer	External funding	Upgrading of wastewater treatment plans.	Upgrading of wastewater treatment plans.	Upgrading of wastewater treatment plans.	Upgrading of wastewater treatment plans.
	Support Facilitation and coordination of Infrastructure projects in the region.	Infrastructure Projects	External Funding	Support Facilitation and coordination of Infrastructure projects in the region.	Support Facilitation and coordination of Infrastructure projects in the region.	Support Facilitation and coordination of Infrastructure projects in the region.	Support Facilitation and coordination of Infrastructure projects in the region.
	Develop Rural Road Asset Management system.	Assess road conditions and future priorities in upgrading	External Funding	Rural Road Asset Management System	Rural Road Asset Management System	Maintain and Update Rural Road Asset Management System	Maintain and Update Rural Road Asset Management System



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

▪ Transport:

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Develop and Review ITP for the region	Review and develop the ITP	Reviewal and Development of a the ITP	SDM & External	Develop ITP	Develop ITP	Implement ITP	Review and Implement ITP
Facilitate the promotion of safe and peaceful rail operations	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	Awareness programmes and rail upgrading	External Funding	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.
In partnership with Province and Emfuleni support the development of Vaal Logistic Hub	Coordinate and support Vaal Logistic Hub	Vaal Logistic Hub	External Funding	Develop Vaal Logistic Hub	Develop Vaal Logistic Hub	Develop Vaal Logistic Hub	Develop Vaal Logistic Hub

▪ Licensing

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Reduce time slots from one hour to 30 minutes	Increase number of Driver and Learner licenses in four Licensing Services Centres	Reduce time slots from one hour to 30 minutes	OPEX	Implementation of reduced time	Implementation of reduced time	implementation of reduced time	Implementation of reduced time
Provide Licensing services in the historically disadvantaged communities.	Increase Licensing service centers in the district	Negotiate with all local municipalities	OPEX	Increase Licensing service centers in the district	Increase Licensing service centers in the district	Increase Licensing service centers in the district	Increase Licensing service centers in the district
Increase number of the drive thru 'for license renewal services.	Open drive thru for license renewal services in the district	Refurbish VTS's in all the license service centres to accommodate drive thru's	OPEX	Implementation	Implementation	Implementation	Implementation

CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS



C) CLUSTER: Community Services

▪ Community Safety

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Implementation and Review of Community Safety Strategy	Implementation of the Community Safety Strategy	Coordinate implementation process of the community safety programmes	Internal Opex	Rollout Community Safety Strategy	Rollout Community Safety Strategy	Rollout Community Safety Strategy	Review the Community Safety Strategy
	Manage CCTV Street Surveillance System	Provide maintenance and repairs services on the CCTV system	Internal Opex	Manage CCTV Street Surveillance System	Manage CCTV Street Surveillance System	Manage CCTV Street Surveillance System	Manage CCTV Street Surveillance System

• HIV & AIDS

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Facilitate the acceleration of Prevention programmes to reduce new HIV, STIs and TB Infections through the ward based programme	Breaking the cycle of HIV, STIs and TB transmission by strengthening a multi-sectoral response	Coordinates a Multi-sectoral approach that addresses the social and structural determinants of HIV, STIs and TB	Grant	Facilitate Governmental Departments' HIV, STIs and TB programmes.	Coordinates the coverage of HIV, STIs and TB programmes	Coordinates the coverage and of HIV, STIs and TB programmes	Coordinates the coverage of HIV, STIs and TB programmes
		Coordinate the implementation of Ward based programme	Grant	Facilitate ward based education activities	Facilitate ward based education activities	Facilitate ward based education activities	Facilitate ward based education activities
Facilitate AIDS Council shared accountability for sustained response to HIV, STIs and TB	AIDS Councils programme	Ensure effective function of the District and Local Municipality AIDS Councils	Grant	Review the AIDS Council Guideline and strategy	Host District and support Local AIDS Councils	Host District and support Local AIDS Councils	Host District and support Local AIDS Councils

CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS



▪ Disaster Management

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Build Disaster Resilient communities through effective Public Education and Awareness programs.	Public awareness meetings and campaigns conducted.	Meetings and campaigns held to inform and educate communities regarding the prevention and mitigation strategies.	Opex	Coordinate Public Education and Awareness programs.	Coordinate Public Education and Awareness programs.	Coordinate Public Education and Awareness programs.	Coordinate Public Education and Awareness programs.
Review Disaster Management Plan as per Legislative requirements.	Review Disaster Management Policy Framework.	The framework provides the criteria for the systematic management of administrative decisions. The plan defines the processes to be taken to prevent, mitigate and prepare to manage disasters threatening to occur.	Opex	Review Disaster Management Policy Framework.	Review Disaster Management Plan as per Legislative requirements.	Review Disaster Management Plan as per Legislative requirements.	Review Disaster Management Plan as per Legislative requirements.
Effective provision of Emergency Communication Centre services	Engagement with relevant operational stakeholders in Emergency Communications.	To engage operational stakeholders to achieve consistency in all issues related to emergency call taking and dispatching	Opex	Promote IGR and Training of staff/ personnel to provide quick response to relevant stakeholders.	Coordinate training of staff to provide quick response to relevant stakeholders.	Coordinate training of staff to provide quick response to relevant stakeholders.	Coordinate training of staff to provide quick response to relevant stakeholders.
Implement mechanisms to ensure effective response and recovery	Review relief policy with relevant stakeholders and provide relief as required.	Ensure standardized relief material provision throughout the region and effective provision and management of relief material from different stakeholders during emergencies or disasters	Opex	Effective provision and management of relief material from different stakeholders during emergencies or disasters	Effective provision and management of relief material from different stakeholders during emergencies or disasters	Effective provision and management of relief material from different stakeholders during emergencies or disasters	Effective provision and management of relief material from different stakeholders during emergencies or disasters

CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS



▪ Heritage

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Preserve the heritage and museums of our region, including promotion of national and provincial commemorative days.	Promote awareness on Heritage and Museums of our region	<ul style="list-style-type: none"> ▪ Commemorative events in partnership with other spheres of government. ▪ Facilitate the name change process ▪ Facilitate declaration of Heritage resources 	Internal Opex	Promote awareness on Heritage and Museums of our region	Promote awareness on Heritage and Museums of our region	Promote awareness on Heritage and Museums of our region	Promote awareness on Heritage and Museums of our region

▪ Arts and Culture

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Support Arts and Cultural Programmes	Support Arts and Culture programmes	Coordinate and support Provincial and Regional Arts and Culture programmes	Internal Opex	<ul style="list-style-type: none"> • Support and participate in the Annual Gauteng Carnival • Support and augment Commemorative Events in the Region 	<ul style="list-style-type: none"> • Support and participate in the Annual Gauteng Carnival • Support and augment Commemorative Events in the Region 	<ul style="list-style-type: none"> • Support and participate in the Annual Gauteng Carnival • Support and augment Commemorative Events in the Region 	<ul style="list-style-type: none"> • Support and participate in the Annual Gauteng Carnival • Support and augment Commemorative Events in the Region
	Support Regional Craft Hubs in the Sedibeng Region	Support the development and sustainability of the Crafts Hubs in the Sedibeng Region	Internal Opex Source Grant Funding)	<ul style="list-style-type: none"> • Support and participate in projects and programmes at the Craft Hubs 	<ul style="list-style-type: none"> • Support and participate in projects and programmes at the Craft Hubs 	<ul style="list-style-type: none"> • Support and participate in projects and programmes at the Craft Hubs 	<ul style="list-style-type: none"> • Support and participate in projects and programmes at the Craft Hubs

CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS



▪ Health and Social Development

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Promote the efficient delivery of health care.	District Health Council Activities	Facilitate District Health Council (DHC) programmes and sittings.	Opex	Implement the programmes and activities of DHC	Implement the programmes and activities of DHC	Implement the programmes and activities of DHC	Evaluate and review of DHC programmes and activities
	Health Programmes	Facilitate and Support Primary Health Care Programmes to promote public participation in Primary Health Care (PHC) services	Opex	Facilitate the establishment of PHCFC and promote public participation in PHC services	Facilitate the implementation of PHCFC programmes	Facilitate the implementation of PHCFC programmes	Facilitate the implementation of PHCFC programmes
Promote social development of our Communities.	Youth development programme	Facilitate and Coordinate Youth Development programmes	Opex	Review Youth Development Policy	Facilitate and coordinate implementation of Youth development programmes	Facilitate and coordinate implementation of Youth development programmes	Facilitate and coordinate implementation of Youth development programmes
	Sedibeng External Student Financial Assistance programme	Facilitate implementation of Sedibeng External Student Financial support policy	Opex	Review Student financial support policy Establish Student Financial Support Committee	Facilitate and Monitor the implementation of the Student Financial Support policy	Facilitate and Monitor the implementation of the Student Financial Support policy	Facilitate and Monitor the implementation of the Student Financial Support policy
	Social Development programmes and forums for special groups	Support Social Development programmes, activities and forum sittings for special groups	Opex	Review Policies and strategies relating to PWDs, Elderly and Ex-Combatants	coordinate the implementation programmes and activities for Special groups	coordinate the implementation programmes and activities for Special groups	coordinate the implementation programmes and activities for Special groups
	Women and Gender programmes	Facilitate implementation of Gender and Women programmes	Opex	Review gender policy and strategy	Facilitate and coordinate the implementation of gender programmes	Facilitate and coordinate the implementation of gender programmes	Facilitate and coordinate the implementation of gender programmes



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

	Sedibeng Early Childhood development programmes	Coordinate the implementation of the Sedibeng programmes and Stakeholders forum sittings	Opex	Review ECD policy and strategy	Coordinate implementation of Children programmes	Coordinate implementation of Children programmes	Coordinate implementation of Children programmes
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D) CLUSTER: Corporate Services

Information Technology

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Implementation of the Information Security Management System	Security Standards, Policies and Procedures	Develop Information Technology related Security Standards, Policies and Procedures for control and monitoring	OPEX	Conduct Situational Analysis	Develop and review Standards, Policies and Procedures	Implement Standards, Policies and Procedures	Implement Standards, Policies and Procedures
	Information Technology Governance Framework as per DPSA guide	Establish an information technology governance framework that improves municipality performance and risks	OPEX	Develop Governance Framework	Implement the Governance Framework	Implement the Governance Framework	Implement the Governance Framework
	Information Technology Steering Committee meetings	Conduct monthly IT Steering Committee meetings to deliberate and resolve on all essential IT related procedures and procurement.	OPEX	Conduct monthly IT Steering Committee meetings to deliberate and resolve on all essential IT related procedures and procurement.	Conduct monthly IT Steering Committee meetings to deliberate and resolve on all essential IT related procedures and procurement	Conduct monthly IT Steering Committee meetings to deliberate and resolve on all essential IT related procedures and procurement	Conduct monthly IT Steering Committee meetings to deliberate and resolve on all essential IT related procedures and procurement
	Contract Management	Manage Information Management Contracts to speedily identify challenges.	OPEX	Manage and monitor IT Related contracts	Manage and monitor IT Related contracts	Manage and monitor IT Related contracts	Manage and monitor IT Related contracts



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

Investment into communication infrastructure	Optic Fibre project	Maintain and generate revenue through private and public participation in municipality Optic Fibre	OPEX	Conduct situational analysis for participatory collaboration with stakeholders	Facilitate, maintain and monitor continuous Optic Fibre functionality	Facilitate, maintain and monitor continuous Optic Fibre functionality	Facilitate, maintain and monitor continuous OpticFibre functionality
	Wi-Fi connectivity	Install, maintain and monitor Wi-Fi in identified hotspots	OPEX	Analysis and installation of Wi-Fi in identified hotspots	Install Wi-Fi at additional identified and monitor	Install Wi-Fi at additional identified and monitor	Install Wi-Fi at additional identified and monitor
Improve information connectivity within the Sedibeng Region	Shared IT related services	Management of IT related shared services with local municipalities	OPEX	Conclude IT Related shared services agreements with local municipalities	Manage IT related shared Service level agreements	Manage IT related shared Service level agreements	Manage IT related shared Service level agreements
	Mobile Communication connectivity	Coordinate National Transversal mobile communication	OPEX	Contract a service provider to manage municipality mobile communication	Facilitate and monitor municipality mobile communication	Facilitate and monitor municipality mobile communication	Facilitate and monitor municipality mobile communication

▪ Human Resources

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Improve Human Resources Management and ensure application of best Human Capital	Human Resources Management Strategy	Implement HR Strategy to inform and support council to achieve objectives	OPEX	Review and implement Human Resources Strategy and Plan in line with Province (COGTA & SALGA)	implement Human Resources Strategy and Plan in line with Province (COGTA & SALGA)	implement Human Resources Strategy and Plan in line with Province (COGTA & SALGA)	implement Human Resources Strategy and Plan in line with Province (COGTA & SALGA)
	Human Resources Policy	Implement the HR Policy to assist employees to perform at their optimum	OPEX	Review and Implement Human Resources Policy in line with Province (CoGta & SALGA)	Implement Human Resources Policy in line with Province (COGTA & SALGA)	Implement Human Resources Policy in line with Province (COGTA & SALGA)	Implement Human Resources Policy in line with Province (COGTA & SALGA)
	Staff Audit	Conducting Staff Audit to ensure that all	OPEX	Review employees'	Implement Staff Audit	Implement Staff Audit	Implement Staff Audit



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

		employees of Council are accounted for.		database			
	Occupational Health and Safety	Ensure safe and healthy working environment for employees participation, productivity and service delivery	OPEX	Monitor and report OHS Plan Implementation	Monitor and report OHS Plan Implementation	Monitor and report OHS Plan Implementation	Monitor and report OHS Plan Implementation
	Electronic Human Management (Time and Attendance) system	Monitoring of Self-service leave system	OPEX	Training of workplace systems Champions	Activation Self-service leave system	Monitor and evaluate utilization of self-system	Do impact analysis and report.
Ensure application of best Human Capital Development Practices	Employment Equity Programme	Promote equal opportunity and fair recruitment in the workplace.	OPEX	Review and update a 5year Employment Equity Plan (2017-2022) and submit to DoL	Implement and monitor Employment Equity Plan (2017-2022)	Implement and monitor Employment Equity Plan (2017-2022)	Implement and monitor Employment Equity Plan (2017-2022)
	Skills Development Plan	Conducting employees' Skills Audit; the results thereof will inform the Workplace Skills Plan (WSP) and Training Plan for various training needs identified and prioritized for the year.	OPEX	Finalize employees' Skills Audit and submit Annual Training Report to LGSETA	Review employees' Skills and develop Training Plan and submit Annual Training Report to LGSETA	Review employees' Skills and develop Training Plan and submit Annual Training Report to LGSETA	Review employees' Skills and develop Training Plan and submit Annual Training Report to LGSETA
	Training programmes not related to Skills Development Act	Training plan for programmes not related to Skill Development Act	OPEX	Development and implementation of the Training Plan for programmes not related to Skills Development Act	Development and implementation of the Training Plan for programmes not related to Skills Development Act	Development and implementation of the Training Plan for programmes not related to Skills Development Act	Development and implementation of the Training Plan for programmes not related to Skills Development Act
	Internal Bursary programme	Providing financial assistance to employees based on Individual PDPs	OPEX	Facilitate, consolidate, implement and monitor internal	Facilitate, consolidate, implement and monitor internal Bursary programme	Facilitate, consolidate, implement and monitor internal Bursary programme	Facilitate, consolidate, implement and monitor internal Bursary programme



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

				Bursary programme			
	Job Evaluation	Facilitation of the evaluation of Jobs.	OPEX	Evaluation of Job Descriptions	Auditing and Consideration of objections	Implementation of TASK system	Monitoring, Evaluation and Reporting of TASK system
	Employees Wellness Programmes	Empowering and supporting employees on various wellness programmes.	OPEX	Conduct employees' Wellness Survey and implement the report	Implement and monitor Employees' Wellness Survey Report	Conduct Employees' Wellness Survey report Impact Assessment	Conduct Employees' Wellness Survey report Impact Assessment

▪ Facilities

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Improve Council image and access to Municipality's Buildings and Facilities	General Maintenance and Repairs Strategy	Ensure safe access for all to municipality facilities	OPEX	Develop and implement General Maintenance and Repairs Plan	Develop and implement General Maintenance and Repairs Plan	Develop and implement General Maintenance and Repairs Plan	Develop and implement General Maintenance and Repairs Plan
		Ensure all facilities are clean at all times	OPEX	Develop General Repairs and Maintenance Plan	Implement General Repairs and Maintenance plan	Implement General Repairs and Maintenance Plan	Implement General Repairs and Maintenance Plan
Ensure effective and efficient Fleet management	Fleet Management Strategy	Review Integrated Fleet Management Strategy for efficient and effective use of municipality vehicles	OPEX	Implement and monitor Integrated Fleet Management Strategy	Implement and monitor Integrated Fleet Management Strategy	Implement and monitor Integrated Fleet Management Strategy	Implement and monitor Integrated Fleet Management Strategy

CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS



• INTERNAL PROTECTION SERVICES

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Provide Protection Services for public, employees and Councillors entering and using the municipality facilities and buildings	Internal Security Strategy	Develop or Review Integrated Protection Services Strategy	OPEX	Develop or Review and implement Integrated Protection Services Strategy	Implement Integrated Protection Services Strategy	Implement Integrated Protection Services Strategy	Implement Integrated Protection Services Strategy

▪ Utilities: Fresh Produce Market

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Ensure a self-sustained Vereeniging Fresh Produce Market.	Fresh Produce Market Strategy	Effective management of the Fresh Produce Market Strategy	OPEX	Review and Implement Fresh Produce Market Strategy	Implement Fresh Produce Market Strategy	Implement Fresh Produce Market Strategy	Implement Fresh Produce Market Strategy
	Fresh Produce Market Project Rebirth	Upgrading, repairs and maintenance of the Market	GDARD	Identify and develop Repairs and maintenance plan of the Market for Project Rebirth funding	Implement and adhere to Project Rebirth Codes of Best Practice	Implement and adhere to Project Rebirth Codes of Best Practice	Implement and adhere to Project Rebirth Codes of Best Practice
	Market Revenue Management	Support, strengthen and monitor safe management of cash	GDARD	Support, strengthen and monitor safe management of cash	Support, strengthen and monitor safe management of cash	Support, strengthen and monitor safe management of cash	Support, strengthen and monitor safe management of cash



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

▪ Utilities: Airport

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Ensure a self-sustained Airports	Airports Strategy	Effective management of the Airports Strategy	OPEX	Review and implement Airport Strategy	Implement Airport Strategy	Implement Airport Strategy	Implement Airport Strategy
	Airports Revenue Management	Support, strengthen and monitor safe management of cash	OPEX	Support, strengthen and monitor safe management of cash	Support, strengthen and monitor safe management of cash	Support, strengthen and monitor safe management of cash	Support, strengthen and monitor safe management of cash

▪ Utilities: Taxi Ranks

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Facilitate, implement and monitor Taxi Ranks Strategy	Effective management of the Taxi Ranks	Review and Implement Taxi Ranks Strategy	OPEX	Develop and Implement Taxi Ranks Strategy	Develop and liaise with taxi stakeholders for better management of taxi ranks	Manage and liaise with taxi stakeholders for better management of taxi ranks	Manage and liaise with taxi stakeholders for better management of taxi ranks

▪ Corporate and Legal Services:

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Ensure effective Secretarial services to Council, Mayoral and related Committee meetings.	High Quality agenda and minutes produced.	Render Secretarial services in respect of preparation of the agenda, taking and production of minutes for authorized committees of Council	OPEX	Avail timeous secretarial service and accurate minute taking.	Avail timeous secretarial service and accurate minute taking.	Avail timeous secretarial service and accurate minute taking.	Provide report on performance of secretarial service.



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	Turnaround of distribution of Agenda for Committees	Ensure speedy distribution of agenda for various committee meetings.	OPEX	Deliver all Agendas on time	Deliver all Agendas on time	Deliver all Agendas on time	Provide report on performance of secretarial service.
		Implement Hansard method of managing Mayoral, Council and all Council related fora	OPEX	Implement Hansard method of managing Mayoral, Council and all Council related fora	Implement Hansard method of managing Mayoral, Council and all Council related fora	Implement Hansard method of managing Mayoral, Council and all Council related fora	Implement Hansard method of managing Mayoral, Council and all Council related fora
Ensure effective and efficient legal support.	Develop or vet all Council contracts.	Ensure that all council contract are legally compliant	OPEX	Develop Compliant Contracts	Develop Compliant Contracts	Develop Compliant Contracts	Develop Compliant Contracts
	Provide Legal opinion and advice	Provide legal advice to functionaries and Council committees	OPEX	Provide accurate Legal Advice	Provide accurate Legal Advice	Provide accurate Legal Advice	Provide accurate Legal Advice
	Provide legal opinion and guidance to Clusters contract management	Conduct quarterly contract management meetings to enable early identification of Clusters and departments challenges with their contracts	OPEX	Provide legal opinion and guidance to Clusters contract management	Provide legal opinion and guidance to Clusters contract management	Provide legal opinion and guidance to Clusters contract management	Provide legal opinion and guidance to Clusters contract management
Update Council of new and/or amended legislation and legal transcripts relevant to local government for effective management of Council business	Continuously update Council with all amendments of legislation relevant to local government	Ensure compliance with all new and/or amended legislation and legal prescripts	OPEX	Ensure the effective management of Council business	Ensure the effective management of Council business	Ensure the effective management of Council business	Ensure the effective management of Council business
Review and monitor records management systems.	Maintain a compliant Records management system in terms of the Archives Act.	Ensure that every council document is recorded accordingly as per standard operating procedure	OPEX	Ensure every document of Council is Filed accordingly	Ensure every document of Council is Filed accordingly	Ensure every document of Council is Filed accordingly	Ensure every document of Council is Filed accordingly
Facilitate and Support Internal Communications	Review or develop Internal Communication Strategy in line with	Ensure employees, Councillors and community members get information through	OPEX	Ensure employees, Councillors and community members get	Ensure employees, Councillors and community members	Ensure employees, Councillors and community members	Ensure employees, Councillors and community members get



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

	Provincial Strategy	internal newsletters and regular website updates		information	get information	get information	information
	Website update	Update all legislative/compliance documents in the website					
	Internal newsletters	Inform and enlighten all staff on activities taking place within the municipality through an internal newsletter					
Ensure improved labour unions-management Collaboration and relationships	Collective Bargaining and Labour Relations	Conduct monthly LLF meetings to deliberate on issues affecting employees and management	PEX	Ensure improved labour unions-management relationships	Ensure improved labour unions-management relationships	Ensure improved labour unions-management relationships	Ensure improved labour unions-management relationships

E) OFFICE OF THE MUNICIPAL MANAGER

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Effective Intergovernmental Relations.	IGR Strategy and Implementation Plan.	Develop an IGR Strategy and Implementation Plan.	OPEX	Develop an IGR Strategy and Implementation Plan	Review IGR Strategy and Implementation Plan	Review an IGR Strategy and Implementation Plan	Review an IGR Strategy and Implementation Plan
Implementation of the Enterprise Risk Management Programmes.	Risk Implementation Plan.	Risk Implementation Plan to be developed and monitored.	OPEX	Risk Implementation Plan to be developed and monitored.	Risk Implementation Plan to be developed and monitored.	Risk Implementation Plan to be developed and monitored.	Risk Implementation Plan to be developed and monitored.
Implementation of an Anti-fraud and Anti- Corruption Plan.	Fraud Risk Assessment & Review of Fraud Prevention Plan.	Fraud Risk Assessment conducted & Fraud Prevention Plan to be reviewed.	OPEX	Fraud Risk Assessment conducted & Fraud Prevention Plan to be reviewed.	Fraud Risk Assessment conducted & Fraud Prevention Plan to be reviewed.	Fraud Risk Assessment conducted & Fraud Prevention Plan to be reviewed.	Fraud Risk Assessment conducted & Fraud Prevention Plan to be reviewed.
Development and implementation of Internal Audit Plans.	3 Year Rolling Internal Audit Plan and Annual Plan.	Development and Implementation of approved Audit Plans.	OPEX	Development and Implementation of approved Audit Plans.	Development and Implementation of approved Audit Plans.	Development and Implementation of approved Audit Plans.	Development and Implementation of approved Audit Plans.



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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Improve the quality of Performance Management Systems	Rollout of an electronic Performance Management System in the local municipalities in the Sedibeng District.	Monitoring of an electronic Performance Management System	OPEX	Monitoring of an electronic Performance Management System	Monitoring of an electronic Performance Management System	Monitoring of an electronic Performance Management System	Monitoring of an electronic Performance Management System
Development and approval of the Service Delivery & Budget Implementation Plan.	Alignment of 2016/17 IDP projects/Programmes with SDM Budget.	Monitor performance of SDM against the approved projects/programmes in the 2017/21IDP.	OPEX	Annually, Monitor performance of SDM against the approved projects/programmes in the 2017/21IDP.	Annually, Monitor performance of SDM against the approved projects/programmes in the 2017/21IDP.	Annually, Monitor performance of SDM against the approved projects/programmes in the 2017/21IDP.	Annually, Monitor performance of SDM against the approved projects/programmes in the 2017/21IDP.
Quality assurance and submission for auditing and approval of Quarterly Reports, Mid-year and Annual Reports, as per legislative requirements.	Submission of audited Quarterly, Mid-year and Annual Reports to Audit Committee and Council.	Quality assured reports approved and submitted to stakeholders as per legislation.	OPEX	Quality assured reports approved and submitted to stakeholders as per legislation.	Quality assured reports approved and submitted to stakeholders as per legislation.	Quality assured reports approved and submitted to stakeholders as per legislation.	Quality assured reports approved and submitted to stakeholders as per legislation.
Consolidate Progress Report on the implementation of the 3 rd Generation GDS	Collate information on the progress on the implementation of the 3 rd Generation GDS and incorporate it in the IDP.	Consolidate and develop a report on the 10 Flagship projects as stipulated in the 3 rd Generation GDS.	OPEX	Consolidate and develop a report on the 10 Flagship projects as stipulated in the 3 rd Generation GDS.	Consolidate and develop a report on the 10 Flagship projects as stipulated in the 3 rd Generation GDS.	Consolidate and develop a report on the 10 Flagship projects as stipulated in the 3 rd Generation GDS.	Consolidate and develop a report on the 10 Flagship projects as stipulated in the 3 rd Generation GDS.
Undertake IDP review process and submit for approval the 2017/21 IDP.	Implement the IDP Framework guide for 2017/22, Process Plan and Budget for 2017/18 through the development of IDP 2017/22.	Development and Implementation of IDP as 5 years regional strategy as per Municipal Systems Act, no 32 of 2000.	OPEX	Implement the IDP Framework guide for 2017/22, Process Plan and Budget for 2017/18.	Review and Implement the IDP Framework guide for 2017/22, Process Plan and Budget for 2018/19.	Review and Implement the IDP Framework guide for 2017/22, Process Plan and Budget for 2019/20.	Implement the IDP Framework guide for 2017/22, Process Plan and Budget for 2017/18 through the development of IDP 2020/21.



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E) CLUSTER: Finance

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Compliance with legislative requirements, rules and regulations by means of enhancing internal controls	Opex	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;
Compile a realistic and funded budget;	Compile a realistic and funded budget;	Compile a realistic and funded budget;	Opex	Compile a realistic and funded budget;	Compile a realistic and funded budget;	Compile a realistic and funded budget;	Compile a realistic and funded budget;
Compile complete asset register ;	Compile complete asset register ;	Compile complete asset register ;	Opex	Compile complete asset register ;	Compile complete asset register ;	Compile complete asset register ;	Compile complete asset register ;
Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Compliance with legislative requirements, rules and regulations by means of enhancing internal controls	Opex	Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Firmer internal controls to respond to internal audit reports and recommendations more effectively;
Implement and strengthen cost reduction and containment strategy	Implement and strengthen cost reduction and containment strategy;	Implement and strengthen cost reduction and containment strategy;	Opex	Implement and strengthen cost reduction and containment strategy	Implement and strengthen cost reduction and containment strategy;	Implement and strengthen cost reduction and containment strategy	Implement and strengthen cost reduction and containment strategy;
Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;	Opex	Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;
<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	Opex FMG	<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels 	<ul style="list-style-type: none"> Continuous performance monitoring, reporting and review; Coaching and mentorship on all reporting levels



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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
		<ul style="list-style-type: none"> MSCOA Budget Reforms FMG Programme 	Grant				
Review tariff structure and income generating tariffs	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking	Benchmarking the tariff structure and looking at alternative tariff charges in line with legislation	Opex	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking
Maintain Unqualified Audit status and improve to Clean Audit outcome	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and improve to clean audit status	Operation clean audit	Opex	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and improve to clean audit status	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and improve to clean audit status	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and improve to clean audit status	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and improve to clean audit status
Resource mobilization and alternative source of funding.	Revisit powers and functions in line with sect 84 of the MSA	Alignment of powers and functions	Opex	Revisit powers and functions in line with sect 84 of the MSA	implement powers and functions in line with sect 84 of the MSA	implement powers and functions in line with sect 84 of the MSA	implement powers and functions in line with sect 84 of the MSA
Reform budgeting to support strategy.	Intensify Grant funding to support programmes.	Revenue mobilization	Opex	Intensify Grant funding to support programmes.	Intensify Grant funding to support programmes.	Intensify Grant funding to support programmes.	Intensify Grant funding to support programmes.



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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Promote and maintain good corporate governance	<ul style="list-style-type: none"> ▪ Align strategy development and budget to create an enabling environment for investment. ▪ Improve procurement systems to eliminate corruption and ensure value for money ▪ Progressive SDBIP reporting to provide strategic alignment of operations; 	MSCOA budget reforms	Opex	<ul style="list-style-type: none"> ▪ Align strategy development and budget to create an enabling environment for investment. ▪ Improve procurement systems to eliminate corruption and ensure value for money 	<ul style="list-style-type: none"> ▪ Align strategy development and budget to create an enabling environment for investment. ▪ Improve procurement systems to eliminate corruption and ensure value for money 	<ul style="list-style-type: none"> ▪ Align strategy development and budget to create an enabling environment for investment. ▪ Improve procurement systems to eliminate corruption and ensure value for money 	<ul style="list-style-type: none"> ▪ Align strategy development and budget to create an enabling environment for investment. ▪ Improve procurement systems to eliminate corruption and ensure value for money

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Supply Chain Management

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Promote and maintain good corporate governance	<ul style="list-style-type: none"> Improve procurement systems to eliminate corruption and ensure value for money 	<ul style="list-style-type: none"> Implement and strengthen cost reduction and containment strategy; 	Opex	Improve procurement systems to eliminate corruption and ensure value for money	Improve procurement systems to eliminate corruption and ensure value for money	Improve procurement systems to eliminate corruption and ensure value for money	Improve procurement systems to eliminate corruption and ensure value for money
Promote local BEE suppliers and SMME's;	<ul style="list-style-type: none"> Improve support to small business and cooperatives. Implement SCM's National Treasury & Provincial Treasury Reforms; 	<p>Ensure implementation of the following:</p> <ul style="list-style-type: none"> Infrastructure Policy; Central Supplier Database (CSD); E-tender Portal; Township Economic Revitalization (TER) (Provincial Treasury to conduct training.) <p>Create awareness campaigns and taking into account the GEYODI Targets.</p>	Opex	<ul style="list-style-type: none"> Improve support to small business and cooperatives. Implement & report on SCM's National Treasury & Provincial Treasury Reforms; 	<ul style="list-style-type: none"> Improve support to small business and cooperatives. Implement & report on SCM's National Treasury & Provincial Treasury Reforms; 	<ul style="list-style-type: none"> Improve support to small business and cooperatives. Implement & report on SCM's National Treasury & Provincial Treasury Reforms; 	<ul style="list-style-type: none"> Improve support to small business and cooperatives. Implement & report on SCM's National Treasury & Provincial Treasury Reforms;
Reduce Municipal under spending on CAPEX	Ensure Implementation of the Procurement Plan	Monthly reporting on the procurement plan	Opex	Ensure Implementation of the Procurement Plan	Ensure Implementation of the Procurement Plan	Ensure Implementation of the Procurement Plan	Ensure Implementation of the Procurement Plan

Office of the CFO

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Coordinated Support, Facilitation, Monitoring and Intervention to support local	Provide support to local municipalities through district CFO Forum IGR structure	CFO Forum quarterly engagements	Opex	Provide support to local municipalities through district CFO Forum IGR structure	Provide support to local municipalities through district CFO Forum IGR structure	Provide support to local municipalities through district CFO Forum IGR structure	Provide support to local municipalities through district CFO Forum IGR structure



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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Municipalities	Initiate and implement SCOA reforms for deadline 1 July 2017	Compliance with National Treasury		implement SCOA reforms	implement SCOA reforms	implement SCOA reforms	implement SCOA reforms

F) POLITICAL MANAGEMENT TEAM

a. Office of the Executive Mayor

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Improve Community Participation	<ul style="list-style-type: none"> Convene Izimbizos and State of the District Address (SODA) Convene IDP and Budget Stakeholders/Community Participation 	Community Participation	Opex	<ul style="list-style-type: none"> Convene Izimbizos and State of the District Address (SODA) Convene IDP and Budget Stakeholders/Community Participation 	<ul style="list-style-type: none"> Convene Izimbizos and State of the District Address (SODA) Convene IDP and Budget Stakeholders/Community Participation 	<ul style="list-style-type: none"> Convene Izimbizos and State of the District Address (SODA) Convene IDP and Budget Stakeholders/Community Participation 	<ul style="list-style-type: none"> Convene Izimbizos and State of the District Address (SODA) Convene IDP and Budget Stakeholders/Community Participation
Promote and Support National, Provincial and Local Commemorative events	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events	Commemorative events	Opex	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events
Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments.	Coordinate and participate on local, Provincial and National department on IGR related Forums	IGR Forums	Opex	Coordinate and participate on local, Provincial and National department on IGR related Forums	Coordinate and participate on local, Provincial and National department on IGR related Forums	Coordinate and participate on local, Provincial and National department on IGR related Forums	Coordinate and participate on local, Provincial and National department on IGR related Forums

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b. Office of the Speaker

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Improve High level of stakeholders relations and Public Participation in Government	Coordinate stakeholders and engage them on the offerings of the Sedibeng.	Mobilize community organizations such as NGO's, FBO's and all other stakeholder to be involved in the government activities.	Opex	Coordinate stakeholders and engage them on the offerings of the Sedibeng.	Coordinate stakeholders and engage them on the offerings of the Sedibeng.	Coordinate stakeholders and engage them on the offerings of the Sedibeng.	Coordinate stakeholders and engage them on the offerings of the Sedibeng.
	Coordinate women's month activities together with local municipalities	Outline all the activities throughout the month of August and present the report before council for adoption.	Opex	Coordinate women's month activities together with locals.	Coordinate women's month activities together with locals.	Coordinate women's month activities together with locals.	Coordinate women's month activities together with locals.
Implementing and coordinating a petition management system to effectively deal with petitions from members of the public	Coordinate Petition Management Committee to present all petitions received.	Process all the petitions received and communicate decisions and outcomes back to the petitioners	Opex	Coordinate Petition Management Committee to present all petitions received.	Coordinate Petition Management Committee to present all petitions received.	Coordinate Petition Management Committee to present all petitions received.	Coordinate Petition Management Committee to present all petitions received.
Strengthening and implementation of various policy reviews.	Research Sedibeng policies to be reviewed.	Compile a report on policies to be reviewed.	Opex	Research Sedibeng policies to be reviewed.	Research Sedibeng policies to be reviewed.	Research Sedibeng policies to be reviewed.	Research Sedibeng policies to be reviewed.
Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments.	Coordinate local, Provincial and National department on IGR related Forums	Provide support to locals and engage provincial departments such as SALGA, COGTA, and Treasury to provide capacity to the locals	Opex	Coordinate local, Provincial and National departments.	Coordinate local, Provincial and National departments.	Coordinate local, Provincial and National departments	Coordinate local, Provincial and National department
	Facilitate District Speaker's Forum	<ul style="list-style-type: none"> ▪ Ensure that the meetings of the Speaker's forum sits as per the schedule which is quarterly. ▪ Coordinate Speaker's forum meetings. 	Opex	Facilitate Speaker's forum meetings.	Facilitate Speaker's forum meetings.	Facilitate Speaker's forum meetings.	Facilitate Speaker's forum meetings.
Strengthen oversight and accountability.	Coordinate section 79 committee meetings including MPAC.	Develop MPAC oversight report to council	Opex	Coordinate section 79 committee meetings including MPAC.	Coordinate section 79 committee meetings including MPAC.	Coordinate section 79 committee meetings including MPAC.	Coordinate section 79 committee meetings including MPAC.



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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Improve capacity and Promote Welfare and support to councilors	Identify Training and Development Programmes for Councilors	Rollout well designed training and development Programmes for Councilors	Opex	Identify and Implement Training and Development Programmes for Councilors	Identify and Implement Training and Development Programmes for Councilors	Identify and Implement Training and Development Programmes for Councilors	Identify and Implement Training and Development Programmes for Councilors
	Coordinate councilor's welfare programmes	Ensure that programmes are implemented on the support and the welfare of councilor's in the district.	Opex	Coordinate councilor's welfare programmes	Coordinate councilor's welfare programmes	Coordinate councilor's welfare programmes	Coordinate councilor's welfare programmes
Promote Council Business	Coordinate Council sittings	Ensure council is sitting as per the calendar/ schedule.	Opex	Coordinate Council meetings	Coordinate Council meetings	Coordinate Council meetings	Coordinate Council meetings

▪ Office of the Chief Whip

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Tighten coordination of oversight through Caucus.	Co-ordinate all caucus meetings.	Process all Agenda Items for Council	Opex	•Co-ordinate all caucus meeting	Co-ordinate all caucus meetings	Co-ordinate all caucus meetings	Coordinate all caucus meetings
Strengthen facilitation of oversight Study Groups Sittings	Co-ordinate and facilitate all study group meetings.	Provide support to Study Groups, with regards to discussion and report writing.	Opex	Provide support to all study group meetings	Provide support to all study group meetings	Provide support to all study group meetings	Provide support to all study group meetings
Improve coordination of caucuses strategic and Makgotla retreats i.e. Joint Whippery and District Wide Caucuses Lekgotla	Co-ordinate District –wide Caucus Lekgotla/Joint Whippery.	Convene Retreats, together with Locals.	Capex	•Convene Retreats, together with Locals.	Convene Retreats, together with Locals.	Convene Retreats, together with Locals.	•Convene Retreats, together with Locals.
Coordinate District and Provincial Caucus forums to strengthen District wide intergovernmental relations. i.e. Chief Whips, Whippery and Multi Party Forums	Co- ordinate District Wide Chief Whips Forum meetings	Outline all the activities/schedule of Chief Whip Forums throughout the District.	Capex	Co- ordinate District Wide Chief Whips Forum meetings	Co- ordinate District Wide Chief Whips Forum meetings	Co- ordinate District Wide Chief Whips Forum meetings	Co- ordinate District Wide Chief Whips Forum meetings
Facilitate and coordinate Political Management Team meetings.	Convene Political Management Team meetings.	Ensure that PMT meet as per schedule	Capex	Convene Political Management Team meetings.	Convene Political Management Team meetings.	Convene Political Management Team meetings.	Convene Political Management Team meetings.



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IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Coordinate councilors research and development programs	Coordinate and facilitate logistics councilors research and development programs	Provide support to councilors with regard to research and development programs	Opex	Provide support to councilors with regard to research and development programs	Provide support to councilors with regard to research and development programs	Provide support to councilors with regard to research and development programs	Provide support to councilors with regard to research and development programs

External Communications

IDP Deliverable	Project/Programme	Description of Project/Programme	Source of Funding	Delivery Agenda			
				2017/18	2018/19	2019/20	2020/21
Build high level of stakeholder relations, effective communication and branding	Media Monitoring Services	Monitoring of news that impact on the image of the Council	OPEX	Develop an archiving system	Ensure proper functionality of the system	Ensure proper functionality of the system	Ensure proper functionality of the system
	Develop a Communications Strategy	Strategy will assist the Municipality in consistently engaging with relevant stakeholders using relevant messages at the right time.	OPEX	Adoption of the draft Communications Strategy	Implementation of the approved strategy	Implementation of the approved strategy	Review of the strategy
	Develop a Stakeholder Relations Strategy	Ensure stakeholder database is updated and classified according to sectors.	OPEX	Adoption of the Draft stakeholder Relations strategy	Implementation of the approved strategy	Implementation of the approved strategy	Review of the strategy
	Develop a Marketing and Branding Strategy	Update the Events Management policy	OPEX	Adoption of the Draft Marketing and branding strategy	Implementation of the approved strategy	Implementation of the approved strategy	Review of the strategy
	<ul style="list-style-type: none"> ▪ District Communications Forum Meetings 	Ensure DCF meetings are convened and effective	OPEX	DCF Meetings	DCF meetings	DCF Meetings	DCF Meetings



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IDP Game changers/ Flagship projects

In this section, the municipality spells out the flagships, cross cutting initiatives and projects on where the municipality wants to focus disproportionate effort to ensure that we put the development of the region on a new trajectory. In this way, we are most likely to deliver towards the realization of NDP and TMR Pillars and exceed on delivering on our 2016 election mandate. Some of these flagship projects will be led by a collaboration of the municipality through Public Private Partnership initiative.

The most important aims of these flagships will:

- Creation of jobs, investments and promote tourism in the region
- Revitalise an attractive image for the region through Vaal 21 initiative
- Create wealth for the region
- Promote Heritage through commemorative events
- Improve transport infrastructure and;
- Encourage private investment

Progress on Sedibeng District/ Provincial Game changers

PROGRAMME	PROJECT NAME	LOCATION	OWNER	STATUS	PROGRESS
AGRITROPOLIS	1.Agritropolis Strategy	District-wide	GDARD	<ul style="list-style-type: none"> ▪ Concept phase based on four pillars (Agro processing; Primary agriculture; tourism (eco and Agri). ▪ Commissioned study for the concept. Awaiting cab memo approval. ▪ Options to create precinct around Agritropolis. Precinct plan already approved by council. ▪ 1 agro-park in Sebokeng (implementation); another in Lesedi ▪ National Department of Agriculture wants to set up Mega Agripark 	Need for Feasibility study for of entire programme
	2.Doornkuil Precinct- <i>Agri-City, Agricultural college</i>	Midvaal	Midvaal LM- Land belongs to Sedibeng District	Preliminary costings concluded.	Full feasibility required.
	3. Vereeniging Fresh	Emfuleni	GDARD	Market is being refurbished- implementation stage	Operations



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	Produce market				
	4.De Deur rural node-precinct plan- <i>Agro processing farm</i>	Midvaal	Midvaal LM/ GDARD	Implementation commenced	Additional grant funding required or PPP partnership to solicit feasibility studies
	5.Langzeekoegat Precinct- Agri village	Lesedi	DRDLR	Framework for the Agri-park in place. Environmental authorization in place.	Implementation
	6. Agro-processing plant	Lesedi	Lesedi LM	Concept	Feasibility required
	7. Devon Tannery- Agro-processing of cattle hides	Lesedi	Lesedi LM/ GDARD	Environmental authorization application underway.	Implementation
GREEN ECONOMY	8. Natural gas hub	District-wide	Department of Energy/ Sedibeng District	EOI issued	Feasibility required
	9. Waste to power plant: Renewable energy (proposed \$ 500 million plant)	Lesedi	Earth Sea Corporation Energy	Planning for the necessary approvals underway	Implementation
AGRO-TOURISM	10. Waterfront precinct- Waterfront developments	District-wide	Sedibeng District	Planning stage- PCF engagements on revised plan	Feasibility required
	11. Sharpeville secondary node	Emfuleni	Emfuleni LM	Planning stage	Implementation
	12. Vaal rehabilitation	District-wide	Sedibeng District	Planning stage	EMP development
	13. Recreation megacity-precinct in Sharpeville	Emfuleni	Sedibeng District	Concept	Planning stage
GOVERNMENT PRECINCT/ VAAL 21	14. Government precinct incl. CBD revitalization	Emfuleni	Sedibeng District	Feasibility concluded.	Conclusion of PPP process with N Treasury
	15. Vaal River City development	Emfuleni	Private Developer-Steyn	The Township Layouts are being amended in terms of Section 98 & 100 of the Town Planning Ordinance and will be re-submitted to Emfuleni Planning department on the 2nd November for final approval as it will now be re-aligned to the main Boulevard Link road from the New Sharpeville/ Bedworth Park Interchange, to accommodate the Sasol pipeline as much as possible, together with the re-alignment of Mario Milani to tie into the Hendrick Van Eck Boulevard/ Ascot Intersection. The new Road Alignment has been requested by Emfuleni	WSP, the Traffic Engineering Consultants, have prepared the tender documentation for Gautrans to tender shortly. The new layout of the road has been developed and will be send to Emfuleni by the 2nd November 2016. The VRC & Sharpeville Ext 2 Projects have been submitted to Human Settlements, to form part of Provinces Mega Projects Programme and there is opportunity of Phase 3 being brought into the Precinct with the Linking of the Vereeniging CBD,



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				<p>Traffic Department & Gautrans to finally approve the phasing of Bedworth Park Ext 8 & Sharpeville Ext 2, as this forms part of their Provincial / Municipal Regional Road Master planning that was prepared by the Gautrans & Emfuleni Road Planning Consultants.</p> <p>The Agreement whereby Gautrans as the implementing Agent for the New Interchange & Link Roads to Playfair Boulevard (Sharpeville Ext 2) & Mario Milani (Bedworth Park Ext8), has been signed by Province and Vaal River City last week.</p>	<p>through the “Old Refractories Site”, through VRC up into Sharpeville,</p> <p>The Sharpeville Memorial Precinct & the Vaal University, through the Pedestrian & Cyclist link through the Green Belts, then from these precincts, into the Vanderbijlpark CBD.</p>
R59 CORRIDOR	16. Eight (8) nodes identified	Midvaal	Midvaal LM	Urban design framework done	Bulk water and sewer to be unlocked to enable implementation
	17. Grace development/ Gauteng highlands- incl Joziwood studios	Midvaal	Private development	Township Establishment Application approved	Finalisation of Sewer capacity, SLA and DHS Agreement
	18. Klipriver business park	Midvaal	Sedibeng District	Limited sewer capacity provided by ERWAT	Implementation of Next phases depended on sewer and water availability
URBAN RENEWAL FRAMEWORK	19. Old Vereeniging hospital- upgrade & re-use	Emfuleni	GDHS/ Emfuleni LM	Planning stage	Implementation
	20. Vanderbijlpark Urban Renewal Strategy	Emfuleni	Emfuleni LM	Planning stage: Traffic and occupancy rate studies	Feasibility study to be concluded
REVITALISATION PROGRAMME-	21. Bophelong secondary node	Emfuleni	NDPG and DBSA	Feasibility underway	Planning stage
	22. Ratanda Precinct Development	Lesedi	NDPG	Business planning stage/ planning stage	Feasibility study required
SICELO PRECINCT	23. Sicele Precinct plan- Meyerton CBD link, commercial & housing developments	Midvaal	Midvaal LM	Costings done	Full feasibility required
E-GOVERNMENT	24. Optic fibre project- incl Free Wi-Fi, Smart schools	District-wide	Gauteng E-Government	Planning stage- Optic Fibre Smart schools-Implementation	Implementation of Free Wi-Fi and Smart payment systems
WARE-HOUSING , LIGHT INDUSTRIAL & OFFICE PARKS	25. Heidelberg Extension	Lesedi	Lesedi LM/ Marble Gold	Implementation-conference and retail complex under construction	Unlocking future phases
	26. Warehouse Port	Lesedi	Private Development-	Planning stage	SDP approvals



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			Tecino Investment		
	27. Warehouse Park-Industrial Township	Lesedi	Private Development-Tecino Investment	Planning stage	SDP approvals
	28. Office Park	Lesedi	Private Development-Tecino Investment	Planning stage	SDP approvals
	29. Extreme Park, service centre (Kwa Zenzele) and filling station (Heidelberg Rd & Louw)	Lesedi	Private Development-Tecino Investment	Planning stage	SDP approvals
	30. Shopping centre, Life Style cafe and Incubation Park for SMME and Business Incubator & heritage promotion	Lesedi	Private Development-Tecino Investment	Planning stage	SDP approvals
	31. Light industrial hub-Kwa Zenzele	Lesedi	Corobrik/ Lesedi LM	Planning stage	SDP approvals
	32. Bulk liquid Terminal- for Transnet & Bulk fuel storage	Lesedi	Transnet	Construction of 12 storage facilities near completion	Implementation
	33. Bulk Liquid Terminal – Vopak - Reatile	Lesedi	Vopak - Reatile	Township Establishment concluded	Implementation
WASTE WATER TREATMENT PROGRAMME	34. Sedibeng Waste Water Treatment Works incl Sebokeng WWTW	District-Wide	Rand Water	Awaiting funding approval	Implementation
	35. Leeuwkuil WWTP	Emfuleni	Rand Water	Funding in place & feasibility concluded	Implementation
	36. Rietspruit Sewer line	Midvaal	Randwater	Awaiting funding approval	Implementation
INDUSTRIALISATION PROGRAMME	37. Ash dump beneficiation	Emfuleni	Emfuleni LM	Beneficiation operation to clear ash in the old Anglo Vaal site (south of Barrage Road) will be availed to accommodate the future growth of the river city	Implementation: Land will be availed to accommodate the future growth of the river city
	38. Iron and steel beneficiation	District-wide	Sedibeng district/ GDED	Concept	Feasibility required and Government decision on Arcelor Mittal



CHAPTER 04: DEVELOPMENT STRATEGIES, SECTOR PLANS AND PROJECTS

	39. Building materials supply	District-wide	Sedibeng district/ GDED	Concept	Feasibility required
	40. Vaal logistics Hub	Emfuleni	Emfuleni LM/GIFA	Feasibility underway. Geo-Tech studies completed.	Presentations to be presented at the Steering Committees.
ROADS UPGRADING PROGRAMME	41. K154 upgrade	Midvaal	GDRT	First section of construction completed	Completion of the remaining sections
	42. R82 Upgrade	Midvaal	GDRT	100% completion of project, road surfacing underway, road section officially opened	Next phase to commence
SOCIAL INFRASTRUCTURE PROGRAMME	43. Savannah City	Midvaal	Private development- Basil Read/ GDHS	Implementation	Roll out of support services (schools, clinics) Resolving of bulk sewer line Upgrading of Sedibeng Sewer Works
	44. Doornkuil regional cemetery	Midvaal	Midvaal LM/ Sedibeng District	Concept	Feasibility required
	45. Regional training hospital	Midvaal	Midvaal LM/ Sedibeng District	Concept	Feasibility required
	46. Sanitas Hospital	Lesedi	Meigui	Township Establishment concluded	Implementation

CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

SPATIAL DEVELOPMENT FRAMEWORK (2017-18)

Spatial Development Framework (SDF) is a key legislative mechanism that seeks to address numerous spatial and developmental challenges of the District. A number of these challenges considered and highlighted by the SDF include:

- Fragmented and dispersed settlement patterns;
- Dilapidated and minimal bulk services infrastructure;
- High levels of unemployment;
- Lack of investment in developable land;
- Industrial decline;
- Non-functional public transport system;
- Lack of investment in the agriculture and tourism sectors respectively; and
- Environmental degradation and water challenges.

The purpose of the SDF is not to infringe upon land use rights but to guide future land uses. No proposals in this SDF regulate any land use right or exempt anyone from his or her obligation in terms of any other controlling land use schemes. The maps should be used as a schematic representation of the desired spatial form to be achieved by the district in the long term.

The Gauteng Spatial Development Framework forms the basis around which the District SDF is developed, therefore this SDF:

- Gives effect to the policies and principles as laid down in the Spatial Planning and Land Use Management Act (SPLUMA), National Spatial Development Perspective

(NSDP), National Development Plan (NDP) and the Gauteng Spatial Development Perspective (GSDP).

- Sets out objectives that reflect the desired spatial form of the district;
- Indicates desired patterns of land use within the district;
- Addresses the spatial reconstruction of the location of development within the district;
- Provides strategic guidance in respect of urban frameworks within the district;
- Sets out a land use management system in the district;
- Contains a strategic assessment of the environmental impact of the spatial development framework;
- Identifies programs and projects for the development of land within the district;
- Aligns with the spatial development frameworks reflected in the integrated development plans of neighboring municipalities;
- Indicates where public and private land development and infrastructure investment should take place;
- Identifies areas where strategic intervention is required and
- Indicates areas where priority spending is required.

CONTEXT

There are various plans and policies that influence the Spatial Development Framework. These have been incorporated in the document in order to develop the proposals as set out in the framework.

Legislation & Policy

CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

A number of pieces of Legislation and Policy have a direct influence on the SDF. The following legislative and policy documents have been taken into account:

Local Government: Municipal Systems Act, (Act 32 of 2000)

This Act stipulates that all Municipalities prepare an Integrated Development Plan (IDP), which is the principal strategic planning instrument guiding and informing all planning and development. Chapter 5, Section 26 (e) of the Act stipulates that a Spatial Development Framework (SDF) be a component of the IDP.

Local Government: Municipal Structures Act, (Act 117 of 1998)

Section 84 (i) of this Act provides for the division of functions and powers between Districts and Local Municipalities. The relevant section of the Act dealing with functions of the District is reproduced below:

“A District Municipality has the following functions and powers:

- a) Integrated development-planning for the District municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the District municipality.
- b) Potable water supply systems.
- c) Bulk supply of electricity, which includes for the purpose of such supply, the transmission, distribution and, where applicable, the generation of electricity.
- d) Domestic waste-water and sewage disposal system.
- e) Solid waste disposal sites, in so far as it relates to:
 - i. the determination of a waste disposal strategy;
 - ii. the regulation of waste disposal;
 - iii. the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the District.
- f) Municipal roads which form an integral part of a road transport system for the area of the District municipality as a whole.
- g) Regulation of passenger transport services.
- h) Municipal airports serving the area of the District municipality as a whole.
- i) Municipal health services.
- j) Fire fighting services serving the area of the District municipality as a whole, which includes:
 - I. planning, co-ordination and regulation of fire services;
 - II. specialized fire fighting services such as mountain, veld and chemical fire services;
 - III. co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
 - IV. Training of fire officers.
- k) The establishments conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the District.
- l) The establishments conduct and control of cemeteries and crematoria serving the area of a major proportion of 5 municipalities in the District.
- m) Promotion of local tourism for the area of the District municipality.



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- n) Municipal public works relating to any of the above functions or any other functions assigned to the District Municipality.”

The first of the above mentioned functions of the District is the role of Integrated Development Planning for the entire district, a key component of which the district Spatial Development Framework is a part of.

Spatial Planning and Land Use Management Act, 2013

The Act prescribes norms and standards for the development of land and provides principles for development planning, which include matters relating to sustainability, equality, efficiency, integration and good governance. All of which must as a result, be taken into account in the development of the Sedibeng District Spatial Development Framework.

Municipal Planning and Performance Management Regulations (Government Gazette No. 2605, 24 August 2001)

These Regulations specify that a Spatial Development Framework (SDF) reflected in a municipality's IDP must:

- a) Set out objectives that reflect the desired spatial form of the Municipality.
- b) Contain strategies and policies regarding the manner in which to achieve the objectives.
- c) Set out basic guidelines for a land use management system in the municipality.
- d) Set out a capital investment framework for the municipality's development program.

- e) Contain a strategic assessment of the environmental impact of the spatial development framework.
- f) Identify programmes and projects for the development of land within the municipality.
- g) Be aligned with the spatial development frameworks reflected in the IDPs of neighbouring municipalities.
- h) Provide a visual representation on the desired spatial form of the municipality.

Gauteng Planning and Development Bill, 2012

Of relevance to the SDF is chapter 3 of the Gauteng Planning and Development Bill, which directs municipalities to include the following in their Spatial Development Frameworks:

- a) A review of existing land use patterns in the municipality and a statement of issues to be addressed.
- b) A plan showing the desired pattern, including the density or intensity, of land uses.
- c) The future development of roads and transport infrastructure.
- d) A statement of priorities for the development of any particular land uses or land areas within the municipality and the strategies to be implemented to achieve such priorities.
- e) A programme for the development of any particular land uses or land area within the municipality
- f) The availability of engineering services to serve future land use development.



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- g) A programme for the provision of engineering services to serve the development of the desired pattern of land use.
- h) The methods, including the provisions of the land use scheme, to achieve the objectives of the municipal strategic development framework.

The Gauteng Spatial Development Framework, 2030

The Gauteng Spatial Development Framework has a number of aspects that have been taken into account in the compilation of this SDF. In particular, this framework is, “premised on building Gauteng as a City Region that allows agriculture to provide a link between rural and urban economic development, shaped by infrastructure led investment”. The framework seeks to:

- Ensure the realization of national, regional, provincial and local developmental objectives;
- Coordinate, integrate and align provincial plans and development strategies with policies of national government, provincial departments and municipalities;
- Provide spatial guidance regarding those spatial interventions or spatial structuring elements that provincial government is either jointly with national government, or exclusively responsible for, or likely to invest in;
- Make in-principle/normative pronouncements on issues that affect all municipalities in the province and which impact on the overall efficiency of the region;

- Establish a high-level regional spatial logic that makes sense even when administrative boundaries are removed; and
- Provide direction and parameters for addressing strategic issues in municipal SDFs as well as aligning and integrating such frameworks; and
- Provide directives for investment decisions by national and provincial sector departments.

National Environmental Management Act (NEMA) (Act 107 of 1998), Environmental Conservation Act (Act 73 of 1989) & National Environmental Management Air Quality Act (Act 39 of 2004)

The above environmental legislation requires that due cognizance be taken of environmental factors in any proposed development. The Acts, in particular NEMA, outlines the procedures for environmental authorization including that, where required, environmental impact assessments are to be undertaken for approval by the responsible department. The SDF must take into account the protection of environmentally sensitive areas.

Mineral and Petroleum Resource Development Act (Act 28 of 2002)

The act requires that consent to mineral rights be granted by the Department of Minerals and Energy before land is developed.

Water Services Act (Act 108 of 1991)



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This act allows the municipality to divert a river course for the construction of structures within a flood line. No development on affected land can take place without the approval of a municipality.

National Land, Transport Act (Act 22 of 2000)

The Act authorizes the Department of Transport to proclaim road alignments for national and provincial roads. No development may occur on land earmarked for such roads development.

Subdivision of Agricultural Land Act (Act 70 of 1970)

The Act restricts subdivision of land proclaimed as agricultural in terms of the Act. Ministerial consent must be obtained for subdivision of such land.

National Heritage Resources Act (Act 25 of 1995)

The Act does not allow any developments to occur on land proclaimed as a heritage resource without prior approval of the responsible authority (Provincial Heritage Resources Agency).

National Parks Act (Act 57 of 1976)

The Act sets aside areas to be proclaimed as national parks. These lands may not be developed at all.

The Housing Act (Act 107 of 1997)

This Act, through the Department of Housing, provides for the development of a housing programme and the identification of

areas for low income housing. The act promotes the establishment of high density areas.

Legislative and Policy Key Issues

From an analysis of the legislative and policy context, the emerging key issues for spatial development planning can be summarized as follows:

- Sedibeng needs to develop policies that support inherent strengths and intrinsic potentials of the area across municipal and provincial boundaries.
- Current disjointed policies need to be reformulated to address the strategic development of the District as a functional entity.
- Law enforcement needs to be improved.
- Policy and strategy is required for integrated planning and the prevention of sprawl.

PROVINCIAL CONTEXT

Gauteng Department of Economic Development embarked on a project to develop a long-term development plan for Gauteng province which approved in 2011. It proposed a spatial development pattern in the pursuit of planning for shared, equitable, sustainable and inclusive growth and development in the province.

The Spatial Development Framework, with which this document is concerned, is a key part of this initiative. In embarking on this initiative, the Gauteng Provincial Government seeks to:



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- i. provide a clear future provincial spatial structure that is robust to accommodate growth and sustainability and also flexible to respond to social, economic and environmental shock;
- ii. specify a clear set of spatial objectives for municipalities to achieve in order to ensure the realization of the future provincial spatial structure;
- iii. propose a set of plans that municipalities have to prepare in their pursuit of these objectives;
- iv. provide a common language and set of shared planning constructs for municipalities to use in their planning processes and plans; and
- v. Enable and direct growth.

In the Gauteng Spatial Development Framework (GSDF), the Province outlines that population can increase to 18 million people by 2030 and therefore Gauteng requires a serious overhaul of its planning fundamentals to address the social, environmental and economic needs of an added 4.8 million people in the province. The GSDF has mentioned that there are too many inadequacies and inequalities that exist in the present Gauteng economic system and these are in many respects deeply embedded in failings in the spatial structure of the city region.

In addition to the GSDF there are various policies and strategies that have been developed that provide direction to municipalities with regard to the type of developments to promote in the area. Some of these documents included the Integrated Energy Strategy, Green Economy Strategy, ICT Strategy and the Innovation Strategy. Although these strategies do not directly impact on the

spatial development of the regions, it does provide some guidance with regard to the types of activities to be promoted. These strategies promote manufacturing related to the green economy, better use of broadband and fibre optic infrastructure that may facilitate developments such as BPO parks.

REGIONAL CONTEXT

STUDY AREA

The study area for the Sedibeng District Spatial Development Framework includes the three local Municipalities that make up the Sedibeng District, namely Emfuleni, Lesedi and Midvaal Local Municipalities, as illustrated on the map below.

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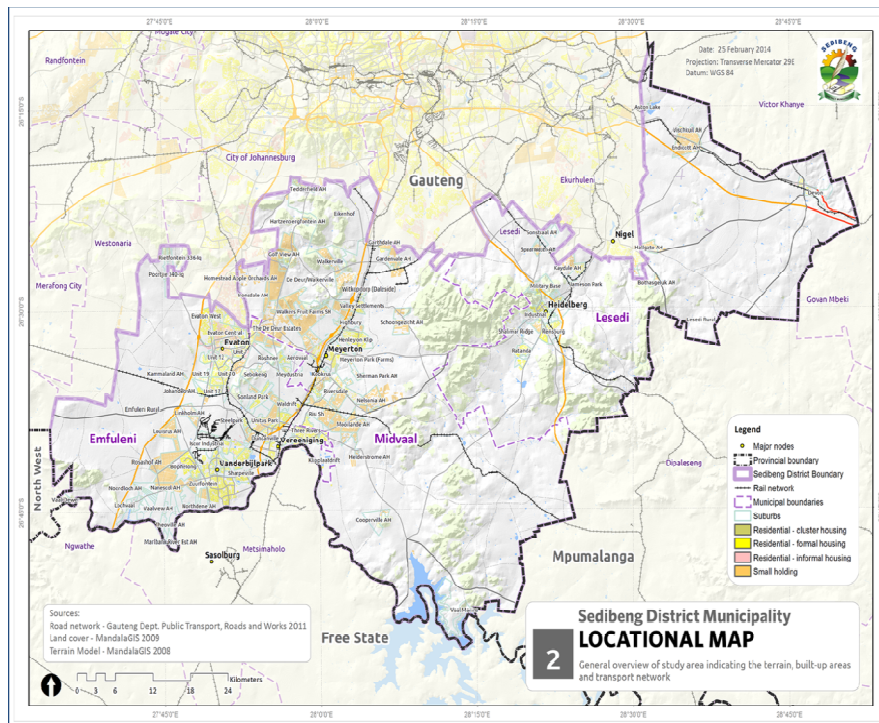


Figure A: Locality Map

Key Issues

From a contextual perspective, the following Key Issues need to be addressed:

- Focused development and investment is required, taking into account spatial and economic realities and functional areas. (This will need to take into account cross municipal and provincial border issues.)

- The removal of unnecessary competition between and among municipalities is imperative.
- The outward leakage of resources, both human and economic, needs to be curtailed.
- There needs to be a clear allocation of integrated development planning responsibilities.
- Protection of resources is required, including high potential agricultural areas, environmentally sensitive areas and access to tourism facilities and amenities.
- The Sedibeng Regional Sanitation Scheme project needs to be prioritized.
- A Capital Investment Framework is needed to guide the budget, implement and monitor projects.

LOCAL CONTEXT

Emfuleni

Emfuleni Local Municipality is located on the western part of the Sedibeng District Municipality. It links “functionally” to Pretoria and the Free State. Areas of Sasolburg and Vaalpark in the Free State are economically linked to Emfuleni. According to the GSDF, Emfuleni forms the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis. Further strengthening this southern anchor will benefit this axis as a whole, because it will facilitate movement and people and goods along this axis. In addition, the GSDF has identified Vereeniging, Vanderbijlpark and Sebokeng as important urban development nodes of provincial importance. These nodes are to be linked through rail and road networks.

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Emfuleni road and rail infrastructure is well developed; the major roads and rail lines traversing the area include the following:

- The N1 linking Pretoria with the Free State continuing to Cape Town
- The K178 linking Vereeniging with the N1 and the North West Province to the west
- The K53 linking Vereeniging in the south with Johannesburg in the north
- The K59 linking Vereeniging with De Deur, Walkerville and Johannesburg to the north
- The rail line that links Vereeniging and Johannesburg to the north.

The spatial structure of Emfuleni is such that the non-agricultural and tourism land uses, namely commercial, industrial, residential and educational activities, are concentrated in a triangle formed by Vanderbijlpark, Vereeniging and Sebokeng. The agricultural activities are concentrated in the west of the municipality. Tourism activities and facilities are concentrated along the Vaal River.

The future growth of Emfuleni is based on the following objectives:

- Create an efficient urban form;
- Increase density and compactness;
- Integrate land use and transportation;
- Establish sustainable socio-economic developments;
- Protection of open space and high-potential agricultural soils; and
- Promote urban renewal of primary CBDs.

Midvaal

Midvaal Local Municipality is located at the centre of Sedibeng District Municipality with Emfuleni on the west and Lesedi on the east. The municipal area straddles the banks of the Vaal River and the Vaal Dam in the south and extends to the borders of Johannesburg in the north-west and those of Ekurhuleni in the north east.

Major national and provincial roads traversing the municipal area include:

- The R59, a north/south route that links Vereeniging with Alberton and the N12 in Johannesburg. This route is situated in the central part of Midvaal Local Municipality area.
- The N1, which is the major national north/south National Road linking Messina, on the northern border of South Africa, to Cape Town in the south and which passes the Midvaal area adjacent to the western boundary of the municipality.
- The N3, which is the major transport link between Gauteng Province and EThekweni (Durban) and which passes through the Midvaal area a few kilometers to the north-east border of the municipality;
- The R82, a secondary north/south route linking Vereeniging and Johannesburg via Walkerville, situated in the western parts of Midvaal.
- The M61, a secondary north-south route running parallel to the R59 linking Vereeniging and Alberton via Meyerton, Randvaal and Kliprivier.

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- The R42, which runs east/west through Midvaal and links Meyerton with Heidelberg and the N17 in the Lesedi Local Municipality.
- The R551, an east/west route between the N1 and the Suikerbosrand Nature Reserve. This road merges with the R42 at the Nature Reserve.
- The R550, an east-west link between the N3, R59 and R82 in Midvaal.
- The R54, which links Vaal Marina to the R82 in Midvaal

Midvaal is largely rural/agricultural in nature. Suikerbosrand Nature Reserve and the Vaal Dam are significant natural features and important conservation/environmentally sensitive areas in the Municipal Area.

Development is concentrated in the north eastern areas, occurring around and along the R59 in the east and the R82 in the west. Urban nodes occurring along these routes include:

- R59: Waterval, Randvaal, Henley-on-Klip and Meyerton.
- R82: Tedderfield, Walkerville, Savannah City and De Deur.

The Gauteng Spatial Development Framework has identified the importance of the R59 corridor to link Johannesburg, Ekurhuleni, Meyerton and Vereeniging. The close proximity of Johannesburg to Midvaal, linked by the R59, R82, M61 and N1, has contributed to the development of residential areas in the north of Midvaal as dormitory areas for people working in Johannesburg. Recently industrial/commercial areas have also developed in the northern part of the Midvaal Municipality adjacent to the R59 route, which

takes advantage of the accessibility, low land costs and proximity to the Johannesburg, Tshwane and Ekurhuleni Metropolitan areas.

Areas of strategic development are mainly focusing on future development along the R59 corridor, Henley-on-Klip, Vaal Marina/Mamello, De Deur, Walkerville and Savannah City. In addition, the densification of existing urban areas and emerging areas such as Riversdale is a key priority for the Municipality.

The municipality is grounded on 10 development principles which are listed as follows:

- To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial, and mining activities, as well as urbanisation pressures in the area;
- To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes;
- To promote tourism development in the Midvaal area by way of the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area;
- To pre-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway, and to prioritise the bulk of short to medium term urbanisation as well as the upgrading/provision of engineering services in accordance with an Urban Development Boundary;

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- To facilitate the development of a hierarchy of Activity Nodes and a number of Multi-Purpose Community Centres in the Midvaal area to ensure equitable access to social infrastructure, and to promote Local Economic Development in the Urban and Rural parts of the municipality;
- To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services;
- To promote the development of a diverse range of industrial and commercial activities in the Midvaal area with specific focus along the R59 Corridor and at the designated nodal points; and
- To provide for a wide range of housing typologies and tenure alternatives within the municipal area by way of clearly defined Strategic Development Areas, and to manage residential densification by way of the Midvaal Density Policy.
- To delineate an Urban Development Boundary to encourage consolidated urban development.
- To prioritise the bulk of short to medium term upgrading/provision of engineering services in accordance with the Urban Development Boundary.

Lesedi

Lesedi Local Municipality is located in the eastern part of Sedibeng District Municipality. The municipality is traversed by the N3 and N17 national roads. The N3 is the main link between Gauteng and Durban/EThekweni in KwaZulu Natal (KZN), whilst the N17 serves to link Johannesburg to the Sasol-Secunda industrial node, KZN and Swaziland further east.

Major provincial roads traversing the municipal area include:

- R42 that links Heidelberg with Vereeniging to the south-west and Nigel to the northeast
- R29 that runs parallel to the N17
- R549 that links Heidelberg with Vaal Marina and the Vaal River in the south.
- R550 that runs east-west, linking Nigel with Devon
- R23 that links the area with Balfour in the south east and Benoni to the north.
- R51 linking Nigel with Balfour
- R548 linking Balfour with Devon
- R103 that runs parallel to the N3 freeway.

Lesedi is largely rural/agricultural in nature, with Heidelberg/Ratanda and Devon/ Impumelelo serving as the main urban nodes. A large number of people in these urban areas work in Ekurhuleni which lies outside of the District.

The National Development Plan and the Gauteng Spatial Development Framework have identified the N3 corridor as one of the main economic corridors in the country with a huge potential economic spinoff. The Lesedi SDF has also identified an “Economic Corridor” (the subject of the Lesedi Nodal & Corridor Study 2009)



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and a “Tourism Corridor” along the R42.

The development vision of Lesedi is embedded on the following principles:

- Promote integration of social, economic, institutional and physical aspects of land development;
- Integrated land development in rural and urban areas in support of each other;
- The availability of residential and employment opportunities in close proximity to or integrated with each other;
- Optimize the use of existing resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Promote a diverse combination of land uses, also at the level of individual stands or subdivisions of land;
- Discourage the phenomenon of urban sprawl in urban areas and contribute to the development of more compact towns and cities;
- Contribute to the correction of historically distorted spatial patterns of settlement; and
- Encourage environmentally sustainable land development practices and processes.

From the local municipality SDFs we can identify common issues that are of significant importance. Issues of densification, utilizing of existing resources, promoting Transit Oriented Developments maximizing on agricultural potential and discouraging urban sprawl through infill /compact developments and delineation of urban development boundaries .

These are the issues of which the district SDF has prioritized in order to create a smart and sustainable city that will not only serve the needs of the current generation but also those of future generations.

HIERARCHY OF SDFs

The SDF is structured in a hierarchical manner to provide plans that will guide the municipality with guidance for development and land use control. The plans will be the following:

- The Sedibeng District Spatial Development Framework, which should be regarded as a strategic tool, providing broad spatial direction and context to development in the district as a whole.
- Municipal Spatial Development Frameworks, which are detailed plans and aligned with the district SDF and which will contain the local spatial objectives and strategies. Nodes and corridors will also be more detailed and may have a different priority in terms of the local plans.
- Precinct Development Plans, which are development policies/land use plans for specific areas within a local municipality, and are refinements of the SDF proposals and policies. A number of areas within the local municipalities, which are subject to development pressure and are of strategic importance, requiring detail planning.



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Development Issues

The identified main development issues in the Sedibeng District can be summarized as follows:

Nature of the area

Sedibeng District can be categorized as an area with low population densities compared to the rest of Gauteng. This has serious implications in terms of cost effective service delivery. The towns in the district are also far apart. Due to the long distance and low population densities, infrastructure and social service facilities provision to the rural communities, which make up 33% of the total population, is very expensive, and innovative ways to provide basic services to these communities must be sought. The bulk of municipal service provision is concentrated in the urban areas.

Infrastructure

The existing services infrastructure in the urban areas of the district is limited, and has minimal capacity to accommodate further urban development. Services backlogs are experienced in certain areas, while services upgrading is also required in certain areas, notably the previously disadvantaged township areas.

Future urban development should be concentrated in those infill/densification areas where spare bulk services capacity is already available. The unavailability of bulk infrastructure hampers

on the potential growth potential of the area and is a priority to be addressed.

ECONOMIC PERSPECTIVE

Economic growth in the district during the last few decades has failed to keep pace with population growth, and this has resulted in a general decrease in the standard of living. The spatial manifestation of the growing poverty in the area will include general urban decay, growth in informal settlements, decreasing service levels, increased informal economic activity, etc. The local economy is overly dependent on the heavy industrial sector [Arcelor Mittal, BHP Billiton, Scaw Metals etc.] and economic diversification is urgently required. Economic sectors that show potential for future growth include tourism, logistics and agriculture, investment into these sectors should be actively promoted.

Economic growth is vulnerable to fluctuations in the Manufacturing sector due to the high dominance of this sector in the economy. Alternative manufacturing activities related to the green economy should also be considered. There are also opportunities to include manufacturing of pharmaceutical products in order to reduce the dependence on the heavy industrial sector.

District Economic Performance

The economic expansion of the District is a complex matter and is dependent on a number of factors, many of which are beyond the control of individuals and beyond the influence of any form of District or local planning. However, it is clear that good planning can



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have a direct effect on the development and expansion of the economy.

Economic Key Issues

The economy of the Sedibeng District is not performing well relatively to other areas of Gauteng. This is despite locational advantage, available developable land, high potential agricultural land, tourism facilities, amenities and relatively well developed road and other infrastructure.

A major constraint for the economic growth of the area is the lack of sanitation capacity.

The GEGDS recognizes the need to address major factors in the area such as unemployment and poverty in order to develop the economy.

The following projects have since been identified as economic projects that can address the aforementioned needs:

- Establishing an Agripark located on the western part of the district, which is located in the Emfuleni Local Municipality. This is the area with high potential agricultural land within the south-western portion of the Municipality;
- Establishing an empowered agricultural institution capacity in the District;
- Introducing new recreational and tourism activities around the Vaal Dam, which is currently underutilized;
- Extending the rail network into Emfuleni towards the Agripark for transportation of products to markets;

- Establishing mechanisms that benefit owners and potential end users for releasing large parcels of potentially economically productive land for development;
- Creating a robust economic and institutional relationship between Sasolburg (within the Metsimaholo Local Municipality) and Vanderbijlpark (within the Emfuleni Local Municipality) as they are economically functionally linked to each other; and
- Developing a Regional Spatial Development Framework (RSDF) to address cross-border issues between Sedibeng District and neighbouring municipalities.

The key economic issues for the expansion of the Sedibeng District Economy include:

- Diversifying the economy to reduce reliance on the manufacturing and services sector.
- Building on the intrinsic economic resources of the agriculture and tourism sectors across municipal boundaries through District-wide strategy and planning.
- Addressing the lack of sanitation services.
- Reviewing current policy and guidelines that restrict tourism development along the Vaal River and other high potential economic activities.
- Considering the Sedibeng economy as a component of the Gauteng City Region.
- Focusing commercial and industrial development within the “conurbation”, identified economic corridors and in commercial/industrial nodes.



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- Creating planning and other mechanisms that benefit all parties for releasing potentially economically developable agricultural and other land currently in private sector ownership for development.
- Reducing the domination of and dependence on Emfuleni for jobs and services.
- The provision of services where the majority of the population resides (Sebokeng/ Evaton) and other high density areas.
- Protection of high potential agricultural and environmentally sensitive land while supporting and facilitating appropriate sustainable development of these areas.
- Support of the proposed agricultural projects to create jobs within the sector to reduce the current unemployment rate.
- Development of a job creation policy, strategy and support structures for the entire District.

Socio-Economic Disparities

There are huge socio-economic disparities between the different communities in the district, with high levels of poverty prevailing in the previously disadvantaged township areas. These disparities should be addressed as part of a holistic development strategy to be followed by the district and local municipalities. Public investment initiatives should favor those projects that will result in upliftment of the previously disadvantaged communities and narrowing the gap between these communities and their more affluent neighbors.

Vacant Non Productive Land within the Urban Boundary

Currently, approximately 98 000 hectares of developable land is vacant in the Sedibeng District, of which 6 200 hectares is within the current Urban Development Boundaries. This effectively sterilizes almost 92 000 hectares of developable land due to the lack of infrastructure or other reasons. The majority of currently developable land within the urban development boundary is in Emfuleni (76%) followed by 18% in Midvaal and the balance is in Lesedi. Part of this concern is that large parcels of potentially economically productive land parcels are in the hands of a few individuals or companies.

Land ownership remains a very emotive and serious issue and current land reform mechanisms are viewed by many as slow and ineffective. Mechanisms need to be sought for creating benefits for all parties in making this land available for development. This could, for example, include skilling people in the agricultural sector, while allowing owners to develop parts of the land parcels with high development rights with conditions relating to development of the balance of the land.

ENVIRONMENTAL PERSPECTIVE

There are a number of major environmental constraints and opportunities in the district, which should be taken into account in the planning for future development in the area. Environmental constraints include the high levels of pollution, especially in the western parts of the study area, the visual unattractiveness of certain parts of the study area, adverse environmental conditions in the township areas.



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Environmental opportunities in the district include the existing nature reserves [Suikerbosrand and Alice Glockner], the various conservancies and watercourses through the study area, especially the Vaalriver .Kliprivier and Vaal dam, the Suikerbosrand ridges, and the agricultural potential of the study area.

Environmental Areas

The Sedibeng District Municipality contains several sensitive areas, which range from highly sensitive areas, including areas with “red data” fauna and flora, nature reserves, ridges, dolomites areas and wetlands, to non-sensitive areas. The District contains a number of environmentally well preserved and untouched areas to seriously impacted areas such as open cast mining, unrehabilitated quarries and polluted ground water, wetlands and soils. Spread throughout the District are many highly sensitive areas that have been classified in terms of the standard C-Plan categories, ranging from “ecological support areas” to “irreplaceable”, “important” and “protected areas”

Ecological Support Areas

These areas are mainly located within the north-eastern parts of Lesedi and towards the south-eastern parts of Midvaal. A complicating factor is that some of these areas are located within areas that have been found to have high agricultural potential.

Irreplaceable Areas

These areas, by definition, cannot be recovered once they are lost and are highly vulnerable and must be protected from encroachment by development. They are mostly found in the north-eastern parts of Lesedi and in the southern parts of Midvaal.

Important Areas

These areas are habitats for certain environmentally important species and although they are widely spread throughout the District, they are mostly found within Midvaal and Lesedi.

Protected Areas

These recognized conservation areas that are set aside primarily for nature and biodiversity conservation. Protected Areas are important tools in managing the conservation of species and ecosystems. These areas include Suikerbosrand Nature Reserve, Alice Glockner Nature Reserve, the Kliprivier, Vaal Dam and the Vaal River.

The areas are illustrated in the following Map.

CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

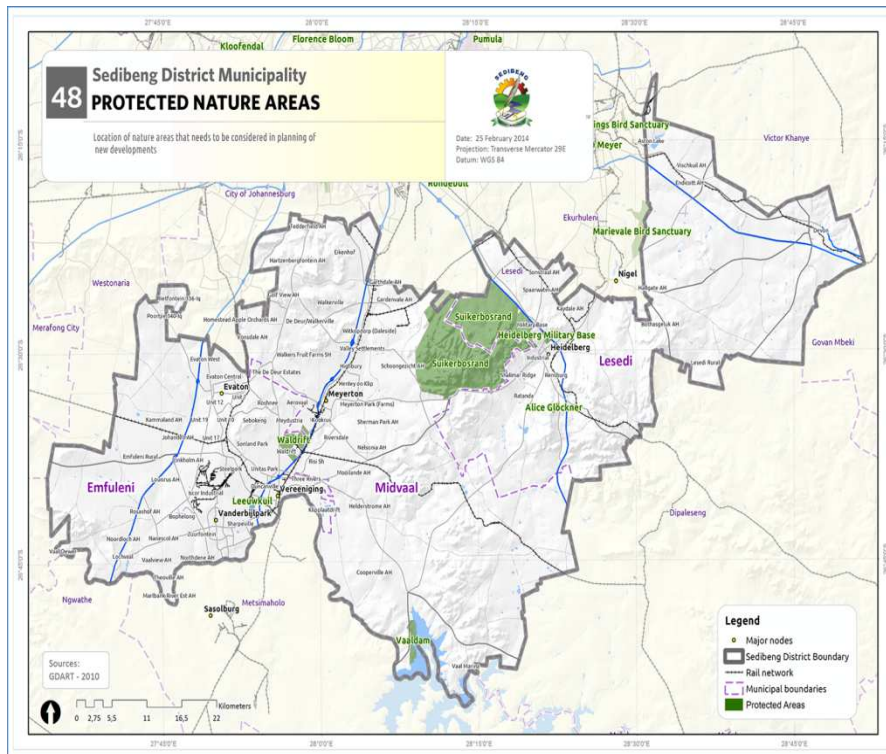


Figure B: Protected Areas

Environmental Analysis

The Suikerbosrand Nature Reserve is located on the north-eastern edge of Midvaal and crosses the municipal boundary into the north-western portion of Lesedi. The Nature Reserve, a managed entity to ensure protection of the ecosystem, is one of the areas in Sedibeng that has tourism potential.

The Suikerbosrand Nature Reserve has ridges at an altitude of 1500m to over 1800m above sea level, which is the highest point in

Gauteng Province. The Alice Glockner Nature Reserve is located in the south of Heidelberg in Lesedi. The reserve is known for its Heidelberg Copper Butterflies and its flora and fauna.

The District is currently facing serious pollution challenges that include air, soil and water pollution. The District is generally characterized by poor air quality, particularly within the western and central parts. The river systems and water bodies are polluted by the mining and industrial activities and often by sewage spills/overflow. The Kliprivier is one of the most polluted rivers in Sedibeng, as a result of mining and industrial activities in the upper catchments, outside the borders of Sedibeng. (Strategic Environmental Focus, 2008).

The Kliprivier provides a habitat to birds and other small animals. The Vaal Dam is affected by pollution from urban and industrial run-offs that drain into the dam. The Vaal Dam is currently the most important water source in Gauteng, with a capacity of 2 536 million cubic metres. The water from the Vaal Dam supplies the mining, industrial, agricultural and other activity sectors within the Region, in Gauteng as well as in Rustenburg. Pollution is mostly found within the industrial areas of Vanderbijlpark, Vereeniging, Heidelberg industrial area, informal settlements, and slimes dams, close to waste water treatment works and on landfill sites.

Numerous Red Data species have been identified in the District and are considered to be in danger of being negatively affected. These species include bird, bullfrog, and invertebrate and plant species.



CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

A very serious concern is the lack of effective environmental law enforcement, which allows the pollution of the air, water and soil in the District to continue.

INFRASTRUCTURE PERSPECTIVE

Water and Sanitation

The Sedibeng District Municipality's water and sanitation services are distributed by the Municipalities at the local level, however, bulk water is supplied to each Municipality by Rand Water.

The Sedibeng Regional Sanitation Scheme (SRSS), as currently envisaged, consists of various components, including a new waste water works, upgrading of the current Sebokeng works, a new pump station, new rising mains and a new gravity main outfall.

Emfuleni is limited to extracting up to 0.2 MI/day of water from the Vaal River whilst Rand Water supplies 205MI/day. The Emfuleni Local Municipality has nine reservoirs and a small water treatment plant. The Municipality provides two types of sanitation systems, the flush toilet, which connects to the sewer network commonly found in urban areas, and ventilated pit latrines common in informal settlements. Emfuleni has 3 wastewater treatment works, namely, Sebokeng, Rietspruit and Leeuwkuil wastewater treatment works. The Sebokeng wastewater treatment works is the largest in the area and has a capacity of 119MI/day. The other two need to be upgraded and rehabilitated.

Water treatment works that are available in Lesedi are Ratanda 5ml/d, Heidelberg 8 ml/d, Devon 1.5 ml/d and Vischkuil 0.125 ml/d. The current water supply is under pressure due to in-migration of

people from rural to urban areas. The waste water works are currently operating above their design capacities. Lesedi Local Municipality has one main sewer system, the Ratanda Water Care Works (RWCW), which is located on the south western end of the municipal area. The drainage area consists of several sub-basins, Bergsig, Overkruijn, Heidelberg, Rensburg, Shalimar Ridge and Ratanda. Devon/Impumelelo has waterborne sewerage reticulation.

Waste water treatments that are available in Midvaal are Ohenimuri, Vaal Marina and Meyerton, of which the Meyerton Treatment Works is the main facility. Midvaal main supply points are Meyerton, Ohenimuri and Vaal Marina. The Midvaal's' water and sanitation supply is currently under pressure and may not be sufficient to provide adequate supply to the currently envisaged developments, unless services are accessed from the adjacent municipalities, i.e. ERWAT which is the East Rand Water Company and is located on the south of Klipwater Township on the northern boundary of the municipality.

There is an urgent need to speed up the Sedibeng Regional Sewer Scheme project in order to accommodate development pressures in the district, these are for industrial, commercial and residential uses.

Electricity

From information currently available, it is evident that sufficient electrical capacity is available for current and planned developments. The Sedibeng District Municipalities' electricity is mainly supplied by ESKOM, with a few areas supplied by the relevant local authorities.



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Road Transport Network

The Sedibeng District Municipality has infrastructure for 3 modes of transportation, namely road, air and rail. Sedibeng District Municipality has a relatively well developed road transport network.

A Bus Network operates on the following routes:

- Vereeniging to Sebokeng, along the K59 and the K45 routes.
- Vereeniging to Meyerton.
- Evaton to Meyerton

Mini-bus taxi networks operate between the CBDs throughout the municipal areas. These routes run mostly between the CBDs into residential and industrial townships. There is a need for a bus network system that will in the future connect Heidelberg, Meyerton, Vereeniging, Vanderbijlpark and Sebokeng.

National Roads

National roads in the District are:

- The N3 national freeway, which connects Gauteng, Free State and KwaZulu Natal.
- The N17 national road, which links Gauteng, southern Mpumalanga, KwaZulu Natal and Swaziland.
- The N1 national freeway, which connects Limpopo, Gauteng and the Western Cape.

Provincial and Municipal Roads

The provincial and municipal roads for each of the local municipalities are as listed below per municipality:

Lesedi Local Municipality

- The R42 links Heidelberg with Vereeniging to the south-west and Nigel to the north-east.
- The R29 runs parallel to the N17.
- The R549 links Heidelberg with Vaal Marina and the Vaal River in the south.
- The R550 runs east/west linking Nigel with Devon.
- The R23 links the area with Balfour in the south-east and Benoni to the north.
- The R51 links Balfour with Devon.
- The R103 runs to the N3 freeway.

Midvaal Local Municipality

- The R59, north/south route links Vereeniging with Alberton and the N12 in Johannesburg.
- The R82 north/south route links Vereeniging and Johannesburg via Walkerville.
- The M61 north/south route runs parallel to the R59, linking Vereeniging and Alberton via Meyerton, Randvaal and Kliprivier.
- The R42 east/west route through Midvaal links Meyerton with Heidelberg.
- The R551 east/west route between the N1 and the Suikerbosrand Nature Reserve.
- The R550 east/west route between the N3, R59 and the R82



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- The R54 route linking the Vaal Marina to the R82.
- The K154 east/west route between R82 and R59.

Emfuleni Local Municipality

- The K178 route links Vereeniging with N1 and the North West Province to the west.
- The K53 route links Vereeniging in the south with Johannesburg in the north.
- The K59 route links Vereeniging with De Deur, Walkerville and Johannesburg to the north.
- The R82 route links Vereeniging with Pretoria via Johannesburg.

Corridors

Three main corridors exist in the District namely:

- The N3 south corridor, which links Johannesburg, Ekurhuleni and Heidelberg. This corridor was identified by the Gauteng Spatial Development Framework.
- The R59 corridor, which links Johannesburg, Ekurhuleni, Meyerton and Vereeniging.
- The N1 corridor is one of the important regional road mobility routes as identified by the GSDF. It places Emfuleni as the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis.

Air Transportation

There are a number of private air transport services that operate through the following airfields:

- In Lesedi there is a small private airfield which is situated south of Bergsig. This airport is largely utilised by farmers who have built the airstrips.
- The Aeroval Airport, situated on the boundary between Midvaal and Emfuleni, has two runways and accommodates approximately 64 airplanes.
- The Tedderpark Airport, situated in Midvaal, is privately owned and is used mostly for recreational purposes. The Tedderfield Airport provides a training academy for pilots.
- The Vanderbijlpark airport is located on the western boundary of Bophelong in Emfuleni.

Rail Transportation

Rail transportation infrastructure is well developed within the Sedibeng District Municipality.

There are two railway lines in Lesedi Municipality. These are the railway lines that run parallel to the N17 through Devon and the rail linkage between Ekurhuleni with Belfour that runs through to Heidelberg. Both of these are freight lines. The main railway line in Midvaal runs parallel to the R59 from north to south. It connects Vereeniging with Germiston and Johannesburg. In Midvaal there is an east/west line which is used for freight only. A further railway line, running through Vereeniging, Sebokeng and Orange Farm, is used as a passenger rail line.

CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

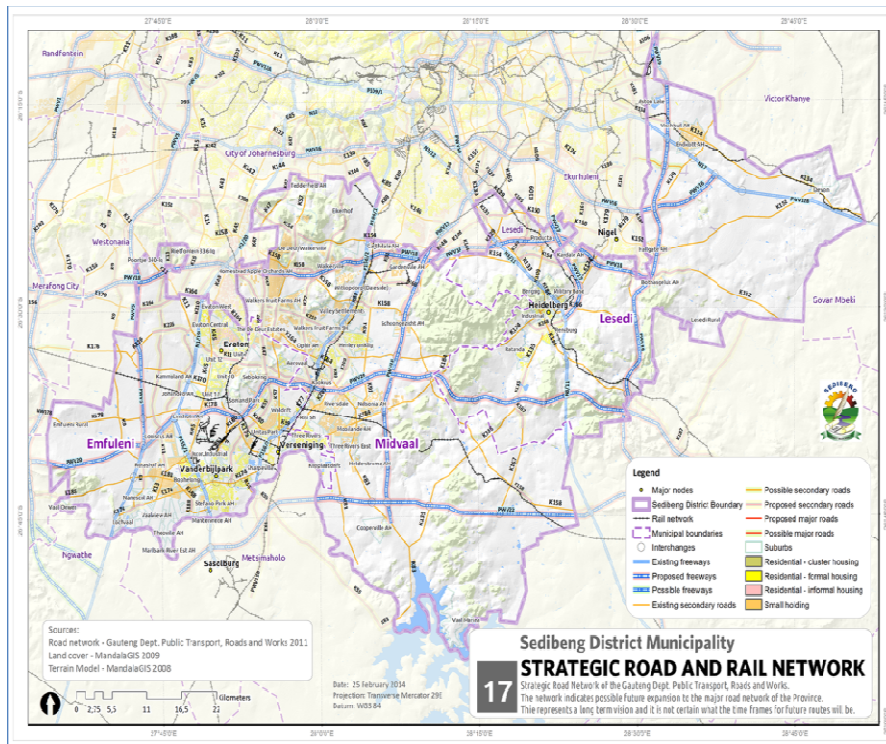


Figure C: Strategic Road & Rail Network

Infrastructure Key Issues

Infrastructural services are provided mainly in urban areas while there is a shortage of services within informal settlements. The existing infrastructure is, in general, old and overburdened and needs rehabilitation and upgrading. While the site for the Regional Sewer Scheme has been identified and the upgrading of existing works has commenced, the excess effluent is finding its way into

the rivers and wetlands, creating serious environmental and health problems.

The Sedibeng District Municipality has good quality road and rail networks that extend into other provinces, creating linkages between Sedibeng and other areas. The proposed R59 and N3 corridors present development opportunities at the District.

The Key Infrastructure Issues can be summarized as follows:

- Lack of services in rural and informal settlements.
- Non-availability of bulk infrastructure is halting development.
- Pollution problems, especially from overflowing sewage and heavy industry waste.
- The presence of pit latrines that may add to pollution.
- Shortage of east/west road networks.
- Ageing road infrastructure, especially in Emfuleni.
- Low threshold for services such as rail, and public transport such as busses.

SPATIAL STRUCTURE

Structuring Elements

In order to achieve sustainable development, it is imperative that all parties (public sector, private sector and end users) involved in development, have an agreed common vision and strategy for the Spatial Structure of the District. To this end it is important that there is a common Vision, Objectives and understanding of the preferred Spatial Structure of the District. This requires agreement on “Structuring Elements”.



CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

The Sedibeng District Municipality Spatial Development Framework adopted a set of development principles and objectives that should inform structuring elements for spatial planning in the medium to long term. The following principles were adopted:

Sustainability

Development is to be implemented in a manner that ensures sustainability of environmental resources while creating socio-economic opportunities for future generations.

Efficiency

Efficient use of resources is to be achieved through a robust urban form and structure, managed growth, based on availability of infrastructure and interconnectivity between facilities.

Accessibility

Accessibility is to result in the enhanced ability of residents to access various opportunities with reduced costs.

Spatial Development Objectives

The following spatial development objectives were adopted for the District:

A Continuous and Sustainable Open Space Network

The creation is required of an uninterrupted open space network that utilizes the ridges, rivers and nature reserves including the Suikerbosrand and the Vaal river area as the key elements within

the system.

A System of Functionally Defined Activity Nodes

The main activity node is currently Vereeniging/Vanderbijlpark, with Meyerton in Midvaal and Heidelberg/ Ratanda in Lesedi being secondary nodes. Rural services nodes are located in areas throughout the District.

Linkages

The main roads, such as R29, R42, R59, R82, R54 and R553 should be optimized to link different areas. These routes should promote mixed-use high density development.

Urban Development Boundary (UDB)

UDBs are to be used to prevent urban development sprawl, to promote more compact urban development and to protect the agricultural and ecological potential of the rural areas. Future urban development is to be within the UDB to ensure infill and densification.

Existing Major Development Opportunities

Opportunities for development around Suikerbosrand, the Vaal River and along the R59 are to be sought and utilized.

Corridors

The R59, N1, N3 corridors as well as other major routes should be



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harnessed by encouraging strategic development along them and at main public transport links (road/ rail).

Services

Upgrading of services is to be focused primarily on previously disadvantaged communities. The strategic concept is to focus on existing strengths and development opportunities whilst addressing areas of critical need through building on urban and rural strengths. There should also be high order investment (infrastructure, housing and economic enterprises) in the urban core areas as well as in upgrading existing rural settlements.

Urban Development Focus Areas

The identified focus areas include:

- Vereeniging, Vanderbijlpark and Sebokeng nodes.
- Meyerton CBD and Sicelo.
- N3 zone of opportunity.
- R59 development corridor.
- Vopak Reatile liquid terminal and Transnet bulk liquid terminal.

Precincts

Identified Precincts include:

- Government Precinct Plan
- Fresh Produce Market Precinct Plan
- Doornkuil Precinct Plan
- Waterfront Precinct Plan
- Langzeekoegat Precinct Plan

Development Nodes & Corridors

The key structuring elements in the preferred spatial concept for the district are as follows:

- Conurbation: Areas within Evaton, Sebokeng, Vereeniging, Vanderbijlpark, Meyerton and Savanna City.
- Primary Nodes: Vereeniging, Vanderbijlpark and Meyerton CBDs.
- Secondary Nodes: Sebokeng CBD, Evaton CBD, Savanna City, Waterval Precinct and Elandsfontein Precinct.
- Food Processing, Industrial & Distribution Node: Area around the Heineken Brewery.
- Mixed Use Consolidation Node: Heidelberg, Ratanda, Jameson Park, Heidelberg airfield and surrounding areas.
- Residential Consolidation Nodes: Devon/Impumelelo and Vischkuil/Endicott.
- Corridors: National Development Corridors, Economic Development & Provincial Corridors and Movement Corridors.
- Precincts: CBD Government Precinct, Fresh Produce Market, Doornkuil and Waterfront Precinct.

The detailed description and extent of the above mentioned structuring elements has been included in the Sedibeng District Municipality Spatial Development Framework 2015.

LESEDI MUNICIPAL AREA

Development Nodes



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Heidelberg / Ratanda serves as a secondary node for District purposes while it is considered to be a primary node for the local municipal area. Vischkuil / Endicott, Devon /Impumelelo serve as tertiary nodes for the District while they serve as secondary nodes for the local municipality.

Development Corridors

R24 serves as a Development Corridor.

Zone of opportunity

The following intersections with the N3 are identified as zones of opportunity:

- R23
- R550
- R42

Most of the area to the east is considered good for commercial agriculture while areas to the South West are suitable for tourism and as ecological corridors. Less than 5% of the area is used for urban development purposes.

Urban Development Boundaries

Areas indicated above as development nodes, corridors and zone of opportunity are all within the urban development boundaries to prevent encroachment into agricultural and conservation land.

MIDVAAL MUNICIPAL AREA

Development Nodes

A range of nodes are identified, these include, Vaal Marina, Savannah City, Rothdene /Kookrus, Golfpark and Meyerton CBD.

Development Corridor

The R59 is used as the dominant development corridor with nodes along the corridor to serve local interests.

Urban Development Boundary

All major residential and business/industrial areas are provided with urban development boundaries. These include Vaal Marina, the R59 corridor, Rothdene/Kookrus, Golf Park and Meyerton CBD, Savannah City and Eye of Africa.

EMFULENI MUNICIPAL AREA

Development Nodes

Vereeniging and Vanderbijlpark CBDs are primary nodes both for Emfuleni and the District, Sebokeng and Evaton are proposed as Secondary nodes.

Development Corridors

The R59 and R42 are identified as a Development Corridors.

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Mobility Corridors

These include the R54 between Sebokeng and Vereeniging and a portion of the R82.

Urban Development Boundary (UDB)

An urban development boundary was adopted for all major urban development areas. The UDB extends north-south approximately at the centre of the municipality, creating an urban east and a rural west.

Spatial Structure Key Issues

While the various policy documents dealing with spatial structure, in particular the Sedibeng IDP and the Local Municipalities' SDFs, all note the need for densification and investing in identified precincts and nodes within the District, such as the “conurbation” and nodes, the reality indicates that this is not taking place. Major investments in the District over the last few years, particularly in housing and related infrastructure, have been in areas that reinforce the old inappropriate land use patterns, placing people far from opportunities and in areas that do not take advantage of existing infrastructure, as illustrated in the Land Cover Map overleaf.

The three municipalities that constitute Sedibeng District (Lesedi, Midvaal and Emfuleni) are very different and distinct from each other with diverse environments and potentials. Further, the spatial structure and planning of these areas tends to be inward focused, not taking into account adjacent areas and the planning that has been done for the region and province does appear to be effectively

taken into account, such as the Gauteng Spatial Framework.

Lesedi has high agricultural potential and limited urban development and is functionally linked to Ekurhuleni (Springs and Nigel) for employment and services.

Midvaal has major conservation and tourism potential with little urban development, except for Meyerton, along the R59 and in newly developed residential areas such as the Eye of Africa and Savannah City. These developments relate to Johannesburg in the north and Emfuleni to a limited extent as they are functionally part of these areas. The northern part of the R59 corridor is, to a great extent, within the sphere of influence of Ekurhuleni (Alberton). Areas in the south of the municipality are functionally linked to Emfuleni. The municipality does not have a strong central economic core.

Emfuleni has defined developed areas with a strong manufacturing sector and has strong linkages and good access. The eastern portion has a developed urban conurbation with high population densities.

The Key Spatial Structure Issues include:

- A gap between urban and rural areas in relation to the provision of services and development plans for the entire District area.
- Lack of fit with the Gauteng Spatial Development Framework and concepts of a “City Region”.



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- Municipalities are not maximizing the development potential of their own strengths and resources from the broader perspective of development of the District and Province.

Spatial Concept

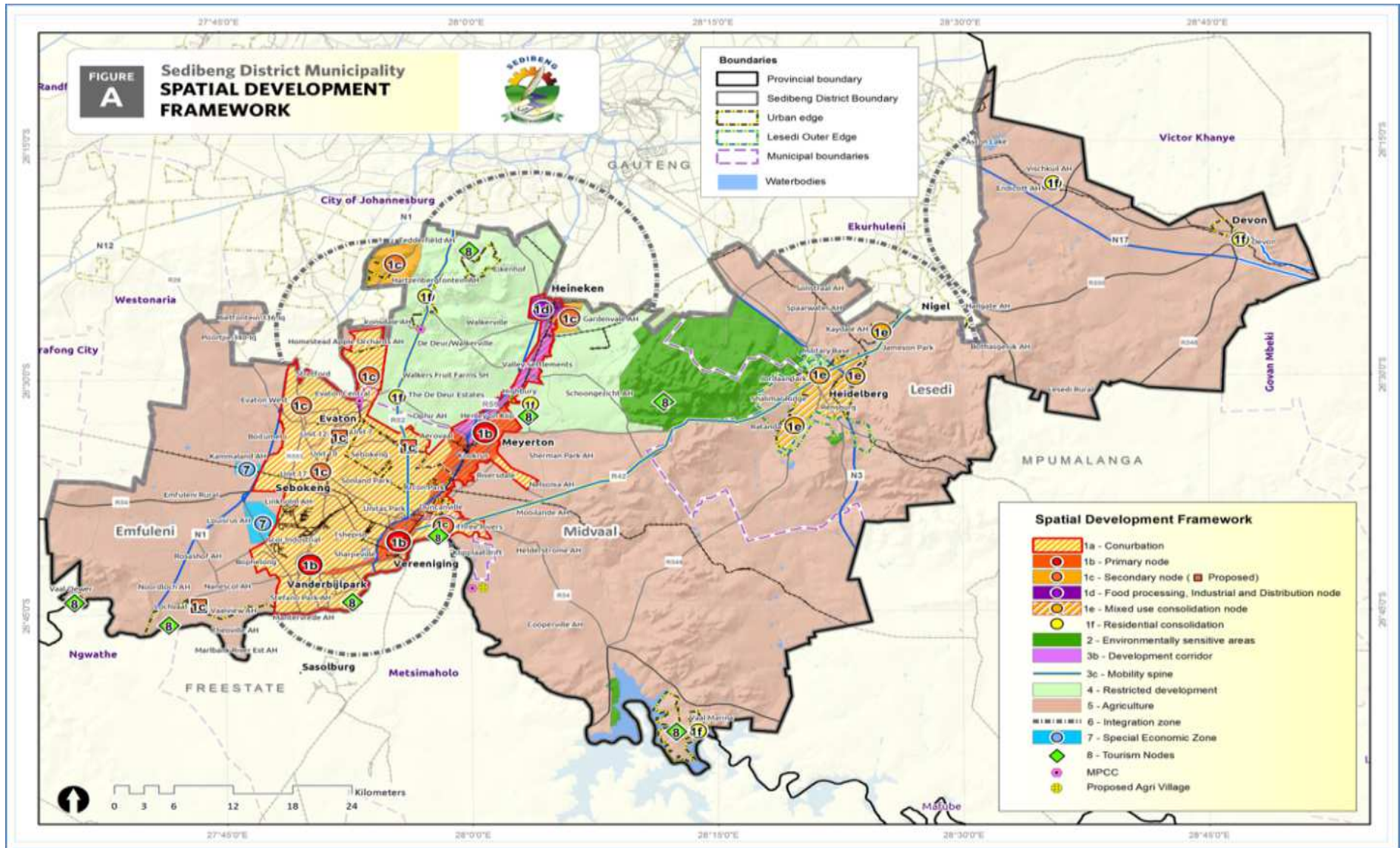
The Sedibeng District Municipality seeks to address past spatial planning imbalances and irregularities by bringing services and economic opportunities closer to previously disadvantaged areas. This initiative is supported by the proposed “conurbation” that will focus development of the district in the delineated area which includes Evaton, Sebokeng, Vanderbijlpark, Vereeniging, Meyerton, Heidelberg, Savanna City and R59 corridor.

The SDF is embedded on principles which aim to achieve the following:

- Support and align with national and provincial planning, in particular the National Development Plan, Gauteng City Region, Gauteng Vision 2055, the 25 Year Integrated Transport Master Plan and the Gauteng Spatial Development Framework 2030.
- Support and align with the SDFs of the Local Municipalities within the District (Emfuleni, Midvaal and Lesedi).
- Promote higher densities and infill in the urban core in line with national and provincial policy.
- Promote environmental sustainability.
- Promote effective and appropriate use of high potential agricultural areas.
- Facilitate the development of a continuous sustainable open space system.
- Ensure functionally defined activity nodes.

- Maximize efficiency of service infrastructure and transport systems.
- Build sustainable internal linkages.
- Establish urban development boundaries to reduce sprawl and support strategic infill.
- Support appropriate major current development initiatives and new initiatives.
- Support identified precincts and projects.
- Facilitate the upgrading of existing informal settlements.
- Support identified development nodes and corridors.
- Promote tourism in the region.
- Speed up the Sedibeng Regional Sanitation Scheme Project.
- Establish Cross-border relations with neighboring municipalities via the Regional Spatial Development Framework.

CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK



CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

Figure D: Spatial Development Framework

Precinct Plans

The five Precinct Development Plans, which have been identified as plans with potential impact at a district level, have been succinctly summarized as follows:

Doornkuil

The purpose and objective is to develop a regional precinct that will support the neighboring Savanna City development and benefit the communities in and around the development. This precinct has also been identified as the future “Agri-city” of the region.

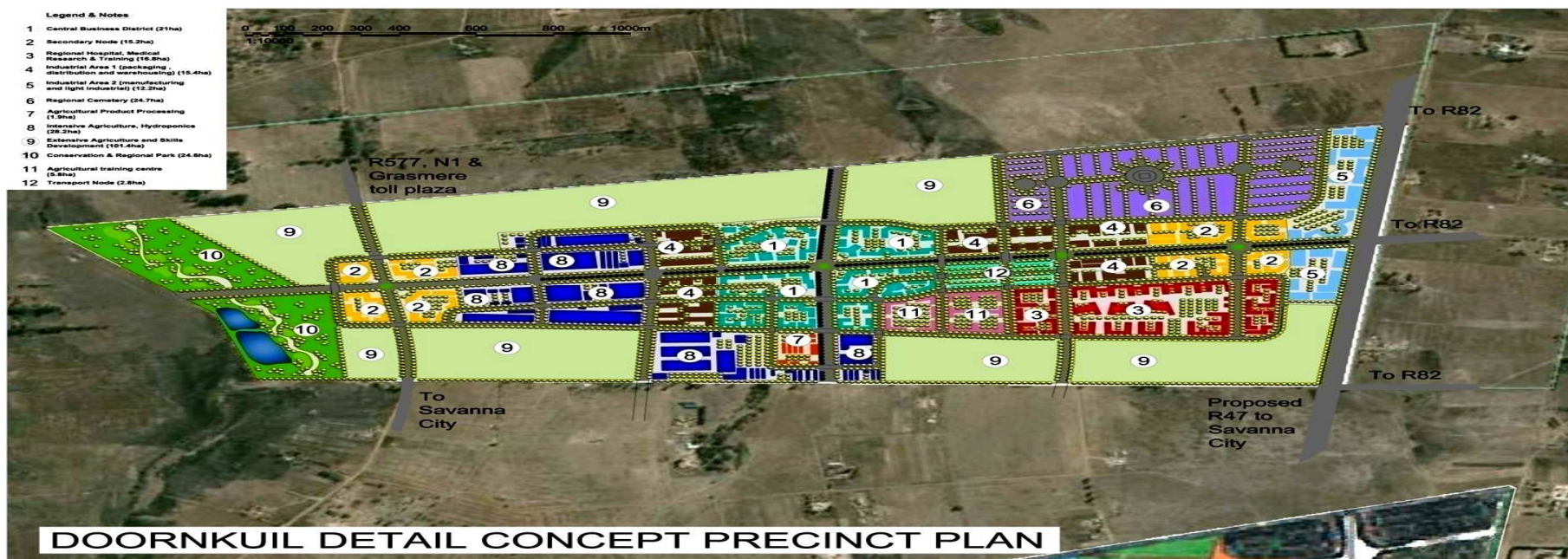


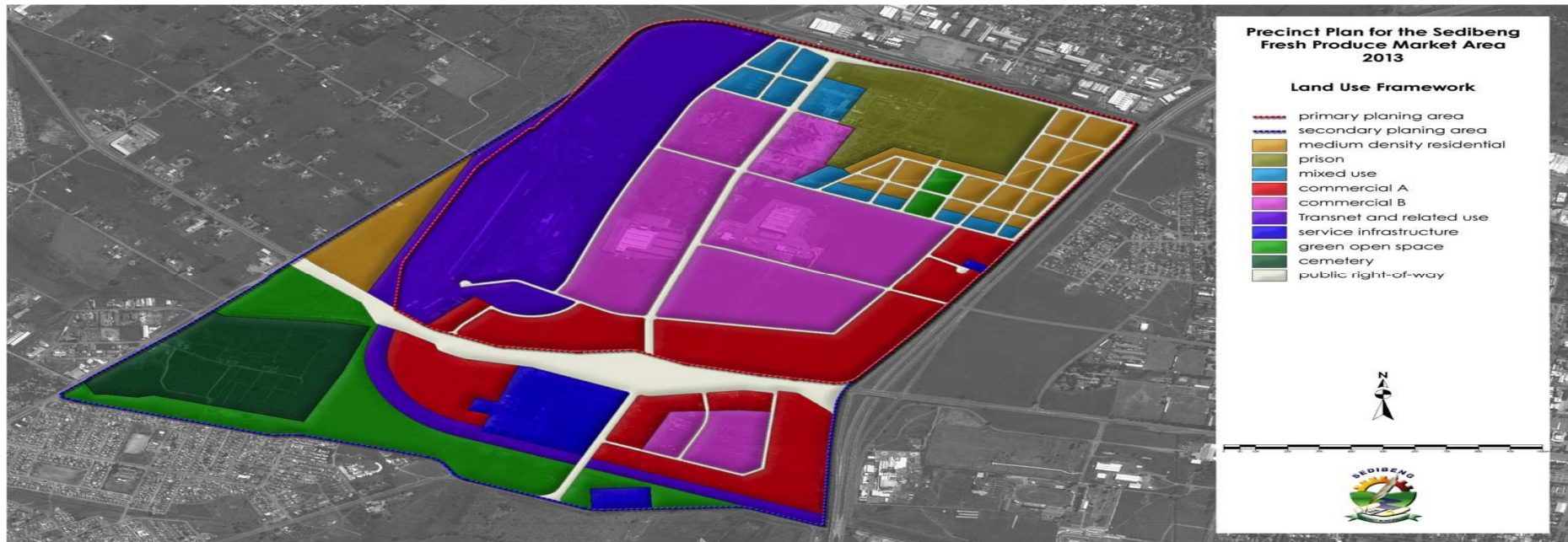
Figure E: Doornkuil Precinct

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Fresh Produce Market

The Purpose of this precinct is the enlargement of the Fresh Produce Market site in order to allow for its expansion and renovation, as well as for the accommodation of subsidiary businesses (e.g. wholesale). It is also for the creation of sites suitable for new commercial and light industrial developments, improvement of local accessibility and connectivity with the immediate surroundings (currently separated from the planning area by means of high order roads and railway lines), application of at least some Transit Oriented Development principles in the vicinity of Leeuhof station in order to derive benefits from and at the same time, to support the Johannesburg - Vereeniging public transport (rail) corridor.

The objective is to improve environmental quality and ambiance, particularly to ensure safe, pleasant, interesting and comfortable pedestrian environments; a high quality, landmark or gateway development on this very prominent intersection; proposing a clear and appealing vision for the development of the precinct which will be able to entice the commitment and facilitate the cooperation of the three different tiers of government who own different portions of the precinct.





CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

Figure E: Fresh Produce Market Precinct

Government Precinct

The Purpose of this precinct is to create a vibrant one-stop civic service area, where a range of government services and civic facilities are easily accessible to the community of the Sedibeng District, which is to form the core of a rejuvenated, mixed use Central Business District.

The objective is to ensure that the precinct is accessible at all scales, i.e:

- At a regional scale in terms of both public and private transport;
- At a local level in terms of walk ability from entry points to the CBD;
- At a precinct scale in terms of clustering services that require direct public interaction in a single area;
- To establish a range of civic uses beyond direct service delivery points, e.g. facilities and spaces for entertainment, cultural activities, sport and recreation, as well as open space and public gathering areas; and
- To develop a high quality government precinct that sets the tone for the urban regeneration of the CBD and to ensure that links are established between the government precinct and other focal points in the CBD area such as the Constitution Square.

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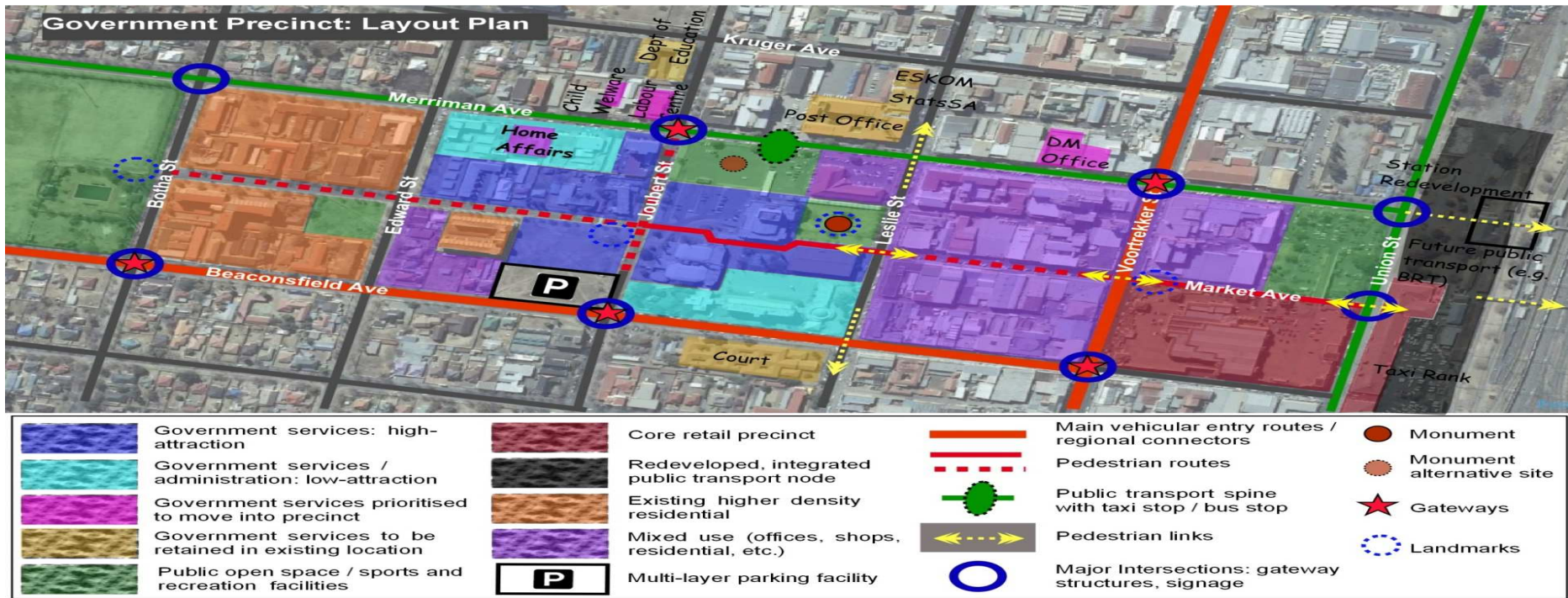


Figure F: Government Precinct

Waterfront

The Precinct Plan proposals have been divided into short to medium term proposals, which focus predominantly on the northern and central part of the precinct and long term proposals, which focus on the southern part of the precinct.

The short to medium term proposals revolve around:

- The establishment of a movement network to improve connectivity within the precinct as well as with surrounding areas;



CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

- The establishment of the linear public open space system (greenway) as the central axis through the precinct;
- The upgrading and improvement of Vosloo Park;
- The development of the vacant land and Transnet land to the east of the Central Business District; and
- The further improvement of Dickinson Park.

The development concept for this area entails the following key interventions and land uses:

- The realignment of Mario Milani Drive to follow the flood line, incorporating the proposed marina area;
- The creation of a large public open space and recreation area between Mario Milani Drive and the river, with opportunities for tourism facilities and/or residential development adjacent to Mario Milani Drive;
- The extension of the existing Aquatics Club to create a much larger and more comprehensive water sport area, which is integrated with the larger recreational area;
- The development of a proposed road to link Mario Milani Drive and Barrage Road, with office-related developments along this road which will act as buffer between the proposed residential area and the existing industrial area;
- The development of offices adjacent to Barrage Road which will act as buffer to the proposed residential development to the south but will also optimize the development potential of these two roads; and
- The development of medium density residential neighborhood (i.e. 2 to 4 storey walkups) in the remainder of the area, with adequate provision for social and community facilities.

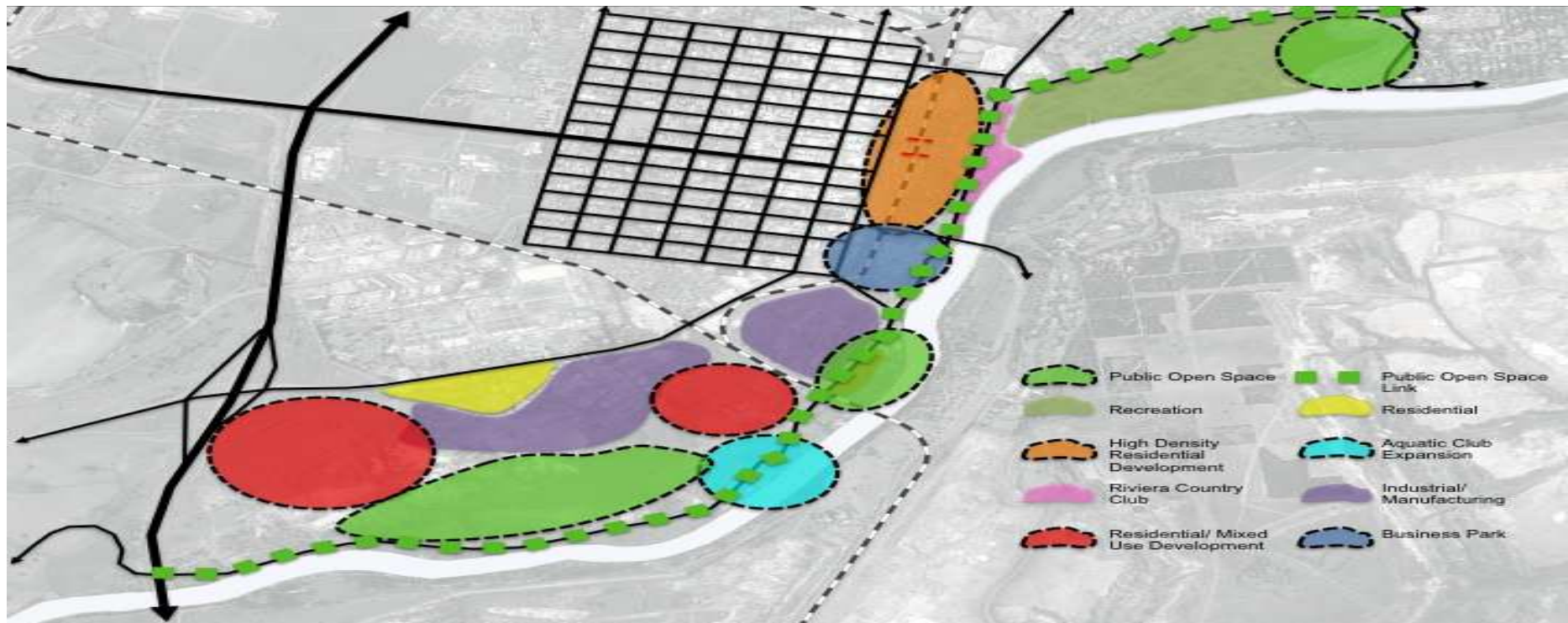


Figure G: Waterfront Precinct

Langzeekoegat

The Precinct Plan aims to establish a long-term sustainable development framework for the rural community of the farm Langzeekoegat 325 IR, with particular reference to the community on Portion 4 of the farm Langzeekoegat 325 IR. Upon establishing in-depth understanding of the situational analysis pertaining to the physical, socio-economic environment and the challenges and opportunities emanating from there, the precinct should provide a development vision with an implementation framework for the area.

The objectives of the Precinct Plan are as follows:

CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

- TO ENABLE THE CREATION OF A VIABLE AND SUSTAINABLE AGRICULTURAL COMMUNITY IN THE PRECINCT;
- TO ENABLE THE ESTABLISHMENT OF ECONOMIC AND SOCIAL DEVELOPMENT PROJECTS IN THE PRECINCT;
- TO IMPROVE THE GENERAL SOCIO-ECONOMIC CONDITIONS AND LIVELIHOODS OF THE DISADVANTAGED RURAL COMMUNITY IN THE PRECINCT AND THE LARGER RURAL ENVIRONMENT;
- TO FUNCTIONALLY INTEGRATE OPPORTUNITIES WITH THE MOVEMENT NETWORK; AND
- TO RESPECT THE ENVIRONMENTAL INTEGRITY OF THE AREA.



Figure H: Langzeekoegat Precinct Locality Map

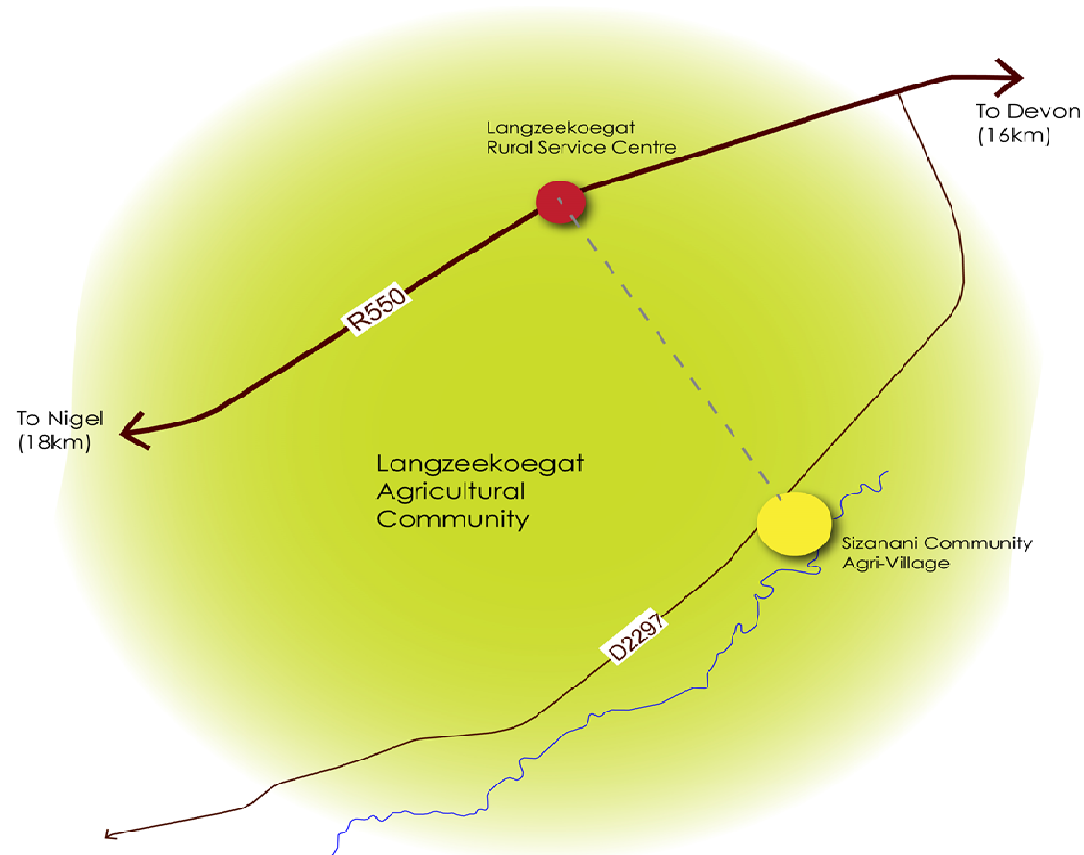


Figure 1: Development Concept

Flagship Projects/ Game Changers

In line with the Gauteng City Region 2055 vision, Sedibeng District Municipality has identified key catalytic projects with the potential to change the socio-economic status of the region and the province at large. These are projects that will be marketed as Game Changers for the province.

NB: Detailed information pertaining these projects can be found in the “Strategies, Sector Plans and Projects” Chapter of this IDP document.



CHAPTER 05: SPATIAL DEVELOPMENT FRAMEWORK

Conclusion

The Sedibeng Spatial Development Framework (SDF) has been formulated in response to a number of strategic objectives, which aim to develop an efficient and well-structured river city. The SDF seeks to address the needs to acquire or possess land for development in aid of providing quality human settlements, access to social services and increase economic opportunities. These strategic objectives relate directly to the core concerns of Local Agenda 21 and the proposed Framework is seen to contribute positively towards the creation and management of a built and natural environment within which the needs of the most disadvantaged members of Sedibeng residents may in future be met. In this regard, the Spatial Development Framework seeks to facilitate the development, over time, of a river city within which levels of access to upgraded infrastructure, social facilities and supportive institutions for marginalized residents and those afflicted with disabilities and illness is improved in both urban and rural environments.

The strategy for spatial development cannot on its own ensure the success of the implementation of the SDF. The spatial concept is supported by various other strategies and programmes which are part of a coordinated and integrated package to ensure that investments and programmes form the basis of long-term growth and development and that it supports a proper hierarchy of settlements. It also requires that there must be a certain level of intervention with decision-making and implementation to ensure a deliberate move towards a more functional and optimal spatial pattern for the municipality, also creating sustainable developments. The extent in which financial and institutional resources are mobilized will undoubtedly have a major impact and could result in a meaningful change in the existing spatial pattern towards a more natural settlement pattern for the future.

BACKGROUND:

National Treasury prescribes the guidelines of the MTREF period through a sustained and viable process as taken from the priorities of the country's 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, Modernize and Re-Industrialize (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.*

The reporting requirements of this budget are disclosed in terms of the MFMA Circulars 48, 51, 54, 55, 58, 66, 67, 70, 74, 78, 79, 85 and 86 as well as the Municipal Budget and Reporting Regulations (MBRR GN 393 of 2009) and the Municipal Standard Chart of Accounts Regulations (MSCOA GNR. 312 of 2014).

BUDGET APPROACH:

In order for Council to see improvement in the economic health of the Sedibeng District Municipality, Council needed to adopt a conservative budgeting approach. The municipality's expenditure currently exceeds their income, and this trend has seen the depletion of the municipal cash-backed reserves over the last five years. The municipality must now take on radical cost containment measures as part of the implementation of the 2017/2018 budget, with an appetite to bridge the growing gap between municipal revenue and municipal operational expenditure.

For the compilation of the 2017/2018 MTREF, the municipality has had to incorporate the shrinking revenue base (primarily composed of grants & subsidies), while also having to accommodate operational expenditure growing 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 PROCESS:

The Draft Annual Budget is strategically aligned to the Integrated Development Plan (IDP) 2017/2021 five-year strategy and provides the financial framework to the strategic objectives and targets for the upcoming three years. The budget must thus conform to the key objectives and strategies of the Sedibeng District Municipality. In this process the Finance Cluster met

individually with the MMCs, EDs and HODs (or their duly delegated representatives) of all Clusters. As a result of the limited resources (as determined by National Treasury by means of the equitable share allocation) the budget had to be drawn up within those tight constraints based on the decline of this major revenue source over the last seven years.

During the 2017/2018 budget process, Clusters were tasked to provide their budgetary requests as per their needs analysis, using the MSCOA project-based approach, and in alignment to IDP key performance areas. Incremental based budgeting was only used for expenses which have existing obligations, such as employee-related costs.

The budget was compiled based on a trend analysis taking into consideration the anticipated revenue realizable in the 2017/18 financial year. Contractual obligations such as salaries and contracted services were first determined whereby general expenses were reduced in an effort to obtain a balanced budget. Minimal allocations have been made for capital purposes due to these restricted revenue streams and lack of internal reserves.

Public Participation Engagements:

After the tabling of the draft MTREF 2017/2018 at the 96th Council Sitting held on 29 March 2017, the municipal manager duly made the consolidated three year draft Capital and Operational Budget public for public consultation and submission to National Treasury, Gauteng Treasury and the MEC in terms of Section 22 and 23 of MFMA (56/2003). Engagements were held during the month of April & May 2017 to this effect.

The Executive Mayor held the IDP Business Breakfast Engagement on 04 May 2017 with business communities and stakeholders.

There was also a budget assessment held with Gauteng Provincial Treasury on 15 May 2017 with the Acting Chief Operations Officer, the Acting Chief Financial Officer and the Acting Director: Financial Management & Budgets to discuss the credibility, relevance and sustainability of the municipal budget.

FINANCING OF OPERATING ACTIVITIES

The budget on financial performance (previously income and expenditure statement) has been drawn up on the GRAP (Generally Recognized Accounting Practices) principles of accounting where provision for depreciation has been taken into account.

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.

<i>Fiscal year</i>	<i>2016/17 Estimate</i>	<i>2017/18 Forecast</i>	<i>2018/19 Forecast</i>	<i>2019/20 Forecast</i>
<i>CPI Inflation</i>	6,4%	6,4%	5,7%	5,6%

Source: MFMA Circular 86

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NB: The declining growth of the equitable share from National Treasury coupled with the increase towards personnel costs over the last 7 years has had a negative impact on the Municipality meeting its short-term obligations towards the operations and programmes of the District.

National Treasury has further introduced a new funding model for district municipalities which has further reduced the municipality's equitable share allocation for 2017/2018. Effectively, there has only been a R3,897,000 or 1,55% growth from 2016/2017 to 2017/2018.

Transfers to Municipalities:

Section 214 of the Constitution provides for national government to transfer resources to municipalities in terms of the Division of Revenue Act (DoRA) to assist them in exercising their powers and performing their functions. Transfers to municipalities from national government are supplemented with transfers from provincial government.

The two spheres of government must gazette these allocations as part of the budget implementation process. The DoRA and Section 37 of the MFMA further requires transfers between district and local municipalities to be made transparent and reflected in the budgets of both transferring and receiving municipalities.

<i>National Allocation as per DORA Bill, Government Gazette No. 40610 of 10 February 2017</i>	2017/2018 Allocation R'000	2018/2019 Forward Estimate R'000	2019/2020 Forward Estimate R'000
Equitable Share	254,779	258,764	266,791
Local Government Financial Management Grant	1,250	1,250	1,250
Municipal Systems Improvement Grant	0	3,123	0
Extended Public Works Program Integrated Grant	2,490	0	0
Rural Roads Asset Management Systems Grant	2,431	2,560	2,703
TOTAL ALLOCATION GAZETTED	260,950	265,697	270,744

<i>Provincial Allocation as per Provincial Notice 203 of 2017, Provincial Gazette Extraordinary No. 68 of 14 March 2017</i>	2017/2018 Allocation R'000	2018/2019 Forward Estimate R'000	2019/2020 Forward Estimate R'000
HIV and AIDS	7,790	8,288	9,817
TOTAL ALLOCATION GAZETTED	7,790	8,288	9,817

Key Legal Provisions to be Strictly Enforced

All municipalities must prepare budgets, adjustments budgets and in-year reports for the 2017/18 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 formats set out in Schedules A, B and C of the regulations; and
- The relevant attachments to each of the Schedules (the Excel Formats).

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All municipalities must do a funding compliance assessment of their 2017/18 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 municipal budgets for consideration for approval is thirty (30) days before the commencement of the budget year as per Section 24(1) of the MFMA.

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

Operating Income

The service charges and rental income have been increased by 6% in accordance with the guidelines as prescribed by National Treasury.

DESCRIPTION <u>A.OPERATING REVENUE BY SOURCE</u>	Budget by Source R	BUDGET 17/18 R	%
<u>Rental Of Facilities And Equipment</u>		8,620,490	2.36%
Fresh Produce Market	8,000,000		
Maintenance & Cleaning	484,80		
Heritage (Teknorama Sales)	16,960		
Vereeniging Theatre	93,000		
Mphatlalatsane Theatre	26,000		
<u>Interest Earned - External Investments</u>		1,680,000	0.46%
Finance Cluster - Financial Management	1,680,000		

DESCRIPTION <u>A.OPERATING REVENUE BY SOURCE</u>	Budget by Source R	BUDGET 17/18 R	%
<u>Licenses And Permits</u>		73,919,504	20.27%
License Services Centre - Support	0		
License Services Centre - Vereeniging	24,305,724		
License Services Centre - Vanderbijlpark	22,872,104		
License Services Centre - Meyerton	17,955,516		
License Services Centre - Heidelberg	8,786,160		
<u>Government Grants And Subsidies</u>		268,740,000	73.70%
Finance Cluster - Financial Management (Equitable Share, FMG, MSIG, EPWP, Transformation)	258,519,000		
TIE – Infrastructure rural roads	2,431,000		
Community Services Cluster - HIV & AIDS	7,790,000		
<u>Revenue From Agency Services</u>		7,953,306	2.18%
Corporate Services Cluster - IT Emfuleni	7,953,306		
Corporate Services Cluster - IT Midvaal	0		
<u>Other Revenue (Minor Tariffs)</u>		3,624,143	0.99%
Finance Cluster - Financial Management & Tender Income	217,158		
Corporate Services Cluster - Human Resources Administration (SDL)	406,985		
Telephone Income	0		
Vereeniging Airport (Airfield Fuel and Usage Fees)	3,000,000		
<u>Gain on disposal of PPE</u>		100,000	0.03%
Total Operating Revenue by Source		364,637,443	

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Employee and Councilor Related Costs (68.2%)

Attention is drawn to the current trend of the steep growth in employee-related expenditure for the total organization.

Salaries & councilor allowances are projected at R265million for the 2017/2018 financial year. There is a three-year collective labour salary agreement (SALGA & SALGBC) currently in place and according to circular 86 the estimated increase for salaries & wages is $CPI + 1\% = 6,4\% + 1\% = 7,4\%$. Limited provision for vacancies (new posts and attritions) was made for all Clusters as part of existing recruitment processes to fill critical key posts. Subsequent to the tabling of the draft MTREF 2017/2018, the Executive have taken a decision to place a moratorium on the filling of future vacant posts in an effort to reduce the substantial salary bill.

Council must note that although employee related costs have grown by 7,4%, the provisional equitable share allocation has only grown by 1,55% leaving Council to fund a deficit of 6,1%. This deficit has had to be filled by reducing other operational expenditure, potentially reducing Council's ability to render services but still able to fulfill our coordinating role based on our current human capital on powers and functions for the District.

During the GPT budget assessment engagement, COGTA was requested to assist the municipality with an organizational design review in order to conduct a skills audit of the existing structure of the municipality and to determine the best value-for-money option for the existing employee related costs.

Depreciation (4.33%)

In accordance with the GRAP principles and standards and the prescription of the approved asset management policy, depreciation on all assets needs to be provided for within the statement of financial performance. This will allow Council to charge consumers during the useful life of the asset on a proportionate basis and not at the date of acquiring the asset.

The amount provided for the 2017/2018 financial year amounts to R17million, which is meant to be cash generated in order to serve as capital replacement reserves to maintain the assets for the outer years of 2018/19 and 2019/20.

Repair and maintenance (2.15%)

Repairs and maintenance will be for current buildings occupied by Sedibeng District Council as well as the movable assets on the asset register. An amount of R8,4million has been provided, which equates to 2.15% of the total budget of Council. This is a R3, 8million increase on the 2016/2017 adjustment budget.

Repairs and maintenance of Council's assets are allocated as follows:

REPAIR AND MAINTENANCE	R'000
Maint - buildings fences & sites	3,144
Maint - network / infrastructure	4,479
Maint - plant equipment & furniture	350
Maint - vehicles	400

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Contracted services (9.27%)

Contracted services have been determined by the need for services to be rendered by service providers and taking the current obligations into account.

The top user-departments are stated below:

Contracted Services	R'000
Security Services	10,004
Municipal Health Services	19,001
Internal Audit	1,256
Maintenance & Cleaning	3,426
Taxi Rank Cleaning	660
Fresh Produce Market	515
Information Technology	421
Heritage	384

General Expenses (17%)

The general expenditure budget has been drawn up in order to assist the employees of Council to provide them with the necessary tools and consumables to achieve the deliverables as set in the NDP, TMR, GDS and IDP, while remaining within the constraints of the municipality's limited revenue sources. The budget has also been drawn up taking into consideration that the main purpose of the District is to plan and co-ordinate, whereas the service delivery execution process will be performed at a local municipality level.

Note should be taken that there has been a decrease of R3,9 million in general expenditure budgeted from 2017/2018 compared to the 2016/2017 adjustment budget due compensating for the decline in the growth of the equitable share

and salary budget increase, which has grown above the equitable share growth.

Council are advised to review training and development costs in terms of the operational and service delivery requirements of Council, and a concerted effort be made immediately to approach the various SETA's to gain LGSETA discretionary grant funding as income before the approval of the final budget for 2017/2018 by Council.

It should also be noted that without these LGSETA discretionary grant funding, the municipality cannot afford to implement their internal training and development programme over the MTREF, reducing ability to achieve IDP outcomes for *Releasing Human Potential*.

Implementation of MSCOA

The SCOA (Standard Chart of Accounts) must also be implemented in full before the deadline of 1 July 2017 and therefore an amount of R3,2 million was provided for in the capital budget. The tabled 2017/2018 MTREF has been drafted in MSCOA format (version 6.1), and the municipality has received feedback from National Treasury on the technical soundness of the draft MTREF, and do not anticipate there to be significant challenges with the transition over to MSCOA on 01 July 2017.

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INVESTMENT INTO CAPITAL

The total Capital investment for 2017/2018 will be R6 million whereby the full amount will be funded from our internal provisions (**See Annexure “D”**). Clusters are encouraged to source grant funding for future capital projects. Donor and Grant Funding must also be considered for planned projects as outlined in the IDP to ensure that it is properly funded before the final 2017/18 budget is approved by Council.

During the budget assessment engagement with Provincial Treasury, an appeal was made by the municipality to explore capital investment options available to the municipality for increasing the revenue-generating capacity of existing municipal functions such as the Vaal Aerodrome, the two Theatres, the City Hall and the Fresh Produce Market.

Further engagement has also been held by the municipality with the HOD of the Gauteng Provincial Department Roads & Transport on infrastructure refurbishment of the Licensing Service Centres which are currently being leased from the local municipalities.

Council must take note that as the municipality currently no longer holds cash-backed reserves, Council will not have the ability to fund future capital projects and programmes from internal sources of funding.

Annual Procurement Plans:

On matters relating to financial investment activities into operational, maintenance, repair, improvement and additions to

property, plant and equipment, as well as Council programmes, it has been recommended that Clusters prepare their procurement plans with the purpose of regular monitoring and reporting on the performance of the organization against these procurement plans.

This process is required as per the MEC Finance’s directive of 2014 whereby approved annual procurement plans must be submitted to Gauteng Provincial Treasury by no later than 31 July annually for reporting and monitoring purposes.

BUDGET STEERING COMMITTEE

In terms of the Municipal Budget and Reporting Regulations no. 4, the Executive Mayor must establish a *budget steering committee* (Budget Panel) to provide technical assistance to the Executive Mayor in discharging her responsibilities as per section 53 MFMA. The MMC: Finance together with the Finance Cluster consulted extensively internally during the drafting of this annual budget and as a result, presented to the Executive Mayor with a budget that is aligned to the strategic objectives of Council’s IDP as well as conformed to MFMA requirements. Council would have noted that the draft tabled 2017/2018 MTREF was not balanced, and after exploring various options, it was proposed that Council consider the option of applying for an overdraft credit facility with the municipal bankers, to cover a cash shortfall in the operations of the municipality for the 2017/2018 financial year.

Of some of the concerns raised by Provincial Treasury during their budget assessment, was the high trade creditor at the time of reporting (March 2017). The municipality then indicated to Provincial Treasury during the discussion that there are also high

trade debtors, which is directly related to inter-council indebtedness. Should the municipality, with Provincial Treasury's support, recover this *outstanding inter-council indebtedness*, as well as together with the *cost containment* measures, the municipality would experience a cash flow injection, hence, reducing the necessity to utilize the overdraft credit facility.

It must be further noted by Council that this overdraft credit facility is subject to the stringent requirements of MFMA section 45, and is for the provision of short-term debt purposes only. The municipality may only exercise the overdraft credit facility by way of a resolution of the municipal council, signed by the Executive Mayor, has approved the debt agreement; and the accounting officer has signed the agreement which creates or acknowledges the debt.

Short-term debt

45. (1) *A municipality may incur short-term debt only in accordance with and subject to the provisions of this Act and only when necessary to bridge—*

- (a) *shortfalls within a financial year during which the debt is incurred, in expectation of specific and realistic anticipated income to be received within that financial year; or*
- (b) *capital needs within a financial year, to be repaid from specific funds to be received from enforceable allocations or long-term debt commitments.*

(2) *A municipality may incur short-term debt only if—*

- (a) *a resolution of the municipal council, signed by the mayor, has approved the debt agreement; and*
- (b) *the accounting officer has signed the agreement or other document which creates or acknowledges the debt.*

(3) *For the purpose of subsection (2)(a), a municipal council may—*

- (a) *approve a short-term debt transaction individually; or*
- (b) *approve an agreement with a lender for a short-term credit facility to be accessed as and when required, including a line of credit or bank overdraft facility, provided that —*
 - (i) *the credit limit must be specified in the resolution of the council;*
 - (ii) *the terms of the agreement, including the credit limit, may be changed only by a resolution of the council; and*
 - (iii) *if the council approves a credit facility that is limited to emergency use, the accounting officer must notify the council in writing as soon as practical of the amount, duration and cost of any debt incurred in terms of such a credit facility, as well as options for repaying such debt.*

(4) *A municipality—*

- (a) *must pay off short-term debt within the financial year; and*
- (b) *may not renew or refinance short-term debt, whether its own debt or that of any other entity, where such renewal or refinancing will have the effect of extending the short-term debt into a new financial year.*

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(5) (a) *No lender may wilfully extend credit to a municipality for the purpose of renewing or refinancing short-term debt that must be paid off in terms of subsection (4)(a).*

(b) *If a lender wilfully extends credit to a municipality in contravention of paragraph (a), the municipality is not bound to repay the loan or interest on the loan.*

(6) *Subsection (5)(b) does not apply if the lender—*

(a) *relied in good faith on written representations of the municipality as to the purpose of the borrowing; and*

(b) *did not know and had no reason to believe that the borrowing was for the purpose of renewing or refinancing short-term debt.*

The municipality furthermore, should continue to openly and actively engage with Provincial and National Treasuries on matters of revenue enhancement so as to avert the actual need for exercising the overdraft credit facility.

Other proposals arising from discussions at the Budget Panel and Provincial budget assessment, highlighted several operational issues for future evaluation and assessment, with the possibility of increasing revenue generation in the upcoming financial year . These included:

- Further inter-governmental engagements on the future long-term funding of the Sharpeville Heritage Precinct now that has been recognized as a National heritage site, as well as on the Boipatong Memorial;

- Further inter-governmental discussion over the provision of funding for the Disaster Management function with specific reference to Schedule 4 – Part A of the Constitution (108/1996) and the requirements of the Disaster Management Act Chapter 5;
- The short to medium term revenue model for the funding of the Regional Tourism Organization (RTO);
- The medium term outlook for the NDPG unit in SPED now that the funding has been relocated to the local municipalities;
- The apportioning of the Novell (IT network) license to the local municipalities; and
- To conduct inter-governmental engagements on potential infrastructure / repairs & maintenance funding for:
 - Refurbishing the Taxi Ranks;
 - Refurbishing Licensing Service Centres;
 - Museums;
 - Theatres; and
 - Municipal Administrative buildings.

At the time of preparing this MTREF to be tabled, the municipality had also not as yet finalized other avenues of cost reduction, which could also potentially reduce the deficit gap between the operational revenue and the operational expenditure. These include:

- Potential revenue generation from the existing fibre optic network;
- Review the funding model of the district wide IT service;
- Cost reduction of contracted services through participation in National Treasury transversal contracts for goods, services and commodities such as:
 - Provision of mobile communication service and devices;

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- Leasing of labour saving office equipment devices; and
- Subscription for digital satellite television services.

Amendments to overtime working conditions for staff earning above the Department of Labour threshold (in consultation with Labour Representatives) to reduce costs and improve quality of working conditions of the affected staff members;

- Reviewing office space lease agreements as and when they become due for renewal with the intention to reduce rental expenditure;
- Intensify efforts to source corporate social responsibility funding and/or philanthropic funding for the Executive Mayor's programmes such as the external student financial aid scheme;
- Seek intervention from Department of Labour and COGTA on the lack of disbursement of LGSETA skills development funding from the discretionary grant.

ALIGNMENT WITH COUNCIL STRATEGIES

This report is aligned to the Reviewed IDP for 2017/2021, 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 and 86 of National Treasury.

It must be noted by Council that Council have yet to adopt the cost containment prescripts of MFMA Circular 82 (updated November 2016) prescribed by the Minister Finance under MFMA section 168. Alignment of the 2017/2018 MTREF to these

cost containment measures will seek to improve the overall credibility and sustainability of the budget.

4.1 Council Budget Related Policies

The MTREF for 2017/2018 has been drawn up in alignment with the following financial & budget related policies (as reviewed and adopted Council Resolution A1532):

- Cash Handling Policy
- Management of Foreign Exchange Policy
- Cash Management & Investment Policy (as amended A1579)
- 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
- Unauthorized, Irregular, Fruitless & Wasteful Expenditure Policy
- Accounts Payable Policy
- Payroll Management Policy
- Subsistence & Travel Policy
- Funding & Reserves Policy

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- Journal Entry Policy
- Vaal Teknorama Policy
- Acting Allowance Policy
- Donation Policy

During the budget process, these policies were reviewed and found to still be applicable with no requirement for amendments.

FINANCIAL IMPLICATIONS

The total estimated operating revenue of R 364,637,443;

The total estimated operating expenditure of R 385,892,878;
resulting in an operational deficit of R 21,256,125 and

The total estimated Capital Budget of R 6,000,000.

Section 18 of the MFMA act needs to be adhered to when looking at the budget funding requirements. This section indicates the following:

“18. (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 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.”

The Committee must take note that as tabled, the 2017/2018 MTREF is not in balance, and as a result the municipality will seek an overdraft credit facility not exceeding R25million to bridge the cash shortfall in the operational expenditure only when the need arises and subject to Council approval.

The following Annexures are attached:

Annexure “A-1” A Schedule & Budget Summary (non-MSCOA format)

Annexure “A-2” Budget Summary (MSCOA format)

Annexure “B” Budgeted Financial Performance by Classification (NT)

Annexure “C” Budgeted Financial Performance by Vote (Cluster)

Annexure “D” Budgeted Capital Expenditure

Annexure “E” Tariff of Charges

LEGAL IMPLICATIONS

The budget has been drawn up in line with the MFMA, Act 56 of 2003 (SS 16-17) which inter alia states:

“The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.”



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

INTRODUCTION & BACKGROUND:

The Sedibeng District Municipality has successfully integrated its Integrated Development Planning with electronic Performance Management System. This has made it possible for the municipality to monitor measure and report against all set deliverables in its 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 is –

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

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 SDM's electronic Performance Management System (ePMS) is developed in total compliance with all legislations related to performance management. The system reflects a clear line of sight in alignment cascading from the National Development Plan Vision 2030 (NDP), National and Provincial Outcomes (Gauteng 10 Pillars), the Sedibeng Growth and Development Strategy (GDS), the 5-year IDP, the 1-year 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 progress report 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 system has an inherent monitoring tool in form of dashboards, thus on continuous basis showcase areas of performance and under-performance. This tool gives progress status against the set Deliverables in all Clusters and affords early detection and intervention in areas of need.

In terms of progress in the completed 2014/15 financial year, the Municipality has progressed very well against the set Deliverables and targets. It successfully completed 86% of all set targets in its SDBIP. The Office of the Auditor General gave SDM a 'clean audit' opinion three years in succession, 2012/13 to 2014/15. The Sedibeng District Municipality conducts its planning, as reflected in this chapter, to show a clear alignment between its Strategies and Sector Plans, outlined in Chapter 4 of this document. The set performance areas for the financial year 2016/17, as captured herein below, indicate all measurable projects and programmes planned to be implemented by the municipality



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

MAINSTREAMING:

Mainstreaming in government planning, budgeting & programmes is to seek empowerment and to promote designated groups access to basic services and participation in democratic governance within government & representation at all levels and elimination of discrimination against women, children, youth, and people with disabilities, elderly persons.

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 essentially offers a pluralistic approach that values the diversity among both men and women.

The SDM is committed, in line with national and provincial policy, to ensure that the following designated groups are protected, promoted and empowered as the case maybe:

- Women;
- People with disability;
- Youth;
- Children;
- People infected and affected by HIV and AIDS;
- Elderly; and
- Ex-combatants.

We protect and promote designated groups in two ways. Firstly we ensure that in all relevant programmes, the needs of these designated groups are 'mainstreamed'. This means for example that there must be targets for the employment of youth and women in EPWP projects or that we know that programmes to address air pollution will have an impact on the health of children with asthma.

Secondly, we have specific programmes targeted at one or more of our designated groups. This includes the Youth Advise Centres targeting youth or the Victim Support Centres that target women.



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

Below we have set out what are our key programmes that will promote and empower all designated groups followed by key programmes per designated groups. In the following section, we repeat all our key deliverables and set out how they can benefit different designated groups.

Training and job opportunities

- Ensure that training and job opportunities that may arise will target designated groups;
- Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labor and communities in getting involved in national and provincial programmes); and
- Greening and cleaning.

Ownership - Facilitate ownership options for designated groups in:

- Housing and Urban renewal projects;
- Industrial Waste Exchange Programme; and
- Land release;

Poverty alleviation and social development

- Ensure that alternative options are explored including ensuring designated groups are prioritized in the “shack down programme”.

Volunteers - Volunteers from all designated groups should be involved in:

- HIV and Aids programmes;
- Fire prevention (PIER) and Clean Fires Programme;
- Crime prevention; and
- Greening and cleaning.

Within SDM



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

Performance Indicators and Gender Mainstreaming activities:

A) IDP KEY PERFORMANCE AREA: Reinvent 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.*

- **IDP Strategy:** Create long term sustainable jobs, reduce unemployment, poverty and inequalities

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
▪ Increase EPWP roll out programmes.	Linking poor people to job creation opportunities	Number of Economic Opportunities created	✓	✓	✓	✓	✓
▪ Coordinate FabLab through products simulation.	Promote SMMEs for product design and innovation	Number of SMME's assisted to access FAB-Lab	✓	✓	✓	✓	✓
▪ Coordinate the locals for CWP implementation		Number of unemployed people accessing CWP	✓	✓	✓	✓	✓

- **IDP Strategy:** Promoting a diverse economy within the Sedibeng Region.

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
▪ Coordinate the Regional Economic Framework	Implementation of Regional economic planning	Submission of Regional Economic Framework to Council for approval	Not Mainstreaming Specific				

- **IDP Strategy:** Ensure BBBEE and SMME Development

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
<ul style="list-style-type: none"> Facilitate support for co-operatives, small scale farmers and small, medium and micro businesses 	Link co-operatives, small scale farmers and small, medium and micro businesses to economic opportunities	Number of co-operatives, small scale farmers and small, medium and micro businesses linked to economic opportunities	✓	✓	✓	✓	✓

▪ **IDP Strategy:** Promote and Develop Agricultural Sector

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
<ul style="list-style-type: none"> Facilitate support for co-operatives, small scale farmers and small, medium and micro businesses 	Agro-processing	Number of co-operatives, small scale farmers and small, medium and micro businesses linked to Agro-processing opportunities	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> Coordinate the support for food security programmes, Households and Institutional food nutrition programmes. 	Food Security programme through community food garden	Number of household supported through Food Security programme and community food garden	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> Improved coordination and management of tractor mechanization support programme. 	Access to equipment and machinery for farmers	Number of farmers accessing mechanization programme	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> Improve participation and coordination of CRDP Programme 	Rural development Support	Number of IGR forums attended	✓	✓	✓	✓	✓

▪ **IDP Strategy:** Promote and Develop Tourism

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
<ul style="list-style-type: none"> Tourism Policy, Strategy, Regulations Monitoring and Evaluation 	Identify Township Tourism Opportunities and participate in National, Provincial and Local Strategies which will unlock tourism potential in the region	Number of strategic sessions facilitated and reports submitted to Council	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> Tourism Institutional Arrangements 	Support Regional Tourism Organization (Vaal River City Tourism Promotion Company (SOC)	Number of Board meetings held and technical support provided to company	✓	✓	Not Mainstreaming Specific		✓



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IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
<ul style="list-style-type: none"> Tourism Demand ; Destination marketing 	Identify and participate in exhibitions and marketing initiatives Update tourism map and website	Number of exhibitions and marketing platforms	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> Tourism Supply 	Develop skills in the Tourism Industry to ensure higher levels of quality and service delivery	Number of skills development and tourism awareness programmes facilitated	✓	✓	✓	✓	✓

B) IDP 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.

▪ **IDP Strategy:** Ensure Sustainable Human Settlement and Improved Quality of Household life

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
Accelerate delivery of housing opportunities	Monitor & Co-ordinate housing programmes Facilitate Urban renewal programmes	Number of reports on Housing and urban renewal programmes submitted to Council and Province	✓	✓	✓	✓	✓
Facilitate enrolment to National upgrading support programme and projects	Grant funding		Not mainstreaming specific				
Align the SDF with IDP, Budget and Performance Management Systems	Review the SDF	<ul style="list-style-type: none"> SDF Chapter in the IDP SDF document with a long term vision for the municipality 	Not mainstreaming specific				
Promote Spatial and Socio-Economic Transformation	Strategic Game Changer projects included in the SDF	Spatial representation of development projects linked to the Capital Investment Framework	Not mainstreaming specific				
Implement SPLUMA in the region	Monitor SPLUMA compliance by Local Municipalities with regards to the development and implementation of By-Laws, Municipal Planning Tribunals and Land Use Schemes	Quarterly Progress/Update reports	Not mainstreaming specific				



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IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO				
			Gender	Youth	PWD	Ex Combatants	Women
Manage GIS	Administer GIS server, data and other related functions	Quarterly Progress/Update reports	Not mainstreaming specific				

C) IDP KEY PERFORMANCE AREA: 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 receiver of waste to a green city.

▪ Environment

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Ensure the implementation of an Effective and Efficient Environmental Management in the region	Reduce atmospheric pollution to comply with Ambient Air Quality Standards.	<ul style="list-style-type: none"> Licensing of listed activities Fully operational ambient Air Quality stations 	N/A					
	Review and Implement Air Quality By-laws	Approved Air Quality bylaws by Council	N/A					
	Development of district climate change response strategy.	Approved district climate change response strategy.	N/A					
Ensure the implementation of MHS programme to reduce environmental health risks.	Implement Environmental Awareness campaigns for the region	Number of Environmental Awareness campaigns implemented						
	Rendering of Municipal Health Services to all communities	Municipal Health Services rendered						
	Development and Promulgation of MHS by laws for the Sedibeng District	Approved MHS by laws by Council						
Less and better managed waste in the region	Facilitate and ensure implementation of the National Waste Management Strategy	Reduced tonnage of waste to the landfill sites						
	Coordinate and support waste management programs in the region	Number of waste management programs coordinated and supported	✓	✓	✓	✓	✓	N/A



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D) IDP KEY PERFORMANCE AREA: 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.*

Information Technology

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Implementation of the Information Security Management System	Security Standards, Policies and Procedures	Security Standards, Policies and Procedures approved	✓	✓	✓	✓	✓	
	Information Technology Governance Framework as per DPSA guide	Information Technology Governance Framework as per DPSA guide approved	✓	✓	✓	✓	✓	
	Information Technology Steering Committee meetings	12 Information Technology Steering Committee meetings held	✓	✓	✓	✓	✓	
	Contract Management	100% of Information Technology Contracts approved	✓	✓	✓	✓	✓	
Investment into communication infrastructure	Optic Fibre project	Optic Fibre project maintained	✓	✓	✓	✓	✓	
	Wi-Fi connectivity	50 Wi-Fi hotspots connected	✓	✓	✓	✓	✓	
Improve information connectivity within the Sedibeng Region	Shared IT related services	4 shared services Service Level Agreements approved and implemented	✓	✓	✓	✓	✓	
	Mobile Communication connectivity	Transversal Mobile Communication implemented	✓	✓	✓	✓	✓	
	IT operations and procedures management	12 reports on IT operations and procedures	✓	✓	✓	✓	✓	



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

▪ Licensing

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Reduce time slots from one hour to 30 minutes	Increase number of Driver and Learner licenses in four Licensing Services Centres	Increased number of Driver and Learner licenses in Licensing Services Centres	✓	✓	✓	N/A	✓	N/A
Provide Licensing services in the historically disadvantaged communities.	Increase Licensing service centers in the district	Increased number of licensing service centre in the district	N/A					
Increase number of the drive thru 'for license renewal services.	Open drive thru for license renewal services in the district	Increased number of drive thru 'for license renewal services in the district	N/A					

• Transport

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Develop and Review ITP for the region	Review and develop the ITP	Integrated Transport Plan (ITP)	NA					
Facilitate the promotion of safe and peaceful rail operations	Work with PRASA (Passenger Rail of South Africa) for the Development and promotion of rail in the region.	Awareness programmes and engagement with PRASA	NA					
In partnership with Province and Emfuleni support the development of Vaal Logistic Hub	Coordinate and support Vaal Logistic Hub	Development of Vaal Logistic Hub	NA					

• Infrastructure

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Plan for effective, efficient and sustainable infrastructural projects, water and sanitation services, and provision of electricity	Support Facilitation and coordination for the speedy implementation of the Sedibeng Regional Sewer	Progress reports on Sedibeng Regional Sewer	NA					



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO						
			Gender	Youth	PWD	Ex Combatants	Women	Elderly	
	Support Facilitation and coordination of Infrastructure projects in the region.	Progress report on Infrastructure Projects							NA
	Development of Rural Road Asset Management system.	Rural Road Asset Management system.							NA

E) IDP KEY PERFORMANCE AREA: Releasing human potential; *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.*

IDP Strategy: Ensure effective, competent and motivated staff

- Human Resource**

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Improve Human Resources Management and ensure application of best Human Capital Management Practices	Human Resources Management Strategy	1 Human Resources Management Strategy approved and implemented	✓	✓	✓	✓	✓	
	Human Resources Policy	1 Human Resources Plan approved and implemented	✓	✓	✓	✓	✓	
	Council Policies	10 Council Policies approved	✓	✓	✓	✓	✓	
	Staff Audit	100% of staff Audited	✓	✓	✓	✓	✓	



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
	Occupational Health and Safety	4 awareness campaigns conducted	✓	✓	✓	✓	✓	
	Electronic Human Management (Time and attendance) system	80% of staff accounted for through electronic leave system	✓	✓	✓	✓	✓	
Ensure application of best Human Capital Development Practices	Employment Equity Programme	1 Employment Equity Plan approved and implemented	✓	✓	✓	✓	✓	
	Skills Development Plan	1 Skills Development Plan approved and implemented	✓	✓	✓	✓	✓	
	Training programmes not related to Skills Development Act	4 training programmes conducted	✓	✓	✓	✓	✓	
	Internal Bursary programme	10 employees awarded internal bursaries	✓	✓	✓	✓	✓	
	Job Evaluation	100% of Job descriptions to be Evaluated	✓	✓	✓	✓	✓	
	Employees Wellness Programmes	500 employees reached through Wellness programme	✓	✓	✓	✓	✓	

IDP Strategy: Develop and Maintain high level of municipal facilities

- **Facilities**

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Improve Council image and access to Municipality's Buildings and Facilities	General Maintenance and Repairs Strategy	1 General Maintenance and Repairs Strategy approved	✓	✓	✓	✓	✓	✓



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Ensure effective and efficient Fleet management	Fleet Management Plan	1 Fleet Management Plan implemented	✓	✓	✓	✓	✓	✓

▪ Utilities

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Ensure a self-sustained Vereeniging Fresh Produce Market.	Fresh Produce Market Strategy	1 Fresh Produce Market Strategy Approved and implemented	✓	✓	✓	✓	✓	
	Fresh Produce Market Project Rebirth	Fresh Produce Market Project Rebirth implemented	✓	✓	✓	✓	✓	
Ensure a self-sustained Airports	Airports Strategy	1 Airport Strategy approved and implemented	✓	✓	✓	✓	✓	
Facilitate, implement and monitor Taxi Ranks Strategy	Effective management of the Taxi Ranks	5 taxi ranks managed	✓	✓	✓	✓	✓	

▪ Internal Protection Services

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Provide Protection Services for public, employees and Councillors entering and using the municipality facilities and buildings	Protection Services Strategy	1 Protection Services Strategy Approved	✓	✓	✓	✓	✓	✓



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

Corporate and Legal

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Ensure effective Secretarial services to Council, Mayoral and related Committee meetings.	High Quality agenda and minutes produced.	100% production of Agenda	✓	✓	✓	✓	✓	
	Turnaround of distribution of Agenda for Committees	100% Agenda distribution	✓	✓	✓	✓	✓	
Ensure effective and efficient legal support.	Develop or vet all Council contracts.	100% contracts submitted/ developed and vetted within 7 days	✓	✓	✓	✓	✓	
	Provide Legal opinion and advice	100% contracts received vetted within 7 days	✓	✓	✓	✓	✓	
	Provide legal opinion and guidance to Clusters contract management	4 Contract Management meetings	✓	✓	✓	✓	✓	
Update Council of new and/or amended legislation and legal transcripts relevant to local government for effective management of Council business	Continuously update Council with all amendments of legislation relevant to local government	100% of new and/or amended legislation and legal transcripts relevant to local government approved	✓	✓	✓	✓	✓	
Review and monitor records management systems.	Maintain a compliant Records management system in terms of the Archives Act.	100% of records maintained	✓	✓	✓	✓	✓	
Facilitate and Support Internal Communications	Review or develop Internal Communication Strategy in line with Provincial Strategy	1 Internal Communication Strategy approved	✓	✓	✓	✓	✓	
		12 Website reports on updates on compliance and	✓	✓	✓	✓	✓	
		4 newsletters issued	✓	✓	✓	✓	✓	
Ensure improved labour unions-management Collaboration and relationships	Collective Bargaining and Labour Relations	12 local labour forum meetings held	✓	✓	✓	✓	✓	



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

Community Safety

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Implementation and Review of Community Safety Strategy	Implementation of the Community Safety Strategy	Number of Community Safety programmes implemented	✓	✓	✓	✓	✓	✓
	Manage CCTV Street Surveillance System	Number of CCTV and maintenance repairs registers submitted	N/A					

HIV & AIDS

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Facilitate the acceleration of Prevention programmes to reduce new HIV, STIs and TB Infections through the ward based door to door campaign	Coordinate the implementation of Ward based programme	Reports on the number of people reached through door to door education	✓	✓	✓	NA	✓	✓
Facilitate AIDS Council shared accountability for sustained response to HIV, STIs and TB	AIDS Councils programme	Reports on the AIDS Council meetings	✓	✓	✓	✓	✓	✓
	Interdepartmental Collaboration programme	Reports of Interdepartmental Collaboration	✓	✓	✓	✓	✓	✓

Disaster Management

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Build Disaster Resilient communities through effective Public Education and Awareness programs.	Conduct Public awareness programmes	Number of Public awareness programmes conducted.	✓	✓	✓	✓	✓	✓



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IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Review Disaster Management Policy Framework and Plan as per Legislative requirements.	Review Disaster Management Policy Framework.	Approved Disaster Management Policy Framework				N/A		
	Review Disaster Management Plan	Approved Disaster Management Plan				N/A		
	ensure effective response and recovery through meetings	Number of response forums sittings				N/A		
	Review relief policy with relevant stakeholders and provide relief as required.	Approved relief policy						
Effective provision of Emergency Communication Centre services	Engagement with relevant operational stakeholders in Emergency Communications.	Number of operational stakeholders meetings held				N/A		

▪ Heritage

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Preserve the heritage and museums of our region, including promotion of national and provincial commemorative days.	Promote awareness on Heritage and Museums of our region	Number of awareness programmes conducted	✓	✓	✓	✓	✓	✓

▪ Arts and Culture

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Promote Arts and Cultural Programmes	Implement Arts and Culture programmes	Number of Arts and Culture programmes implemented	✓	✓	✓	✓	✓	✓
	Implement Regional Craft Hub programmes	Number of Regional Craft Hub programmes implemented	✓	✓	✓	✓	✓	✓

▪ Sports and Recreation



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Promote the development of Sports and Recreation in the region	Coordinate the development Sports programmes in the region	Number of Sports development programmes in the region coordinated	✓	✓	✓	✓	✓	✓
	Develop a regional recreational policy	Approved regional recreational policy	✓	✓	✓	✓	✓	✓

Health and Social Development:

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Promote the efficient delivery of health care.	District Health Council Activities	Number of District Health Council convened	N/A					
	Health Programmes	Number of Health programmes implemented	✓	✓	✓	✓	✓	✓
Promote social development of our Communities.	Youth development programme	Number of youth programmes implemented	✓	✓	✓		✓	
	Sedibeng External Student Financial Assistance programme	Number student assisted	✓	✓	✓		✓	
	Social Development programmes and forums for special groups	Number of programmes and forums held	✓	✓	✓	✓	✓	✓
	Women and Gender programmes	Number of women and gender programmes	✓	✓	✓	✓	✓	✓
	Sedibeng Early Childhood development programmes	Number of ECD programmes implemented	✓					

G) IDP 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.*

Office of the Municipal Manager

IDP deliverable	Project/programme	Indicator	Mainstreaming (designated group) yes/no				
			Gender	Youth	PWD	Ex combatants	Women
Effective intergovernmental relations.	Develop an IGR strategy and implementation plan.	Igr strategy and implementation plan	Not Mainstreaming Specific				



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMNG

IDP deliverable	Project/programme	Indicator	Mainstreaming (designated group) yes/no				
			Gender	Youth	PWD	Ex combatants	Women
		developed.					
Implementation of the enterprise Risk Management programmes.	Risk implementation plan to be developed and monitored.	Risk implementation plan developed					
Implementation of an Anti-Fraud and Anti-Corruption plan.	Fraud risk assessment conducted & fraud prevention plan to be reviewed.	Reviewed fraud prevention plan					
Development and implementation of Internal Audit Plans.	Development and implementation of approved audit plans.	Audit plans developed & approved.					
Improve the quality of Performance Management Systems	Monitoring of an electronic performance management system	Performance management system established					
Development and approval of the Service Delivery & Budget Implementation Plan.	Monitor performance of SDM against the approved projects/programmes in the 2017/2 IDP	Performance report against approved projects/programmes in the 2017/21idp.					
Quality assurance and submission for auditing and approval of quarterly reports, mid-year and annual reports, as per legislative requirements.	Quality assured reports approved and submitted to stakeholders as per legislation.	Proof of quality assured reports submitted to stakeholders					
Consolidate progress report on the implementation of the 3 rd generation GDS	Consolidate and develop a report on the 10 flagship projects as stipulated in the 3 rd generation GDS	Consolidated report on the 10 flagship projects					
Undertake IDP development process and submit for Approval the 2017/21 IDP.	<ul style="list-style-type: none"> Together with local municipalities, develop and review IDP Framework guide 2017/21, develop annual IDP and Budget process plan 	<ul style="list-style-type: none"> Implementation of Approved IDP Framework guide 2017/21, develop annual IDP Process Plan and Budget 					
	<ul style="list-style-type: none"> Develop 5years IDP for 2017/21 with annual reviews 	<ul style="list-style-type: none"> Compliance with legislation, municipal systems act no 32 of 2000 and municipal finance management act no. 56 of 2003 					



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Financial Management

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	Expand monthly internal processes that verify and support credible financial reporting in line with MFMA;	12 Monthly reconciliations prepared and reviewed	Not mainstreaming specific					
Compile a realistic and funded budget;	Compile a realistic and funded budget;	1 annual budget approved by Council	Not mainstreaming specific					
Compile complete asset register ;	Compile complete asset register ;	1 Asset risk assessments conducted to determine condition of physical assets	Not mainstreaming specific					
Firmer internal controls to respond to internal audit reports and recommendations more effectively;	Firmer internal controls to respond to internal audit reports and recommendations more effectively;	4 Quarterly key controls dashboards compiled;	Not mainstreaming specific					
		% of Finance findings in Management Letter addressed	Not mainstreaming specific					
Implement and strengthen cost reduction and containment strategy	Implement and strengthen cost reduction and containment strategy;	5 % savings on operating budget (controllable cost/general expenditure)	Not mainstreaming specific					
Progressive SDBIP reporting to provide strategic alignment of operations;	Progressive SDBIP reporting to provide strategic alignment of operations;	100% compliance with performance reporting requirements	Not mainstreaming specific					
<ul style="list-style-type: none"> ▪ Continuous performance monitoring, reporting and review; ▪ Coaching and mentorship on all reporting levels 	<ul style="list-style-type: none"> ▪ Continuous performance monitoring, reporting and review; ▪ Coaching and mentorship on all reporting levels 	100% compliance with performance reporting requirements	Not mainstreaming specific					
Review tariff structure and income generating tariffs	Revisit the tariff structure and amend tariffs to be cost recovery driven taken into consideration affordability and benchmarking	100% of review & approval of tariffs during the budget process	Not mainstreaming specific					



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IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Maintain Unqualified Audit status and improve to Clean Audit outcome	Enhance processes to ensure adequate review of financial statements to prevent material misstatements, maintaining unqualified audit status and improve to clean audit status	3 Internal reviews of draft AFS.	Not mainstreaming specific					
Resource mobilization and alternative source of funding.	Revisit powers and functions in line with sect 84 of the MSA	1 draft tariff guide developed for 18/19 & 19/20 outer years	Not mainstreaming specific					
Promote and maintain good corporate governance	<ul style="list-style-type: none"> Align strategy development and budget to create an enabling environment for investment; Improve procurement systems to eliminate corruption and ensure value for money; Progressive SDBIP reporting to provide strategic alignment of operations 	100 Percentage of Programmes aligned to Budget	Not mainstreaming specific					

Supply Chain

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Promote local BEE suppliers and SMME's;	<ul style="list-style-type: none"> Improve support to small business and cooperatives. Implement SCM's National Treasury & Provincial Treasury Reforms; 	50% of compliant suppliers on database		✓	✓		✓	
		2% increase in number of businesses awarded to people with disabilities owned SMME's across sectors			✓			
		50% increase in number of businesses awarded to women owned SMME's across sectors		✓				
Reduce Municipal under spending	Ensure Implementation of the	12 Monthly CAPEX Procurement	Not mainstreaming specific					



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IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
on CAPEX	Procurement Plan	Plan Progress Reports prepared, reviewed and submitted to GPT						

- **Office of the Chief Financial Officer**

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Coordinated Support, Facilitation, Monitoring and Intervention to support local Municipalities	Provide support to local municipalities through district CFO Forum IGR structure	4 CFO Forum quarterly engagements held	Not mainstreaming specific					
Initiate and implement SCOA reforms for deadline 1 July 2017	MSCOA reforms	100% of financial and accounting transactions conducted on MSCOA						

G) 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.

- **IDP Strategy:** Strengthen legislative framework for community and stakeholders participation in local government

- **Office of the Executive Mayor**

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Improve Community Participation	Convene State of the District Address (SODA)	Number of Stakeholders invited and participated.	✓	✓	✓	✓	✓	✓
	Convene Izimbizos	Number of Stakeholders attended	✓	✓	✓	✓	✓	✓



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
	Convene IDP and Budget Stakeholders/Community Participation	Number of Stakeholders invited and participated.	✓	✓	✓	✓	✓	✓
Promote and Support National, Provincial and Local Commemorative events	In Partnership with other Spheres of Government, Promote awareness on Commemorative Events	Number of Commemorative events held per annum	✓	✓	✓	✓	✓	✓
Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments.	Coordinate and participate on local, Provincial and National department on IGR related Forums	4 X IGR Forums per annum	N/A					

Office of the Speaker

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
<ul style="list-style-type: none"> Improve High level of stakeholders relations and Public Participation in Local Government 	Coordinate stakeholders and engage them on the offerings of the Sedibeng.	Number of stakeholders and community participation held	✓	✓	✓	✓	✓	✓
	Coordinate women's month activities together with local municipalities	Number of women's month programme convened	✓	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> Implementing and coordinating a petition management system to effectively deal with petitions from members of the public 	Coordinate Petition Management Committee to present all petitions received.	Number of petitions received and processed	Not Applicable					
<ul style="list-style-type: none"> Strengthen and implement various policy review mechanism. 	Research Sedibeng policies to be reviewed.	Reports on reviewed Sedibeng research policies	Not Applicable					
<ul style="list-style-type: none"> Strengthening IGR forums with Local municipalities and other spheres of government Province/National Departments. 	Coordinate local, Provincial and National department on IGR related Forums	Number of IGR Forums convened and reports developed	Not Applicable					
<ul style="list-style-type: none"> Strengthen oversight and accountability. 	Coordinate section 79 committee meetings including MPAC.	Number Section 79 Committee	Not Applicable					



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
		meetings and reports developed						
<ul style="list-style-type: none"> Improve capacity and Promote Welfare and support to councillors 	<ul style="list-style-type: none"> Identify Training and Development Programmes for Councillors 	Number of Councillors trained	✓	✓	N/A	N/A	✓	N/A
	<ul style="list-style-type: none"> Coordinate councillor's welfare programmes 	Number of welfare programmes implemented	✓	✓	N/A	N/A	✓	N/A
<ul style="list-style-type: none"> Promote Council Business 	Coordinate Council sittings	Number of Council sittings held	Not Applicable					

Office of the Chief Whip

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Tighten coordination of oversight through Caucus.	Coordinate stakeholders and engage them on the offerings of the Sedibeng.		Not Mainstreaming Specific					
Strengthen facilitation of oversight Study Groups Sittings	Coordinate women's month activities together with local municipalities							
Improve coordination of caucuses strategic and Makgotla retreats i.e. Joint Whippery and District Wide Caucuses Lekgotla	Co-ordinate all caucus meetings.							
Coordinate District and Provincial Caucus forums to strengthen District wide intergovernmental relations. i.e. Chief Whips, Whippery and Multi Party Forums	Co-ordinate and facilitate all study group meetings.							
Facilitate and coordinate Political Management Team meetings.	Co-ordinate District –wide Caucus Lekgotla/Joint Whippery.							
Coordinate councillors research and development programs	Co-ordinate District Wide Chief Whips Forum meetings							



CHAPTER 07: PERFORMANCE MANAGEMENT AND MAINSTREAMING

External Communication -

IDP Deliverable	Project/Programme	Indicator	Mainstreaming (Designated Group) YES/NO					
			Gender	Youth	PWD	Ex Combatants	Women	Elderly
Build high level of stakeholder relations, effective communication and branding	Monitoring of news that impact on the image of the Council	Improved and electronic archiving system	Not Mainstreaming Specific					
	Strategy will assist the Municipality in consistently engaging with relevant stakeholders using relevant messages at the right time.	Approved Communication strategy by council						
	Ensure stakeholder database is updated and classified according to sectors.	Approved of the Draft stakeholder Relations strategy by council						
	Update the Events Management policy	Approved of the Draft Marketing and branding strategy by council						
	Ensure DCF meetings are convened and effective	Reports and number of DCF meetings held.						

CHAPTER 08: INTEGRATED PLANS



BACKGROUND:

This Chapter 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 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. The life span of the 5 year Integrated Transport Plan ended in 2013, but was maintained in use as the District is planning to transform it after Local Government Election 2016. An ITP review process shall be undertaken by the newly established administration of the new District municipality.

The following plans are therefore attached as Annexures:

1. Sedibeng District Municipality Disaster Management Plan
2. Sedibeng District Municipality ITP 2008-13
3. Community Safety Strategy 2013 – 2017
4. District Aids Strategic Plan 2012-16

CHAPTER 09: PROCESS TOWARDS SINGLE AUTHORITY



BACKGROUND:

The Municipal Demarcation Board announced officially announced on 07 August 2013, that through the demarcation process, that proposal DEM- 4059-3 was endorsed and that the formation of a Metro that comprised of an amalgamation of the Sedibeng District, the Emfuleni Local and the Midvaal Local Municipalities would be undertaken.

In respect of the above, processes began to unfold towards the establishment of a Vaal Metro in 2016. Following the announcement of the MDB, the MEC for GoGTA in Gauteng issued a 14(5) Notice on 31 March 2014.

The affected Municipalities convened a Joint Sitting on 16 April 2014 to nominate representatives to serve on the Political and Technical Steering Committees.

The Sedibeng District Municipality, with several other respondents, were served with court papers indicating that Midvaal Local Municipality had filed an application in the High Court to oppose the move to a Metro. An extract of the Settlement Agreement was made an Order of the Court which read as follows:

the decisions of the First Respondent in respect of proposal DEM4059--3 made on 30 July 2013 (published under Notice 2109 of 2013 on 8 August 2013 in Provincial Gazette No.229) and 25 September 2013 (published under Notice 2914 of 2013 in Provincial Gazette Extraordinary No.303 on 17 October 2013) ("the decisions") are set aside;

Any notices published in pursuance of the decisions after 30 July 2013 are set aside;

Proposal DEM4059-3 is remitted to the First Respondent for reconsideration on the following basis:

Any final decision in the reconsideration of such proposal will not be published prior to the 2016 local government elections; in taking any decisions in the reconsideration of such proposal, the First Respondent may rely on all steps lawfully taken by the First Respondent in relation to the decision or proposal DEM4059-3;

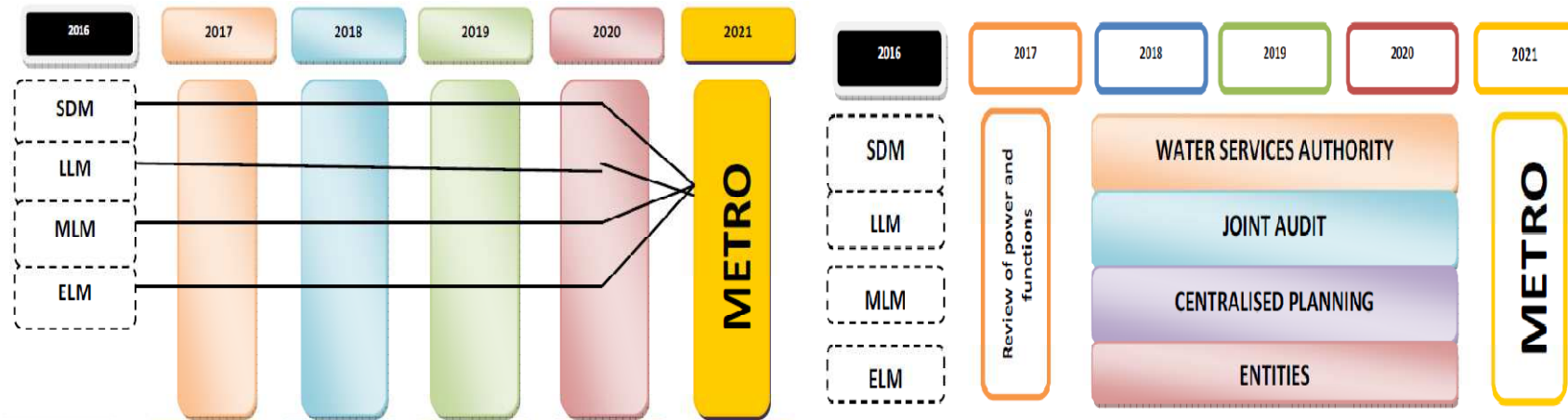
The move to a Metro therefore remains on track for implementation in 2021 provided that the MDB reactivates the process.

Sedibeng District and Local Municipalities 2016 – 2021

For the period 2016-2021, the Sedibeng District may adopt the following options:

- Remain 'As-Is' until 2021 with no transitional process towards a Metro and remain 'As-Is' after 2012.
- Remain 'As-is' until 2021 with a transitional process towards a Metro in 2021.
- Review Powers and Function between the District and the Locals so as to move more seamlessly towards a Metro in 2021.
- Review Powers and Functions with a view to remaining a District with Locals after 2021.

CHAPTER 09: PROCESS TOWARDS SINGLE AUTHORITY



Each of these options will impact on the 4 plus 1 year IDP's to be adopted. For the one Year IDP 2016/2017 the following needs to be undertaken:

Review of Powers and Functions:

One of the key engagements that will need to be undertaken directly after the 2016 elections would be the review of Powers and Functions. A comprehensive discussion document on a review of Powers and Functions must be developed led by the Sedibeng District Municipality, for engagements by the current Councils and for the newly elected Councils directly after the elections.