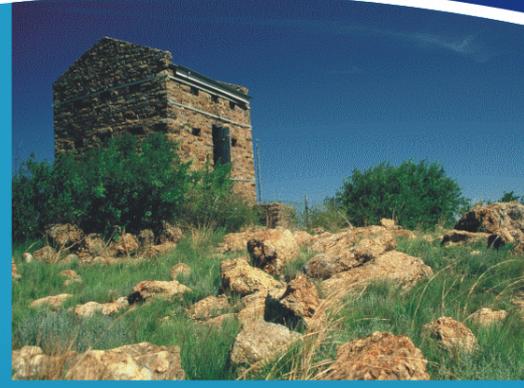




# SEDIBENG DISTRICT MUNICIPALITY

## A PROGRESS REPORT AGAINST DELIVERABLES BY THE SEDIBENG DISTRICT MUNICIPALITY 2006-2010



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## ACRONYMS

ACRONYMS	
BBBEE	Broad Based Black Economic Empowerment
CBD	Central Business Development
CEF	Central Energy Fund
CIDB	Construction Industry Development Board
CLO	Community Liaison Officer
CPF	Community Policing Forum
DED	Department of the Economic Development
DTI	Department of Trade & Industry
ELM	Emfuleni Local Municipality
EPWP	Extended Public Works Programme
GDS	Growth Development Strategy
GDARD	Gauteng Department of Agriculture and Rural Development
GEDA	Gauteng Economic Development Agency
GEP	Gauteng Enterprise Propeller
IDP	Integrated Development Plan
IDZ	Industrial Development Zone
LLM	Lesedi Local Municipality
LRAD	Land Redistribution for Agricultural development
MLM	Midvaal Local Municipality
NAFCOC	National African Federated Chamber of Commerce
NURCHA	National Reconstruction and Housing Agency
NSIC	National Small Industries Corporation
SANCO	South African National Civic Organisation

SARS	South African Revenue Service
SAYC	South African Youth Council
SDBIP	Service Delivery and Budget Implementation Plan
SDM	Sedibeng District Municipality
SMME	Small Micro and Medium Enterprise
VAA	Vaal Accommodation Association
WWTW	Waste Water Treatment Works

## **A PROGRESS REPORT AGAINST DELIVERABLES BY THE SEDIBENG DISTRICT MUNICIPALITY (2006-2010)**

### **1 INTRODUCTION**

This report details the Sedibeng District Municipality's (SDM) implementation progress of service delivery deliverables planned between 2006 and 2010. The report is prepared for the Gauteng Provincial Chief Whip, due on the 23<sup>rd</sup> September 2010.

The following areas are covered:

1. Key deliverables implemented by SDM and Local Municipalities since the 2006 Local Government Elections
2. Key deliverables that are committed in the current financial year and progress to date on implementation
3. Problems identified in implementing some of the key deliverables contained in the five year IDPs.

Firstly, the SDM's vision and mission are outlined to contextualize and to set the tone of the report.

#### **1.1 VISION**

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

#### **1.2 MISSION**

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

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

## **2 THE BACK ROUND TO SDM's KEY PRIORITY AREAS (KPAs)**

In terms of the legislation the role of the District Municipality is the provision of the bulk services, the coordination of the governance activities as well as capacity building for the local municipalities in its area of responsibility. It is upfront stated that since the abolition of the Regional Services Council Levies which were the main source of income for the district municipalities, the SDM found it challenging to fulfill this mandate especially in regard to bulk service delivery. It however had to come with innovative way of getting income through raising donor funding.

The economy of the Sedibeng District Municipal area has mainly been dependant on the manufacturing led by steel and granite manufacturing. From the mid eighties running through to the nineties the economy of the region was in constant and continuous decline as a result of the world competition therefore affecting even the general infrastructural development by the municipalities due to the shrinking revenue base, as a result of non-payment of the services rendered due to job loss and disinvestment.

Since the advent of democracy and mainly post the elections of the democratic local government in 2000 there has been concerted effort by the municipalities, other spheres of government and all other stake holders including but not limited to business community in the area to turn the situation around.

In 2006 the current political office (2006-2011) committed itself to the following service delivery imperatives:

- People will have access to housing, land and education, and improved services in clinics and hospitals
- More people will have access to clean water and will be having electricity in their homes
- We will grow the economy and create more jobs, thus reducing poverty
- Government will promote the interest of children, persons living with disabilities, youth, women and the elderly.

These commitments were adopted by the Council on the 31<sup>st</sup> May 2006. The commitments were translated into SDM's Growth and Development Strategy (GDS) and further aligned to the above seven Key Priority Areas (KPAs).

Taking forward the process that was started by its predecessors and responding to its obligation the SDM together with its three Local Municipalities of Midvaal, Lesedi and Emfuleni, in consultation with its stakeholders – labor, business, NGOs, Youth and Women Organizations, political parties and civic movement developed seven Key Priority Areas (KPAs) and Integrated

Development Plan (IDP) Strategies against each. The specific IDP deliverables/projects, targets, key performance indicators, outputs and outcomes were then identified under each strategy in the formulation of the annual Service Delivery and Budget Implementation Plans (SDBIPs) from 2006 to date. The following are Key Priority Areas the Sedibeng District developed in its mission towards broader and long term growth and development of the region:

- Reinventing our economy
- Renewing our communities
- Reviving sustainable environment
- Reintegrating our region
- Releasing human potential
- Good and financial sustainable governance
- Vibrant democracy

In order to attract tourists for the FIFA World Cup then scheduled for 2010 the SDM further translated some elements of its GDS into the 2010 Strategy adopted in August 2007 with tangible and bankable projects. The Elections 2009 Manifesto of the ruling party the African National Congress had Five Key Priority Areas which were later translated into the government programme by the Gauteng Provincial Government. The SDM adopted the programme alluded to which guided it during the implementation of its plans and programmes contained in the GDS, the 2010 Strategy therefore the IDP.

## **2.1 KEY DELIVERABLES IMPLEMENTED SINCE 2006 ELECTIONS**

This section reports on key activities, actions and deliverables undertaken by SDM towards achievement of set targets and objectives. These activities are implemented within Key Priority Area (KPA) and against each IDP Strategy, thus applied in the valuation and assessment of broader organisational performance. Some projects are a result of Public Private Partnership (PPP) initiatives, though outside IDPs, but within broader Sedibeng and Provincial Growth and Development Strategies (2006-2025)

### **2.1.1 REINVENTING OUR ECONOMY**

Working together with the local stake holders like business, institutions of higher learning, NGOs, Civic Organisation as well as the Local Municipalities, Provincial and National Governments the Sedibeng District Municipality have achieved more in fulfilling its constitutional obligation of giving priority to the basic needs of the community and to promote

their social and economic needs by accelerating the process of basic services delivery infrastructural developments including supporting, consolidation and expansion of the existing economic sectors in the region and tapping in the new and emerging sectors through diversification of the economy.

In executing its plans to grow the economy of the area the SDM received support from the presidency in the form of funding which was used to appoint the service provider to conduct the study to establish the binding constraints that militate against the economic development and growth.

The Territorial Review report was completed and now awaits Council resolution and further studies for an Industrial Development Zone (IDZ).

It must also be reported that whilst the majority of the investments that are reported on hereunder are as the results of the walk-ins by the investors as well as referrals by the other two spheres of government; the District Municipality played a major role starting with the marketing of the area through GDS and the Vaal 21 Initiative up to the facilitation and intervention with various spheres of government. In addition to referral of potential investors to the respective local the district also plays an important role in funding as well as guiding the process of appointment the Transactional Advisors.

There are about five major nodal points identified for development and investment in the district which are;

- The R59 Corridor and the Vaal Marina Waterfront in the area of Midvaal Local Municipality;
- The Vaal River Waterfront and Empty Industrial Sites in Emuleni Local Municipality; and
- The Zone of Opportunity or N3 Corridor for the Lesedi Local Municipality.

**2.1.1.1. Consolidation and Expansion of the Existing Business:** To Reinvent the Economy, Sedibeng District Municipality undertook to consolidate the existing sectors and exploring new ones. The Steel and Construction Foras were therefore established towards the end of 2009 and at the summit in June 2010 respectively. This Construction Summit was held in line with the new Industrial Policy Action Plan (IPAP 2) which seeks to encourage the establishment and growth of all sectors.

NAFCOC Sedibeng, Contractors and Professionals within the Construction Industry are set to champion a United All inclusive SDM Business Forum. The Steel Advisory Forum has been

finalized in August 2010. A Structured Plan was put in place to consolidate a strategic support for Consulting Engineers and Contractors Forums.

***The British American Tobacco*** has also expanded its operations and this has resulted in the creation of more jobs in the District.

***The Karan Beef Gas Project*** is on course, and emerging farmers were invited to provide Karan Beef project with young calves. They also engaged disadvantaged communities to participate in the buying and selling of other by-products.

***The Growth and Consolidation of the Retail Sector:*** The various economic research and studies carried out indicated the area was losing over R700m of its buying power per month to the areas like Ekurhuleni and Johannesburg, therefore calling for the expansion of the retail sector of the economy. The following are but some of the practical examples of the growth in the retail sector that took place during the period under review.

- ***The Vaal Mall:*** The current administration therefore started its term of office with the opening of the R450m Vaal Mall investment which attract the buying power from as far as the far South and far West areas in Fezile Dabi District Municipality.
- ***The Investments in the Former Black Townships:*** The retail sector also experienced massive investments in the former black townships with hundreds of millions of rand invested in Thabobong Mall in Sebokengh; Evaton Plaza in Evaton and the Palm Springs Plaza in Palm Springs.
- ***The Makro and Builders' Ware Houses Investments:*** The Development for the construction of Makro Warehouse and Builders' Warehouse in Bedworth-park invested about R400million to the region, with the 567 jobs during the construction phase, and over 300 permanent jobs will be created when it open in October 2010.
- There are also various Local Shopping Centres investments that took place throughout the district in the retail sectors, which put together add up to hundreds of millions of rand. These include Uban Renewal for various CBDs to increase their viability.

***Water Pipe to Secunda:*** Water affairs department is involved in a project to provide clean water to Secunda from Vaal Dam. The project is about to be finalised, and will contribute towards job creation in the region.

**2.1.1.2. Exploring New Sectors:** Heineken has created 1000 casual jobs during construction, 250 permanent jobs as of brewing operations. As part of its Corporate Social investment it has funded the school for the Blind: SIBONILE with dormitories, and Grinaker LTA built them also as social responsibility project. Heineken further donated a Mobile Clinic to Midvaal Local Municipality.

**Liquid Fuel Mass Storage Hub:** The installation of the pipeline for petrol from Durban has started and truly created much needed employment in the District. It is as a result of this, that the project for the mass storage of petrol in Jameson Park will take place. Site construction has started, training of employees is taking place and that plant will be up and running in 2011.

**The Coca-cola South Africa** has invested another R 400 million in Lesedi Local Municipality for the drawing of spring water from underground. This project is currently under construction with over 500 jobs created, and the completion date set for October 2010. The projection is 850 more jobs will be created. Local suppliers are set to receive preference on the distribution of the products from this plant, a boost indeed in the growth of our economy.

**The Zone of Opportunity Project** in Lesedi has taken off thus the first factory is under construction and is about to be finished. Proposal from VW South Africa motors and other trading establishment to be part of this project has already been received by Lesedi municipality.

Further indications is that SDM is becoming a destination of choice given the huge amount invested in the Heidelberg kloof in the form of property and the 4 star hotel, property development along the river in Emfuleni and the new developments within Vereeniging and the R59 Corridor Development bears testimony to the growing interest to the region in terms of investment.

The development of various Shopping Malls and Residential Estates has helped consolidate and the growth of the Construction Sector increasing the money circulating in the region which helped in improving the Gross Value Add Statistics.

The following projects are also underway where Lesedi has given support to:

- Hospital to be funded from China (project at planning stage)
- Brewery to be funded from Germany
- Logistic hub along the N3
- Disney town to be funded by American investors next to the Suikerbosrand

***The Promotion of Tourism and Leisure Sector***, five (5) taverns were identified for training and quick win fixes, and five (5) more identified for live jazz music entertainment through partnership between SRAC & GEP. There are sixty four (64) establishments Graded and eighty eight (88) non-Graded establishments waiting to be graded through the Grading Council. SDM kept continuous consultation to speed up the grading process.

In the development of new tourism routes aligned with Heritage sites, GTA secured R300 000 for phase 1 and will appoint a service provider in the next financial year (2010/11). Tourism Awards were successfully held and received huge sponsorship from Riverside Hotel, MV Communications, Sedgars, Meise Nkaiseng Attorneys, Riviera Hotel, Bee Wise Decor, Emerald Resorts & Casino, Barnyard Theatre. Seven (7) Winners from Tourism Awards were sponsored to form part of Durban Indaba delegation. Youth Tourism Exhibition was held at Constitution Square for the Youth Month (June 2010).

SDM have 117 Homestays on database, a workshop was held for 150 people on homestays for 2010, six (6) private agencies were invited for presentation, SAPS and Environmental Health also participated.

In the **promotion and development of the agriculture sector**, Project Bantu Bonke is currently underway which is supported by Rand Water. GDARD planned to assist in identify value adding crops for commercial purposes. Projects of land restitution are supported, mainly those benefiting from LRAD. A group of cash crop production farmers received information and support on how to access and do business with Vereeniging Fresh Produce (VFP).

**2.1.1.3. Increased Inclusivity in the Economy.** The First generation Growth and Development Strategy (GDS) was implemented and aligned with IDP 2007/11, and the Second Generation to be developed with a new 5 year IDP. Flagship Projects and Precincts Projects are partly building up to the second generation of SGDS.

Agencies like CIDB, NSIC, NURCHA SARS and GEP are continuously engaged to facilitate capacity building and partnerships amongst local businesses. SDM sponsored the following institutions in business development: Siekokotlelo Sa Bophelo; KutloaneF1 Powerboat Race; Khulumani Support Group; Junior Powerboat Racing Association; Inhlanganiso Writers Association; Sedibeng Karate Club; Methodist Church.

The Business week information in Partnership with Gauteng Gateway was also conducted successfully.

The Emfuleni Local municipality has already availed their land audit for inspection, and a process of compiling land audit with other locals is in progress.

The SMME Development and information dissemination remain SDM's key priority. At present SDM run Enterprise Development programme with BHP Billiton, under the supervision of Raizcorp where 10 SMME's are beneficiaries of this BBBEE programme.

The Sedibeng District Municipality with Gauteng Tourism Authority and RASA i.e. Restaurant Association of South Africa are planning to run "ADOPT A TARVERN" programme which is going to benefit registered taverns' in the region. The initiative will roll out in the 2010/11 year.

The Informal Trading Strategy to consolidate the growth and development of the emerging traders is completed. This is geared to formalize trading spaces and unlock more entrepreneurship, thus creating more jobs and alleviating poverty.

Sedibeng District Municipality has created an SMME database to improve the participation of SMMEs in the regional economy. The Supply Chain Management Policy of Sedibeng District Municipality and its Local Municipalities amended to accommodate cooperatives as to well as ensure 30% bias to local cooperatives, contractors and enterprises. This will ensure that local communities and emerging contractors benefit from all relevant projects undertaken by the Council.

SDM's Local Economic Development (LED) hosted a compliance information session which involved Govt Agencies and private donors: NURCHA, NSIC;CIDB & SARS; NURCHA hosted a construction funding workshop in Boipatong; BHP Billiton Programme co-hosted by Sedibeng ran a Bursary for SMME's in good standing; and CIDB held a Stakeholder Forum meeting attended by SDM Supply Chain Department and Sedibeng Forums.

SMME grass root training was held at Lesedi Local Municipality (LLM) and supported by The DTI, DED and SDM, and a successful BBBEE Provincial Forum was held.

Vuka Mentorship-Anglo Coal programme for SMME has afforded to train 19 Women on Art & Craft.

SDM economy is generally doing well informed of these initiatives, save to say except during the recession period when all sectors experienced job losses.

**Area Marketing And Promotion:** A number of MMCs, including MMCs for Social Development; Local Economic Development; Sports, Recreation, Arts, Culture and Heritage participated in media slots arranged to discuss topical issues related to their Departments and work. A Mayoral Golf Day's Programme was used as a platform to introduce new members of the Mayor's Investment Council. Since the Steel Business Forum was successfully established, plans are in place to establish the Sedibeng Development Agency by September 2010.

Youth Profile Research was successfully launched in Midvaal. The Interim South African Youth Council (SAYC) has been successfully launched where-in most political parties were duly represented. A fully fledged SAYC was launched in June 2010.

**The Vaal 21 Initiative:** In pursuit to integrated economic development and investment through the **Vaal 21 Initiative**, the district progressed to identify relevant projects to align to the initiative. A successful meeting was held in the Free State with the MEC for Local Government and Housing which was organized by the Gauteng provincial MEC for Housing on the Vaal 21 Initiative. The precincts projects identified under Vaal 21 Initiative are on track, with most Quick Wins projects in the procurement stages. The Vaal 21 initiative is driven through a series of flagship projects which individually and collectively aim to:

- Enable development e.g. a new regional sewer works, an air quality management plan and enabling upstream and downstream manufacturing in the mineral and energy sector;
- Accelerate growth e.g. new Heineken brewery, upgrading the R57, upgrading the airfields in Parys and Kroonstad;
- Promote urban renewal e.g. Sharpeville heritage, sports and recreation precincts, Evaton Renewal, and beautification of various townships as well as CBD renewal;
- Promote tourism and leisure e.g. Development of an urban waterfront

### **Phase 1: Proposed Urban Framework**

The three precinct projects listed are Heritage, Civic, and Waterfront:

- Regeneration of Civic Precinct in Vereeniging CBD;
- Development of three interrelated precinct spaces in Sharpeville, namely:
  - Heritage precinct in vicinity of Sharpeville Monument;
  - Sport and recreation precinct in vicinity of George Thabe Stadium; and
  - Recreation precinct along shores of Sharpeville or Kwa-Dhloho dam.

Under Heritage, the Sharpeville Precincts Projects: **Cemetery** - A service provider was appointed in April 2010 to upgrade the Sharpeville cemetery, and the project is expected be completed in October 2010. **Constitution walk** – The procurement process was completed and the project shall commence early in the next financial year 2010/11. **Exhibition Centre:** The adjudication process was finalised and the report and project plan were sent to Neighbourhood Development Partnership Unit for approval. A contractor was appointed and the site hand over happened in June 2010. The contractor finished site establishment.

About **Waterfront** development, four related waterfront projects along the Vaal River in the vicinity of Vereeniging were identified, namely:

- Upgrading Dickenson Park;

- Development of Business Park to the immediate left of Dickenson Park;
- Development of iconic water tourism hub left of R59 Bridge; and
- Development of broad walk stretching to both sides of the River between Riviera Hotel and R59 Bridge.

Phase 2 is aimed at detailed urban design planning and preparation of the implementation made up of the following proposed development descriptions of each precinct: Civic Precinct in Vereeniging CBD, Heritage Precinct, and Waterfront Precinct. Urban Genesis is in the process of revising the business plan for the civic precinct.

The review process of the Gauteng Provincial Growth and Development Strategy started in August 2009 and will inform the reviewing process of the SGDS aimed to be hosted around April 2011.

### ***The challenges***

- New investors find it difficult to invest in EMFULENI and MIDVAAL because of the insufficient waterworks(sewage infrastructure)
- Empowerment of local SMME'S, cooperatives and designated groups through procurement is still not satisfactory due to the legislation that needs to be amended. However supply chain has started with panel approach e.g. catering procurement
- Lack of financial support to the above category of businesses including emerging farmers.
- Land ownership is still skewed
- Rural development strategy is not in yet fully funded

## **2.1.2 RENEWING OUR COMMUNITIES**

SDM committed to renew communities by provision of basic services, regeneration and property development in order to improve the quality of living for all.

***Evaton Renewal Project:*** SDM and Emfuleni Local Municipality (ELM) collaborate with the provincial government to contribute towards **EVATON RENEWAL PROJECT (ERP)** as already explained above.

There is a significant progress in all projects related to ERP, and most are on track to be completed in the 2010/11 financial year. Forums were coordinated in the Evaton Regeneration Programme (ERP) for monitoring and evaluating processes, and the Political Steering Committee and stakeholder forum were established.

- The Pedestrian Sidewalk Paving Project in ERP commenced in July 2010, and it covers paving both sides of 7 streets in Evaton to the value of R15.0m. The construction period is 6 months. Immediate and visible impacts achieved are the 30% local sub-contracting and the use of local household stands/erfs for site establishment – a valued rental income to the owners of the chosen properties for site establishments.
- The Mafatsane Precinct Development in Evaton is 90% complete. The precinct will bring various government services to the community of Evaton, including the Youth Centre.
- The Fire and Ambulance Station in Evaton, is also near completion. It will be launched in the 2010/2011 financial year.
- The Eastern Precinct Project will also get off the ground through Private Public Partnership (PPP) investment, set to kick start in the new financial year (2010/11).
- A Housing Co-ordination Forum has also been established. The objectives of the Shack down programme were communicated to affected communities, and a Roll-out plan was developed. In Evaton area there are 11 000 formal houses, 7 000 backyard shacks and 4 000 informal shacks. The Evaton Central and Evaton small farms carry the largest number of households in all categories measured. Although the largest component within Evaton constitutes formal houses, there remains a historic housing shortage of housing backlog of 14 000 units. The province should take a vigorous lead, supported by SDM and ELM, in addressing the backlog identified.
- The construction of Eagle Road, Evaton Road and Selbourne Road will be completed in the 2010/2011 financial year. The construction of Mathanzima Road and Ring Road are complete and in use by the community although they are in retention period (12-month construction defect window period).

**Tarring of Roads:** The SDM and its Locals have decided to include other townships in the 20 Priority Township Projects (20 PTP) programme as financed and sponsored by the GPG and SDM's own initiatives informed of its IDP programmes. The programme tarred about twenty five interconnecting streets in the former black townships, and the benefit is growing broader in the results of small business expansion. However, the municipality was forced to address the unintended consequence of tarring the streets in that vehicles now started to drive faster on tarred streets than before. This challenge was addressed by constructing speed humps at appropriate and strategic intervals along the tarred streets. Of note was also the discovery of old graves in the

construction of the Sekwati Street in Sebokeng Zone 7. This challenge was addressed by putting paving bricks on the demarcated section of the road so that the Police Forensic Department can continue working long after the completion of the tarring of the street.

SDM and ELM have completed the tarring of additional 5km of roads and the works is continuing in Zone 3, Zone 11 and Zone 13, which will be completed soon. Various programmes of closing pot holes, road gravelling and grading, resealing of roads, replacing damaged street names boards, replacing damaged road signs as well as road markings are lead by local municipalities and are reported to be successful.

Various interconnecting roads were also tarred in Sharpeville, Bophelong and Boipatong.

***Electrification of New Housing Settlements:*** The new housing units in Sicelo Shiceka, Obed Nkosi, Lakeside Extension 1, and Tshepong are being connected to the essential services like water, sanitation and electricity, including the allocation of the title deeds to community members. Three phases are planned for the development of Mamello, which will comprise 450 housing units Type 1 and backyard rentals, 350 other units, and commercial sites.

***Urban Renewal and Estates Development:*** The SDM in conjunction with Midvaal Local Municipality has successfully intervened to achieve the approval of the investment to the tune of R7 billion, into the Doornkuil/Savannah City Project for development of eighteen thousands mixed housing project. The Doornkuil/Savannah project will create over 30 000 temporary jobs during the construction phase, and 40 000 permanent jobs thereafter. The project will be implemented over a period of eight years.

A lot of middle – high class housing developments have emerged in Emfuleni. This has supported the Key Activity of National Development Objectives which is to provide housing for the people. The development of these activities has also created jobs for the Sedibeng population and has helped people transform between social classes in terms of housing affordability and area preferability.

Sedibeng District Municipality is seen to be ahead of many districts in terms of level of services rendered to communities. It boast above ninety percent average in service levels for all municipal services.

A service provider was contracted by Sedibeng District Municipality to conduct feasibility study in Emfuleni, with special emphasis on Boipatong, Bophelong and Sebokeng. The consultants have identified the following projects: Sebokeng - Mixed-use regional node, & Cultural

Precincts; Boipatong - Park development and wetland regeneration; Bophelong – Civic/Commercial Hub and Corridor; & R57 Corridor Developments.

The Consultants are busy compiling business plan and projects plans for other identified projects in Sharpeville.

Another service provider was contracted by Sedibeng District to conduct feasibility studies in Midvaal Local Municipality especially at Sicelo, Mamello, Lakeside and Doornkuil. The report discovered that only Sicelo was ready for Precinct Development.

A consulting company contracted to conduct feasibility studies in Lesedi Local Municipality focusing on JamesonPark, Ratanda, Impumelelo and Kwazenzele townships identified Corridors and Nodes.

A draft Review of the Municipal Housing Development Plan (MHDP) and adoption of housing related policies was completed. Sedibeng District Municipality passed a Council resolution on Shack Down Programme and also procured material for the Programme campaign. Two (2) of five (5) housing projects have been transferred from Sedibeng District Municipality to Local Municipalities. Memorandum of Understanding has been finalized which will include the remaining projects.

The planning process for the construction of Sharpeville hall is on track. The Steering Committee constituted of four Ward Councillors, CLO, SDM, ELM and the contractors meet on weekly basis, wherein community issues are raised and resolved. On EPWP, 40 Trainees have been recruited, and quota representations for the trainees are as follows: 40% women and 30% youth.

Water Front precinct along the Vaal River is ongoing – the construction of a precinct viewing site along the Vaal River in Dickenson Park is in progress.

### **2.1.3 REVIVING A SUSTAINABLE ENVIRONMENT**

The SDM committed to revive a sustainable environment by increasing the focus on improving air, water and soil quality and also moving from a producer and receiver of waste to a green city.

The Sedibeng region is faced with an issue of raw sewage and non-compliance influent being discharged into the Vaal River. This is a result of the sanitation infrastructure within the Sedibeng Regional Municipality being obsolete and operating above its design capacity. The issue of old infrastructure is resulting in high maintenance costs and frequent failures, for instance Emfuleni has 43 pump stations and of those some were built more than 50 years ago.

The planning of the SRSS is far advanced wherein service providers have been appointed to tackle the issues of technical, institutional and financing. The proposed design capacity of the new Waste Water Treatment Works (WWTW) of the SRSS is 150 MI/day for a lifespan of 25 years. The preliminary cost estimates at February 2009 is R 1.27 billion (excluding Fees and Vat) or R 1.62 billion (including Fees and Vat). The site for the proposed WWTW has been identified and approved for further technical work, e.g. geotechnical studies.

The recommendation received is that the design and construction of the new WWTW need to commence as a priority and that this work needs to be done in the 2009/10 year. The construction of the new works needs to be in units of 50 MI/day, staggered to spread the cash flow. Besides the cashflow objective, the sewer treatment plant of this size requires one to built it in sections so that for future maintenance purposes, one section of the treatment plant can independently be closed without affecting the operations of the others. Arcus Gibb study covered everything from the best suitable site for the New Waste Water Treatment Plant, the pipe route, where the super pumps station will be located and which pump stations are to be decommissioned.

GDARD accepted the scoping report granting permission for the EIA report to continue. The total required funds amount to R3.5 Billion and are planned for spending as per figure 2 below. The figure demonstrates the outcomes of the Arcus Gibb study recommending the practical approach to the implementation of the SRSS.

Interim	Sebokeng	Long term
<ul style="list-style-type: none"><li>• Funding Requirements for ELM are R400m</li><li>• These funds will be utilised for:<ul style="list-style-type: none"><li>• implementing identified interim activities, 48hrs temporal sewage storage dams PS 8 and 4 and investigate thoroughly storm water ingress</li></ul></li><li>• Funding Requirements for MLM are R 100m</li><li>• these will fund capacity and emergency repairs</li></ul>	<ul style="list-style-type: none"><li>• Funding Requirement are R 1.0 Billion</li><li>• These funds will be utilised for:<ul style="list-style-type: none"><li>• upgrading Sebokeng to a 150MI/day WWTW</li><li>• Super pump station</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Funding requirements are R2 Billion</li><li>• These will be utilised for :<ul style="list-style-type: none"><li>• the New Waste Water Treatment Works</li><li>• Pipeline</li></ul></li></ul>

**Immediate Interventions:** The PPMO has started the procurement process for the design of Sebokeng and pump station 5. The terms of reference have been finalized for the Sebokeng

feasibility study and design, and is presently in the process of preparing the notice to bid with the procurement department.

Table below demonstrates the capacity challenge faced by both Municipalities:

<b>Name of treatment works</b>	<b>Treatment Capacity</b>	<b>Municipality</b>	<b>Catchment Areas</b>	<b>Current Treatment Being handled</b>
Sebokeng	100MI/day	Emfuleni	Evaton, Sebokeng, South of Johannesburg,	150MI/day
Rietspruit	25MI/day	Emfuleni	Vanderbijlpark,	28 MI/day
Leeukuil	35MI/day	Emfuleni	Vereeniging, Sharpville, Three Rivers	35MI/day
Meyerton	8MI/day	Midvaal	Meyerton, Henley on Klip	13MI/day

The following is recommended regarding the existing treatment plants:-

- Sebokeng - To be upgraded to a BNR of 220 MI/day
- Leeukuil - To be retained to treat a lesser flow equal to the existing BNR
- Meyerton - To be decommissioned after full utilisation of the new WWTW
- Rietspruit - To be retained to treat a lesser flow equal to the existing BNR

The current (2010) Sedibeng Regional Sewer Scheme SRSS project status report noted that: The concerned owners group have now accepted the chosen site for the Sewer Treatment Plant; GDARD approved the EIA with the conditions that specialised studies need to be undertaken regarding waste water treatment (different technical options), sludge management, and emergency management plan. The Geotech study will be finished soon. The funding requirements of the project phases are: Phase 1: R0.5m – Potential Source: DWEA; Phase 2: R1bn – Potential Source: Rand Water; and Phase 3: R2bn – Potential Source: PPP. The project will also serve a training opportunities for VUT students.

**Clean Air Campaign:** SDM continue to implement the DEAT's "**Clean Fires**" Programme in the region to improve air quality in residential areas. The Basa njengo Magogo (BnM) pilot demonstration was conducted in Emfuleni (Sebokeng) in 2007. This was followed in 2008 by a survey in the region on whether the methodology is employed by the communities or not. The 2010 programme has been developed and presented to the Central Energy Fund for support in implementation. The 2010 plan is to rollout to 15 000 households and 5 000 people through the CEF funding, and the launch of this CEF funded plan was rolled out in Lesedi in May 2010.

In October 2008 at the Annual NACA (National Association of Clean Air) Air Quality Conference in Nelspruit, the SDM (a member of NACA) won an award in the category of

municipalities for its dedicated efforts in the improvement of atmospheric pollution over the past two years (2006 – 2008) in the Sedibeng region.

The Department of Water and Environmental Affairs has completed the **Air Quality Management Plan** for the Vaal Priority Area, and the SDM has subsequently adopted the plan as the SDM Air Quality Management Plan – the legislation requires that each and every municipality, particularly those that fall within the priority areas, should develop and adopt their Air Quality Management Plan. The SDM adopted the Vaal Triangle Airshed Priority Area (VTAPA) Air Quality Management Plan as the Sedibeng DM Air Quality Management Plan because the difference in the geographic space between the Sedibeng Region and the Vaal Triangle is insignificant from the air-space point of view. As at April 2010, the SDM has assumed the status of being the Air Quality Licensing Authority. This devolution of function from DEAT to Local Government is as required by the Air Quality Management Act. The SDM has successfully established an Air Quality Unit albeit under-resourced in human capital. The SDM has formally designated, through a Council resolution, its Air Quality Manager as the SDM Air Quality Officer in compliant to the Air Quality Act, Act 39 of 2004.

A Section 78 study on the Operational and Resources Requirements for the SDM to render an optimal Air Quality Management Services has been completed. The study has been adequate to understand the financial implications and otherwise of the new function on Atmospheric Emission Licensing Authority that has been devolved to the SDM by DWEA. As part of the implementation of the SDM Air Quality Management Plan, an audit of the operational and functional status of two previously unused SDM Air Quality Stations has been completed and the resource requirements to operate and maintain them has been tabled to Council but yet to be funded.

A Draft Air Quality Bylaws (Based on the Model AQM Bylaws developed by DWEA) have been developed, and shared with Local Municipalities for their inputs. A suitable service provider was finally appointed, after the third re-advert, on the Industrial Waste Exchange (IWEX) Programme IWEX project. The current model of the Service Level Agreement for the Municipal Health Services was developed and concluded in 2004 between the SDM and LMs. The model currently under review (for improvement) not only because of its age but also because of the need to consider the additional new role of Air Quality Management Authority the SDM needs to fulfil. All 2010/11 Service Level Agreements for Municipal Health Services for Local Municipalities in the Sedibeng region have been completed and signed by the respective Municipal Managers.

***Environmental Management:*** SDM has successfully secured funding from Indaloyethu for **the greening project – an urban clean up programme that positively contributes to local job creation**. The DWEA has allocated R40m for the implementation of this Clean and Green Programme. The SDM will continue to support the implementation of the Indaloyethu Project in

Emfuleni LM. This project will create 283 employment opportunities by the end of June 2010. The Clean-Up Campaign was conducted as part of the world environment day celebrations, and Clean and Green Campaign was launched for the District in March 2010.

SDM has been accepted as a member of the International Council for Local Environmental Initiatives (ICLEI). SDM is also part of the Urban Task Team on **Biodiversity/Grasslands** that is chaired by the SA National Biodiversity Institute (SANBI). One of the key projects of the Urban Task Team on Biodiversity/Grassland is the rehabilitation of the Sharpeville Dam. ICLEI membership will be utilized for the SDM participation into the Local Action Biodiversity Programme.

The Development of the Regional EMF has been handled by the DWEA. Consultation with the LM is taking place for the development of the 2<sup>nd</sup>. In May 2009, the SDM Environment Portfolio Committee, including SDM and LM Environment Officials, undertook a study tour to eThekweni Metro with the purpose to expose Councillors and Officials from the Sedibeng Region to the challenges eThekweni Metro is facing in implementing its environmental programme of air quality, municipal health services, and waste management, climate change and energy, as well as the success factors. The study store was a success with the lesson learnt and the success factors used as benched-marks into the SDM Environment programmes.

The Environmental Coordination Forum was established, and is chaired by Gauteng Department of Rural Development.

SDM has participated in the Arbor Week Events. The Sedibeng Township Wetland Clean-Up and Rehabilitation Programme (Alien plant vegetation removal and Ecosystem Improvement), was submitted to Indaleyethu for funding.

**The Clean Energy:** The MHS Compliance Schedule has been developed. In response to the Climate Change reality, the SDM undertook an Energy Efficiency / Energy Saving exercises by conducting Energy Audits in selected municipal buildings of SDM, ELM, MLM and LLM and these exercise have been completed. The reports were submitted to respective Facilities Managers for their attention and action in terms of employing new energy efficient/saving devices. The Cleaner Production Support Programme Concept proposal document for Cleaner Production was developed. There are ongoing discussions with National Centre for Cleaner Production for possible funding of the programme. Another Climate Change response project undertaken by the SDM was the successful securing of funding to the tune of R6.0m from the Danish Embassy for the implementation of the Solar Water Heating Systems in 2000 of the low cost houses in the Emfuleni area of the SDM. The development of the high level discussion and the corresponding funding business plan started at the Climate Change 2-day workshop in Port Elizabeth in April 2010 under the leadership of the SDM Executive Mayor. The project is currently in the stage of procuring the service provider. Lastly, the SDM has developed the darft

Environmental Newsletter, to be completed within 2010, with the sole purpose to communicating with the SDM officials, the Sedibeng residents, and the public at large on the programmes of environment as well as to cover topical issues like Climate Change.

#### **2.1.4 REINTEGRATING OUR REGION**

SALGA will be taking common approach on behalf of municipalities in the establishment of the Regional Electricity Distribution Strategy (REDS).

The Integrated Transport Plan (ITP) is completed and will be submitted to Council for approval. All SDM local municipalities have appointed service providers to develop Local Master Plans for road infrastructure, and the province is busy developing Provincial Master Plan (Strategic Road Network Master Plan) which focuses on major roads (Class 1 – 3 roads) in the region. The SDM has adopted its draft Developer Contribution Policy and is waiting for the GDRT to finalise the legal issues i.r.o contributions to provincial roads authorities. In early 2009 the SDM Transport & Infrastructure Portfolio Committee visited the GDRT/CSIR Ultra Thin Reinforced Concrete Pavements in Road Construction in Pretoria North to see the CSIR testing site and in Atteridgeville to see GDRT pilot project. The visit was successful and the SDM and the LMs unanimously agreed that the GDRT can start employing the new design and construction method in the 20T Roads Programme in the Sedibeng. The SDM tried and will continue trying to raise the attention of the GDRT about the need and necessity to upgrade the R82 road between Arconpark and Walkerville.

The SDM is working with Province and the LMs in ensuring that outdated road signs are being removed and new ones are being installed. The upgrading of the tourism signs project in the region is 90% complete. The directional signs project in the region has been divided into three areas that coincide with the LM areas, and the contractor for the Emfuleni directional sign is expected to be appointed within the 1<sup>st</sup> quarter of 2010/11, and the project timeframe is 8 months.

PRASA undertook a feasibility study on the upgrading of Vereeniging and Residensia Stations, and the Kwaggastroom Station is currently being upgraded. The accommodation and transport requirement of various establishments were quantified. The train was used as preferred mode of transport for the duration of the World Cup. The train from Vereeniging was free of charge for all games played in Gauteng, and SDM provided President Park as transport hub. The Bophelong Public Transport facility was funded by the Province.

The Taxido Junction project will be procured in the new financial year for the appointment of the design and tender consultant. The North West University (NWU) presented its progress report on Vaal Logistic Hub. The report was presented to the Section 80 and Gauteng Freight Forum.

In April 2010 the GDRT indicated the inability of the Driver License Testing Authorities in Gauteng in meeting the demand in testing the driver license applications which currently stands at 400 000 per year as compared to a testing capacity of 200 000 per year in the entire province. The SDM, in response, will be taking 24 Licensing Cashier/Clerks to the Lengau Traffic College in Bloemfontein for training as Examiners. 12 learners will be attending from 26 September 2010 to 03 December 2010, and the next 12 from late January 2011 to late March 2011. This will increase the Driver License Testing Capacity of the SDM by 40 320 slots per year (equivalent to meeting 20% of the provincial backlog), a very positive revenue income strategy for both the SDM and the GDRT.

SDM improve **ICT connectivity in the region**, three sites were identified to link under new contract: Lesedi VTS, Lesedi Museum, Sharpeville Police station, and the installation of Lesedi links and Sharpeville links in process. There is progress in the upgrade of the following links: (1) Vereeniging Civic to Fire; (2) Vereeniging Fire to Technorama; (3) and Technorama to Vereeniging Licensing

The following Links were completed: 3R substation to Langerant, Vesco to Vereeniging Fire, Civic) Emf) to Vereeniging Fire, 88KW substation (fibre), Emf Civic to Boipatong Community Hall, Vereeniging Civic to Andasta Building, Vereeniging Civic to Market Ave Clinic. MTN Fire to Water Tower, Water Tower to Sicelo Library, MTN Fire to Engineering (Scada System Link) Lesedi VTS to Vereeniging Civic, Lesedi Museum to Vereeniging Civic, Vereeniging Civic to Sharpeville Police station. A high ICT connectivity means efficiency and effectiveness in service delivery.

## **2.1.5 RELEASING OUR HUMAN POTENTIAL**

In terms of this particular Key Performance Area the SDM committed itself to releasing human potential through accelerated investment in people and increased focus on the development of social capital. There are many activities or strategies and sub-strategies under this Key Performance Area than any one, covering three of the government's Key Priority Areas which are Education, Health and Safety and Security.

**2.1.5.1. COMMUNITY SAFETY :** The Key strategic objective of the IDP is to promote a safe and secure environment for communities of Sedibeng.

In order to ensure effective and efficient implementation of developed programmes, a Community Safety Forum was established with the support of SAPS, Government departments, Community Policing Forums, Faith Based Organisations, Non-Governmental Organisations, and other organisations in safety and security sector. The Forum is functioning very well and has contributed extensively to the decrease in crime throughout the district.

***The Crime Prevention Strategy:*** In support of the National Crime Prevention Strategy of 1996 and White Paper on Safety and Security of 1998, SDM together with Community Safety Forum partners developed a crime prevention strategy in 2007, namely; Community Safety Plan 2008 – 2014.

As part of its campaign against crime, the SDM has also printed Pamphlets and booklets on safety tips and distributed them at various schools and public gatherings to inform communities about crime prevention measures, including available services and processes thereof to be followed when dealing safety and security challenges.

To sustain CPF structures, there are regular induction workshops that are conducted in partnership with Gauteng Department of Community Safety and SAPS. There are thirteen functional CPF structures within the region, including sub-structures such as Community Patrollers, Youth Crime Prevention Desks and Victim Empowerment Centres.

A Regional Victim Empowerment Centre in the form of trauma counselling was established on the 08 December 2009 at Itsose Primary School in Sharpeville to provide treatment to victims of crimes.

As part of addressing violence against women and children, awareness programmes on domestic violence were held at various schools and public places in the areas; Ratanda, Devon, Meyerton, Sebokeng, Bophelong, Evaton and Bophelong. Various VECs were officially launched at the 12 Police Stations with the exception of Kliprivier. The statistics shows improved achievement as there is decrease in this type of the crime.

***Training and Capacity Building :*** Community Patrollers and Ex-Combatants were trained in security field which covered areas such as access control, first aid, basic fire fighting and patrols for 2010 FIFA World Cup activities. CPF Cluster Executive Committees (Sebokeng & Vereeniging Clusters) were established which form the Regional CPF Board, with the operational office space at Itsose Primary School at in Sharpeville.

Social crime prevention awareness programmes targeting moral regeneration, Gun Free South Africa, schools safety and domestic violence were held in areas of Devon, Evaton, Ratanda, Bophelong, & Vereeniging. These awareness programmes include substance abuse, bullying, teenage pregnancy, gangsters and domestic violence and focus was more at school level.

A Rural Safety Forum was established in Heidelberg in partnership between LLM, SAPS, Spoornet and Heidelberg Farmers. To address high level of alcohol abuse within the region, a joint Liquor Awareness Campaign held in partnership with Dept. of Economic Development, ELM, SAPS and SALTA in Sebokeng and Evaton to educate liquor traders about management and control measures applicable to their respective businesses. The role of law enforcement

officials is greatly appreciated within the region, hence; the Community Safety Review and Awards ceremony event is held on an annual basis to recognise and reward outstanding performances.

**Closed Circuit Area Surveillance Cameras:** A MOU between SDM, ELM, LLM, MLM and SAPS was entered into for the implementation of the CCTV Project. This came into being after Council approved the installation of CCTV street surveillance cameras in Vereeniging CBD, Vanderbijlpark CBD, Meyerton, Heidelberg, Ratanda, Sebokeng, Evaton and Sharpeville. Installation of CCTV street surveillance cameras started in 2005 with 15 cameras installed in Vereeniging CBD. The project is currently being expanded to cover areas that were not covered by the previously throughout the whole district. .

**2.1.5.2. DISASTER MANAGEMENT:** The district wide **Disaster Management Plan** was drafted and adopted during the ~~reviewed~~ 2005/06 financial year & reviewed annually as required by the Act thereafter. Measures have been put in place to ensure inclusion of the National Key Points Disaster Management plans and the local municipality plans into the broader district-wide Disaster Management Plan. The Emfuleni Local Municipality Disaster Management Plan is ~~under~~ being development, with the Lesedi and Midvaal local municipalities' Disaster Management plans adopted by councils and being ~~were~~ reviewed in accordance to the Act. A successful Sedibeng Disaster Management Indaba was held on the 26<sup>th</sup> of July 2009.

Disaster management Advisory Forum was established with the sole responsibility to advise council on all matters related to disasters as entailed in the Act. Successful river rescue program was implemented to ensure safety along all the banks of the Vaal River. Fire fighting trailers & water tankers were procured & officially handed over to farmers to assist in the prevention of catastrophic veld fires. Multipurpose disaster management vehicle was procured with different modules to assist the department and stakeholders during emergencies leading to disasters. Training of Councillors in disaster management was implemented.

To assist Local fire fighting services the district procured specialised fire fighting equipment to ensure effective service delivery.

During the xenophobic attacks of 2008 and the possible ones of 2010 the department put up contingency plans to curb the situation. The plans ~~are leading~~ led to the establishment of the SDM strategy on xenophobia.

The SDM established Joint Operation Centre to manage and control all mishaps, with immediate and prompt response with necessary material support to the emergency situations at all times.

**2.1.5.3. HIV AND AIDS SERVICES:** One of the key challenges that faced the District before 2006 was the increasing trends in the HIV-prevalence, compounded by insufficient and/or lack

of access to treatment, care and support services. As the results there was disturbing trends of stigma and discrimination, especially in the work place, hence the District launched of a new work place and ward based District HIV&AIDS Strategy (2007-2011) in 2006, with the aim to reduce infections by half, as well as the support to at least 80% of people living with HIV the Support to at least 80% of vulnerable children all by 2011.

It can be reported that though not as per the targets the SDM set for itself there reports received from various research groups mainly the *Global Insight* as contained in the SDM IDP analysis has been showing a gradual decline in infections and HIV/AIDS related incidents which is a success in this regard especially for the youth.

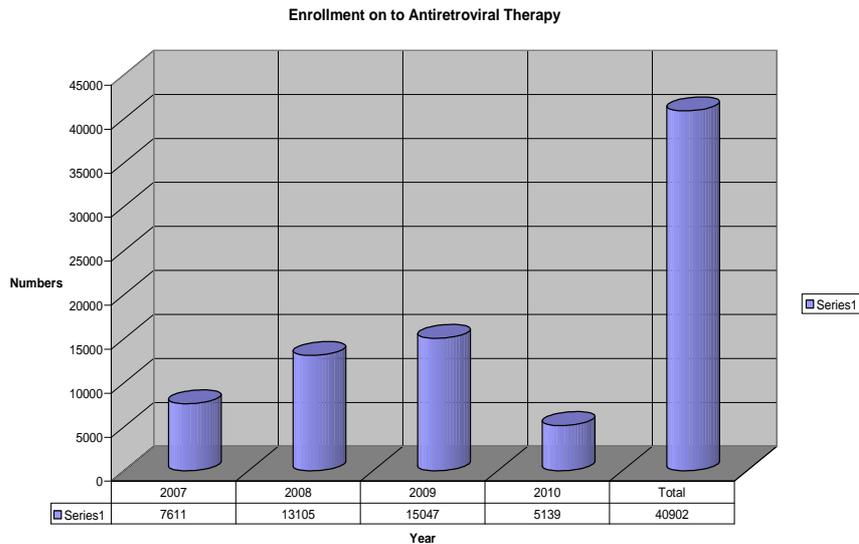
Since then there has been continuous strengthening and implementation of the priority areas viz. prevention; treatment, care and support; human rights; monitoring, research and surveillance, which are also priority areas for National Strategic Plan 2007-2011. The following are the programmes and strides made in an endeavour to improve the lives of those infected and/or affected by HIV&AIDS within the communities:

**Prevention:** The district appointed 46 ward coordinators, who are on stipend, to carry out the quarterly door-to-door campaigns, where more than 90% of the households were reached, in the process distributing more than 2, 5 million condoms, including Information, education and communication (IEC) materials.

Unlike before 2006, more civil society structures including traditional health practitioners, faith-based organisations, youth centres, people with disabilities, people living with HIV&AIDS, the elderly are committed to and are implementing sector programmes to capacitate their members and the communities. This has translated into improved participation in the HIV Counselling and Testing (HCT) and the Prevention of Mother to Child transmission (PMTCT), while there is declining patterns of new Sexually Transmitted Infections.

As a result of these concerted efforts, the District's HIV-prevalence, according to the National HIV and Syphilis antenatal survey, has dropped from 35% in 2006 to 31.8% in 2008, a statistically significant decline.

**Treatment, Care and Support:** Access to treatment for HIV-infected individuals has been drastically strengthened. As compared to 2006, the district has improved facilities that provide CCMT from 6 to 9. More facilities are providing counselling for and serve as referral points for antiretroviral therapy (ART), now known as the Comprehensive Care and Management Therapy (CCMT). The district has managed to enrol more than 40 000 people with nutritional support onto the CCMT programme, see graph 1 below:



N.B. 2010 figures only until July

There is exponential increase in the care and support services for infected and/or affected individuals, including orphaned and vulnerable children. More than 50 Non-Governmental Organisations with stipend volunteers are funded through Health and Social Development Department, amongst them (NGOs), reaching more than 25 000 home-bound people, including orphaned and vulnerable children. The District is annually hosts the “Bucket of Love” for HIV-infected children, where they are given toys and are allowed to enjoy the day through recreational activities.

Both private and public hospitals have stepped-up their commitment to reducing bed-occupancy of those HIV-infected individuals. This is illustrated by the number of individuals taken care of by the home-based carers within communities. Through collaborative efforts, the TB cure rate has improved from 74% to 77%.

**Human Rights:** The intensification of targeted intervention campaigns, especially in the world of work has created conducive environment for employers to develop and implement workplace policies and programmes. More than 80% of big businesses in the region have policies and programmes, with 5 of those operating ART centres for their employees.

There are notable declining trends in workplace prejudices against HIV-positive employees, with most companies having trained Peer Educators for continuous employees’ empowerment.

Government departments are also playing a critical role in ensuring employees’ empowerment through internal campaigns and Peer Education. All municipalities within the District have

reviewed their HIV-workplace policies and programmes; and all but one (Emfuleni Local Municipality) have conducted workplace employees' HIV impact assessments to determine the burden of this scourge amongst their employees to enable their succession and Human resources planning. Employees participate freely in HIV&AIDS activities without fear of stigma and discrimination; where, based on the statistics, more than 45% of employees within the district know their HIV-status and participate in some form of support groups.

Institutions of higher learning are also actively participating in implementing programmes geared towards reducing new HIV-incidences among students. Many of them have conducted targeted intervention campaigns such as Scrutinise etc. Their participation in the Higher Education South Africa (HESA) HIV&AIDS survey has helped students to be more prudent in their sexual actions. An encouraging trend being from the socio-behavioural survey by Human Science Research Council (HSRC), which recently revealed that youth 20 years and below have improved their socio-sexual approach, thereby contributing to reduced HIV –infection in this age category.

**Monitoring, Research and Surveillance:** In an effort to provide political leadership, direction, monitoring and evaluation of the HIV&AIDS programme within the District, there had to be viable AIDS Councils. To date all AIDS Councils i.e. District and Local AIDS Councils are functional, with regular meetings chaired by Executive Mayors and/or MMCs. In addition, interdepartmental collaboration has drastically improved, with government departments actively participating in information sharing and reporting on their HIV&AIDS projects and programmes.

**THE CHALLENGES:** While there has been a grant from the Province since 2000, this current financial year the district has not been funded to execute HIV&AIDS programme. This hampers and stalls progress made in that:

- 46 ward coordinators have not been given their monthly stipend,
- Indigent burial are not supported
- CBOs have not been funded
- and other flagship projects have not been implemented due to lack of funds

**2.1.5.4. EMERGENCY MEDICAL SERVICES:** Emergency Medical Services is a Provincial Function, which the district is providing on an urgency basis. Memorandum of Understanding was signed in 2002 and addendums on the Memorandum of Agreement are being signed on annually basis. Whilst SDM gets subsidy from Gauteng Province, a shortfall/deficit on the GPG subsidy has been experienced since the inception of MOU and for the 2010/2011 financial year the shortfall amounts to R 14 733 748.00. For the period under review twenty ambulances were replaced by GPG just before and after the 2010 Soccer World cup.

In Emergency Medical Vehicles, on average there has been significant improvement in EMS service delivery e.g in 06/07 the Priority 1 incidents reached were 41% in Urban Areas and 77% in Non-Urban Areas whilst in 09/10 the ranged increased to 72.19% of confirmed Priority 1 incidents reached within 15 minutes in Urban Areas; 91.21% of confirmed Priority 1 incidents reached within 40 minutes in Rural Areas; in the emergency medical vehicles on average operational per shift were 18 in 06/07; and they increased to 22.06 in 09/10. The following averages are an indication of service improvement of 09/10: 1.46 advanced life support primary response vehicles on average operational per shift; and 3.81 EMS Vehicles on average dedicated per shift at identified satellite venues. A total of 3522 courses on community issues were undertaken, 4766 Community members trained in First Aid, and 33 Schools reached.

**THE CHALLENGES :** Main challenges are: Uncertainty on provincialisation, absence of suitable EMS facilities, proper radio communication (current system inadequate, reception problems), prolonged down time of vehicles (authorization of repairs and prolonged repairs), Maintenance, repair, ordering and replacement of medical equipment, training of staff, absence of academic hospitals and poor residential infrastructure that results in prolonged response times. (e.g. no street names).

**2.1.5.5. HEALTH AND SOCIAL DEVELOPMENT:** The District is coordinating and monitoring the implementation of Primary health care as well as social services within the local municipalities.

**2.1.5.5.1. Health Services:** Preventive, curative, rehabilitative as well as health promotion services are rendered within the 37 clinics and the 3 hospitals within the region. The rural areas are reached through the use of mobile clinic units which have to-date increased to 10 and are rendering comprehensive primary health care service within these remote areas.

The District Municipality works in collaboration with the Provincial Health Department to improve accesses to health services and improve the health status of communities.

To improve health services more nurses and health promoters were employed. Drug management has been improved to make medication available in the facilities at all times. A project to visit chronic and elderly patients at home and provide medication was piloted in Boipatong area. This project called Kgatelopele has assisted in reducing long queues in clinics whilst promoting family health care with communities. To this end Sedibeng is in the process of establishing health posts which will further promote community oriented health care. To increase accessibility and availability of health services, 9 clinics have extended working hours to beyond 16H00 to operate even during weekends. Two of the Community Health Centres are operating 24 hours.

Preventive health programmes have included Healthy life style campaign since 2008 to educate communities on health living to curb the occurrence of chronic diseases. SDM intensified its campaigns for the prevention of mother to child HIV transmission to help in reaching the objectives of the Millennium Development Goals (MDG). Immunization campaigns also intensified to ensure that Sedibeng maintains and prevent childhood illnesses to keep children healthy. To date, the immunization coverage has reached 95%. The district will continue with polio campaign and provision of Vitamin A to children. Outbreak response teams have been established to be proactive to prevent and act promptly in time should there be any outbreak of an infectious disease. TB cure rate has improved from 74% in 2007 to 77% in 2010.

The District aligned itself with the National Ante-retroviral Roll-Out Plan (ARV), the accessibility of ARV sites have been gradually increasing from 3 sites in 2006 and is currently sitting at 9 by April 2010.

To work as a collective with Province, a District Health Council as well as Technical Team have been established through Council processes. Joint meetings are held to plan on health processes and health care related issues. A Service Level Agreement to formalize working relations was developed; however this has not been signed following pending issues on provincialization of health services. The provincialization of Municipality primary health services remains a challenge.

**2.1.5.5.2. Promotion of Social Development of Our Communities:** To further promote the development and welfare of the communities, the District has developed programmes for designated groups such as the Youth, People with Disabilities, Children, Women and Gender as well as the Ex combatants. To facilitate programmes aimed at these groups, the municipality has embarked on a mainstreaming process which is aimed at involving all sectors and departments within the municipality in participating in their programmes.

**2.1.5.5.3. Youth Development:** In terms of **youth development**, the District developed and adopted a Youth Policy in 2007. Subsequent to that, four Youth Advisory Centres for youth empowerment were established in 2007. These facilities were well received and are fully utilised by the Youth in that only during 2009/10 financial year, a total number of 32 750 young people have to-date accessed various programmes from both the private sector and government programmes through Youth Advisory Centre walk – ins and outreach. This includes a total number of 234 young people who have gained job placement within Government and Private Sector, whilst 297 have accessed bursaries from the District Municipality and other Sectors since 2006 to date. Youth Centre services were expanded to the areas of Midvaal and Evaton through outreach programmes although no physical centres have yet been established. Consultative processes and plans to establish a centre in Midvaal local municipality are continuing.

The National Youth Service and the Global Youth Service programmes are enhanced in the district and a programme on promotion of National Symbols within SDM communities was conducted in collaboration with National Youth Service

The District has been celebrating youth events since 2006 and prior, and on 04 June 2010, it hosted an Inaugural Youth Leadership Award. The programme was implemented in partnership with various Local Private Sector Companies, e.g. Arcelor Mittal Steel. About 15437 Young people have been assisted through the YACs on various products provided in the centres (April – June 2010), and 5483 young people assisted on CV writing and Job hunting skills.

At present, the District is conducting a Youth research to measure the impact of the Youth Development Programmes. The findings thereof will be used to update the Youth Development Strategy.

**2.1.5.5.4. Woman and Gender Programmes:** To facilitate implementation of Woman and Gender programmes, a Gender Policy as well as strategy were developed and adopted by Council in 2009. The District together with the local municipalities have developed programmes based on the policy and strategy. Gender committees have been established to facilitate joint planning and implementation. The Speakers office facilitates Woman's month celebrations through programmes and workshops yearly. Awareness workshop on Human trafficking was conducted for NGOs.

At present the District is in the process of measuring its performance on Gender issues as well as institutionalizing gender within the municipality through workshops.

Centre for Orphans and Vulnerable Children (OVC), ECD and Elderly Operational in Lesedi LM. Vulnerable children are assisted through various NGOs and Drop in centres through out the district. Campaigns on Birth certificates and IDs are conducted on a quarterly basis since 2008. These are done through multisectoral approach in order to use the opportunity to provide a comprehensive service to the communities.

**2.1.5.5.5. Programme for Excombatants:** In line with the decision of the ruling party during its 52nd National Conference held in Polokwane in 2007 the District developed and adopted a Short Plan of Action for Excombatants in 2008. Since the inception of this programme a number of workshops were held by the Municipality together with the Ex-combatants community and on two occasions National and Province were involved. Based on National assessment, Sedibeng has made progress in terms of addressing Ex-combatants issues. Capacity programmes have been implemented on Leadership and Security training.

To date approximately 88 Ex- Combatants have been appointed across the District including eight Ex- combatant liaising officers who are assisting the district in propelling the short term programme. With no formal academic qualifications for some of them when they were employed in the council it can be reported that some are today doing professional work ranging from coordinators to IT technicians.

Thirteen Ex- Combatant families have been assisted with burials. Sick Ex-combatants are also visited at home and assisted with food parcels through the Regional Food bank where necessary.

A draft Ex-combatant Policy has been developed and is awaiting National policy guidelines for alignment before approval.

**2.1.5.5.6. Programmes for the Aged:** A district forum for aged persons has been established. The district is working with the forum to implement activities for aged persons across the district. A health exhibition was held and 160 older persons were screened for blood glucose, blood pressure and HIV & AIDS. Elderly music competition was held in October 2009. Olympic games were held and 300 older people attended. A health project (Kgatelo-pele) has been piloted in Boipatong to visit aged people at home and provide them with medication. This will soon be rolled out to other areas.

**2.5.5.7. Programmes for the People with Disabilities:** A policy for People with Disability has been developed and adopted by Council; to have local municipalities aligning with the adopted policy for implementation. Workshop on sign language was held and a process of converting the policy document into braille has started. Summit for Disabled people in order to develop a plan of action was held in 2009. Mainstreaming workshop to motivate departments to facilitate implementation of People with Disability plan was held. A campaign to bring People with Disability to work was held in 2008; twenty seven (27) People with Disability were accommodated to work within the municipality departments for a period of a week.

**2.1.5.6. SRAC&H:** The District Sports Council in identified sporting codes was established, through which the SDM will be able to fully participate in Provincial Sports as well as nurture the people of the Vaal through sports and recreation. In Collaboration with National and Province, SDM supported the establishment of multi coded sports hubs in Local Municipalities aimed at promoting safe, secure and sustainable Communities and healthy lifestyles through the delivery of community based mass participation programs.

In our endeavor for sports development particularly football, SDM partnered with the Captain of our National Squad, Mr Aaron Mokoena to form and launch the Aaron Mokoena Foundation Regionally.

It is envisaged that the AMF will form part of the Soccer Academy to be formed in collaboration with the Denmark Government planned to be located within the Sports Precinct in Sharpeville at George Thabe Stadium.

**2.1.5.6.1. The 2010 FIFA World Cup:** Though SDM was not a host City, SDM adopted a 2010 strategy in August 2008, in line with our growth development strategy. The FIFA World Cup was given due consideration in the 2009/2010 IDP and Budget Process.

The key aspects of the approved 2010 Strategy were factored into the IDP and Budget. The Five Focus areas are:

- Precinct Development
- Football Development
- Accommodation and Transport
- Safety and Security
- Environment and Health

The implementation of the above focus areas are contained in the SDM IDP and distributed into the SDBIP as allocated to each ED and their respective departments. A budget allocation was also made to cover a "lobby tour" as it was envisaged at the time of the approval of the IDP/Budget in 2009.

SDM 2010 Strategy managed to attract to the district two national teams to have base camps in the area. Sedibeng was home to Switzerland and Ivory Coast. George Thabe and VUT Stadia were handed over to the LOC for these respective teams.

In line with its objective of Soccer Development and mobilisation for 2010 FIFA World Cup the SDM and the Gauteng Department of Education hosted a tournament mirroring 32 participating countries and donated full sets of playing kits and soccer boots to 32 participating primary schools in the region as part of the school holiday programme.

During FIFA World Cup the SDM hosted 17 **Public Viewing Areas (PVA's)** across the width of the Sedibeng area. The two Primary PVA's were situated at Saul Tsotetsi Sport Centre in Sebokeng Zone 14, and the other one at the Constitutional Square in the Vereeniging CBD. These PVA's had big Plasma Screens, stage and sound for live entertainment. The other 15 were

in door secondary public viewing areas which were managed by the 2010 Task Team. The PVAs were spread across the region from Noordvaal, all the way through to cover Bophelong, Boipatong, Evaton and other places right up to Midvaal and Lesedi.

As part of the lasting legacy and offering the public opportunity to access electronic media, the above facilities with the exception of Sicelo Sports Centre, were permanently fitted with satellite dish, DSTV decoder, public announcement system and projectors, which shall remain in the property of the venue.

It can also be reported that the SDM successfully hosted the FIFA World Cup Trophy Tour at VUT which was graced by the Premier and the MEC for SACR. SDM hosted the African Festival Programme including the National SABC Live Broadcast at the Saul Tsotetsi PVA site where Ivory Coast, Ghana, Cameroon and Nigerian Nationals enticed the crowds with their tasty traditional dishes. SDM was commended by COGTA for the excellent presentation of their 2010 World Cup Readiness Report during their inspection visit.

Gauteng Lions Rugby Club was engaged on the development of Rugby in primary schools, especially within the previously disadvantaged communities and rural areas.

**2.1.5.6.2. Heritage:** In terms of the **National Heritage Resources Act No.25 of 1999** graves and other public objects and places of commemoration form an important part of South Africa's heritage and must be conserved for future generations and for sustainability. The burial site of the victim of Boipatong Massacre of 1992 falls within this category. The respective graves were upgraded and launched in June 2010. Heritage related programmes were successfully implemented, namely, heritage routes, oral history, and a trip to Cape Town with survivors and victims of Boipatong massacre.

Drafts Strategies for Museums and Theatres were developed. The Human Rights Programme was successfully implemented in partnership with province, locals and other stakeholders. The Houtkop Massacre of 26 March 1990 was also commemorated in partnership with SANCO. The Journey of the Living History Programme was successfully undertaken in 2007 and 2010 with the survivors and families of the victims of the Sharpeville and Boipatong massacre. The Journey of Appreciation Programme coincided with the official opening of Parliament on the 11<sup>th</sup> February 2010 and participants had an opportunity to listen to the State of the Nation Address and visited other places of historical importance, including Robben Island.

The Regional Craft Hub has been established within the Old Sharpeville Police Station which has now been converted into a Museum. It has more than 50 young people who are involved in Craft work and selling products to the tourists and visitors from various communities. SDM

implemented a programme to support artist and crafters, including and the establishment of the school of the Arts. Sedibeng ran a project called the Puisano Jazz Programme. They held auditions to identify developmental jazz band and Sedibeng Band, Upbeat Jazz Band obtained first position in the whole of Gauteng. During the Provincial Carnival, the Sedibeng troupe also obtains position one on the best Carnival Club, Best Choreography and Best Music in the whole of Gauteng. Various events including capacity building workshops and festivals were held successfully for artists and staff in the region: Choral music workshops, storytelling workshops, events and protocol workshop, drama festival, hip-hop-kwaito festival, and cultural exhibition.

## **2.1.6 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE**

**2.6.1. Financial Management:** SDM made a commitment to **sound financial sustainable local government**. MFMA compliance reports are completed annually, Sundry Debtors report were also completed and approved by Council. All quarterly reports completed and submitted to Section 80 Committee for approval. Final OPEX and CAPEX budgets approved by Council after public participation processes executed. Terms of reference for the development of a medium to long term expenditure framework strategy in alignment with National, Provincial and Municipal priorities was approved by CFO and MM, and served before Bid Committees.

The quarterly report on the implementation of ISS system has been completed. VENUS Supplier import to ISS and elimination of any duplicates has been completed. First auction report on redundant and scrap assets auctioned was approved by Section 80 Committee. The second phase of the project commenced. The launching of Tender Advisory Centre is set for the next financial year 2010/11, and the Terms of References for Procurement Strategy was completed.

The CIDB compliant database of construction companies has been created for the possible future sub-contracting or main contractor opportunities, and 30% of all construction procurement within SDM is sub-contracted to local service providers. Ten (10) key commodities have been identified as per National Treasury/Department of Economic Development's guidelines. These commodities will be the focus of any developmental programme that SCM/LED will implement. The first customer survey was released in November 2009. The results were consolidated to establish level of satisfaction and intervention to improve service.

***Unqualified audit opinion received from Auditor General (AG):*** The SDM has been receiving the unqualified Audit Report for the fourth year in the row winning it an ***"Ambassador For the Clean Audit"*** Award from COGTA as well as an Award from SALGA in this regard.

**2.6.2. Record Management:** A service provider was appointed to scan & image all closed files (Treasury & HR), and the project is near completion. A draft of the Records Strategy for 2010/2011 was completed. The review of the Contracts Policy was approved by Council, and the SHEQ policy was completed. Council's Manual for the Promotion of Access to Information

Act was placed on SDM Website, and the Internal Telecommunication Policy was adopted by Council.

During September 2009 SDM won an award for the best Municipality in the entire Country on Archives and Record Management Applications and in May 2010 the District hosted the Provincial launch of the National Archives Week. In April 2010 the IGR Sedibeng Archives and Records Management Forum hosted a successful Strategic Workshop. The Forum, attended by representatives from the Locals, sits every month and has achieved several milestones, turning projects into processes. Since winning the award the SDM has been approached by the S.A. Human Rights Commission, Gauteng Archives Department and various other National and Provincial Departments seeking support i.r.o. benchmarking and best practices. A successful Peer Review was conducted between the District and Locals during 2009/10 as part of improving Best Practices, and a second review is scheduled for November 2010.

Training during 2010 on the newly upgraded Quidity Administrator system was conducted but was poorly attended by MMCs and Top Management. SDM is in the process of appointing a Records Manager.

**2.1.6.3. Rendering Effective IT services**, a new communication tower was erected at Meyerton Water Tower, site commissioned and operational. Heidelberg Licensing linked and completed, other sites are in progress. Basic Disaster Recovery Plan is in place and functioning. A Contract with BCX is in place, 22 links on maintenance, the review of existing equipment is in process, and the WAN is functioning optimally. Spare radio links were acquired to ensure minimum down time of the WAN.

An order was issued to BXC for three new Venus Servers, one to be deployed in Sedibeng, another in Midvaal and the third to be used as DRP server for the District. Existing servers will be moved to the DRP pool and used as backup devices for the District. Server installed in Midvaal and in ELM was completed, staff trained, and Systems roll-out completed. Staff in Emfuleni and Midvaal trained fully on GroupLink Help Desk System.

**2.1.6.4. Human Capital Processes:** The Human Resources Standard Operating Procedures (HR SOP) was developed. Equity and Incapacity Policies approved by Council. Batho Pele Strategy was served at Section 80 Committee, and the Performance Management & Development System was reviewed and finalised. OHS policy approved by Section 80 for implementation.

For the period under review the SDM has been doing very well on training and capacity building for the staff such that for the financial year ending June 2008, it won an Award in this regard.

The Performance Management System was introduced to all members of the staff in 2008, which has also contributed to capacity training for a large number of people.

**Training and development for Councillors** - The MPAC Committee members are currently participating in the Monitoring and Evaluation training programme conducted by Regenesys and coordinated by the province. Skill Development Forum will be revived in the new financial year (2010/11). The Councillors were enrolled in the MPAC training programme coordinated by the province. A successful meeting was held with Professor Ababio of Northwest University regarding training capacity for Councillors.

A service provider was appointed to introduce career pathing, including Personal Development Plans (PDP) and Recognition of Prior Learning (RPL) for Councillors.

**2.1.6.5. Maintenance of High Quality Municipal Facilities:** The Turnaround Strategy report for Taxi Ranks was reviewed by Section 80. The appointment of a service provider on the Development of a long term plan Model for efficient management and maintenance of SDM facilities including possibilities of partnership with private sector to be finalized by end August 2010. Consultants on the Turnaround Strategy for Vereeniging Fresh Produce Market approved by Council are to present their new project plan with a framework to fast track the project. Specifications finalised and approved by the Bid Specification Committee on a project to determine municipal facilities friendliness to and implications for people with disabilities.

A process to procure services of Plumbers, Electricians, Quality Surveyor conditioners and refrigeration on two (2) year contracts is almost finalised. A panel of providers will be appointed in 2010/2011 financial year. A new security company Futuris Services was awarded for municipal building. Joint programme to revamp the municipality building was developed, 35 % of the programme was implemented, and will continue in 2010/2011 financial year. Manual system tracking compliance implemented automated system to be procured in 2010/2011 financial year.

**2.1.6.6. Promotion of Relevant Information and Knowledge,** the Knowledge Management (KM) Strategy was approved for tabling to Council. A Draft Operational Plan on library service for Councillors has been developed. A successful Emerald Women Conference was profiled onto the website and in the municipal newsletter. The IDP, Budget and Annual Report were put in the public domain for sector stakeholders' inputs. The Executive Mayor continued to engaged with stakeholders to address subjects of national interest, including but not limited to service delivery, FIFA soccer world cup tournament; Sharpeville Precinct Development, 50<sup>th</sup> Anniversary of the Sharpeville Massacre, "Journey of the Living History".

Expert Locator programme of the COP has empowered participants in the Communities of Practice meetings, Ex-combatants and Unions attended. SDM visit to the INK Urban renewal programmes and the Buffalo City municipality, facilitated best practice learning and assisted in the Urban programme for Evaton Renewal Programme. Consolidated Integrated IDP Work Plan/Plan between Sedibeng and the Local Municipalities was submitted to Section 80, MAYCO and Council for Approval, then to MEC for Local Government.

### **2.1.7 VIBRANT DEMOCRACY**

In the period June 2006 to June 2010, the Political Management Team through Offices of the Executive Mayor and the Speaker, undertook extensive **public and stakeholder engagements** through visits, media outreach, consultations and meetings such as District Wide Imbizo and State of the District Addresses. Various topics were covered, e.g. service delivery, religion, business, education, HIV & AIDS, health, sports, designated groups, safety and security. The branding of the Municipality and the Executive Mayor was achieved through various mediums, e.g. publications, newspapers, interviews, Live reads, etc. As stated the Sectoral Izimbizo and dialogues were organised in relation to the GDS and IDP with designated groups including women, youth, the elderly, people with disabilities, etc.

The Sedibeng Youth Open Day was organised annually, the latest held on the 25<sup>th</sup> June 2010 at the Constitutional Square was attended by over 1000 young people. The Open Day was addressed by E. Mayors Mofokeng, Mshudulu and Modisakeng and MMCs Tsokolibane and Nkosi.

The Capex Budget was spent as allocated, and the targets for coordinating Whippery, SDM Councillors and District Wide Caucus Lekgotla's were met. Multi Party Whippery meetings were convened successfully. The PAC and DA were allocated offices at the MSDC building. Capacity building training programme was conducted for all ANC Councillors. The Fora were conducted during the period under review Chief Whips Forum, Whippery Meetings and Multi Party Forum were held successfully.

**SDM promotes high level of intergovernmental cooperation** through organising Joint Municipal Managers' meetings, Joint Mayor's meetings, Joint Mayoral Committee meetings, and the Broad Inter-sectoral meetings to discuss and resolve on regional service delivery issues. SDM and its Local Municipalities cooperated in the implementation of all identified projects in relation to Precincts Development. The Draft International Strategy is currently being developed by the Office of the Executive Mayor. SDM hosted the successful 2009/10 O.R. Tambo games. For the first time the Provincial department of SRAC participated in the games. The OR Tambo Games play a significant role in the learning network process. Its coordination has been assigned to SRAC&H for the 2010/11 year games.

The draft Audit Committee Charter and draft Annual plan were finalised. A fully experienced Audit Committee was appointed in April 2010, led by a female chairperson, thus reflect SDM's commitment to clean audit and women empowerment mandate. A fraud and corruption training session was facilitated by COGTA and local municipalities attended the workshop in Maccauvlei. A number of Sedibeng Mayoral District – Wide Imbizos were held. Municipal Public Accounts Committee (MPAC) oversight reports were approved by Council. Terms of Reference of Section 79 Committees: Ethics, Gender and Rules Committees were reviewed and

served in respective committees for adoption. Stakeholder Consultative meetings were held with families of the victims of the Boipatong massacre, Community, Religious and Political Organizations to prepare for the Hand-over of the tombstones to the families of the victims of the Boipatong massacre of the 17 June 1992.

### **3 MUNICIPALITY BUDGET**

The Council currently has R177million invested and have budgeted to close the year 2010 on a surplus. This surplus amount will be disclosed in SDM financial statements in August 2010 during the closure in reporting financial status to the Auditor-General.

Over the past four years, the Council has spent R 928 million, and the amount budgeted for this year 2010/11 alone is R 488,7million, which is more than half of what was spent in the past four years. This means that SDM has enough money this year (2010) to carry out the projects that are built into the IDP and the Sedibeng Turn Around Strategy. In addition, Emfuleni Local Municipality will be spending an additional R 353 million for their IDP.

The Auditor General has, after strict examination of our finances, given Sedibeng District Municipality an Unqualified Audit opinion. SDM was honoured with the award of "Ambassador of Clean Audits" by the Department of Co-operative Governance and Traditional Affairs. This means that SDM will be called upon to assist other Municipalities.

### **4 SEDIBENG DISTRICT MUNICIPALITY – CHALLENGES 2006-2010**

The District faced various challenges encompassing political interface, budgetary rollout constraints, operational issues, service delivery protests and human capital related matters.

***Political-Administration Interface*** : This challenge is faced by all municipalities nationwide. The relationship between administration and political work in the municipality has been very undefined. Some mandates are executed by political offices, while in other municipalities are argued to be responsibilities of the administration. The political offices, for instance Members of Mayors Committees (MMCs) would prefer to implement some projects and programmes when operations offices would insist that to be their area of specialty. The other challenge inherent in this was the issue of leaders in political office also leading the administration. This interface lead to reaction by Cooperative Governance and Traditional Affairs (CoGTA) to propose the current Bill: Local Government: Municipal Systems Amendment Bill B22-2010. Although the major purpose of the Bill is to promote a more professional administration by way of better-qualified senior management, more impartial and greater efficiency. The Bill is a direct response to the crisis in local government and forms part of the Department of Co-operative Governance and Traditional Affairs Turn Around Strategy.

**Service Delivery Protests:** The service delivery protests hit the whole country, and SDM was no exception. We experienced protests in November 2009 and February 2010. Some reasons behind these protests were found to be genuine, while some were laced with political power struggles, as confirmed by the survey in Mpumalanga. Sedibeng leadership, both administration and political, lead by the Executive Mayor managed to contain the situation through swift and speedy reaction. Meetings were held with concerned groups, political leaders in those communities, business people, and the general public. Various representative Committees, like Steering Committees, were revived, and lines of communication facilitated between communities and municipalities (District and Locals). Paved way forward managed to unit communities and cements the strength of the ruling party in such areas. This demand a continuous follow up and sustainable consultation with all communities in the region.

**Unfunded mandates:** SDM has mandates to promote efficient delivery of emergency medical service, and HIV and AIDS understanding, treatment, care and support. These services are classified as unfunded mandates, i.e. service the district undertake beyond the funding received from the province. The implications are that services will be inadequately delivered, thus recipients will not be satisfied with service. The other reason is that the district will stretch its budget beyond the set parameters to accommodate emergencies in need. For instance, HIV & AIDS in the past five financial years reflects the following reality:

<b>YEAR</b>	<b>AMOUNT RECEIVED</b>	<b>AMOUNT SPENT</b>	<b>BALANCE CARRIED OVER</b>
			-797,682.57
2005/2006	-2,383,000.00	2,736,707.93	-443,974.64
2006/2007	-2,694,740.00	2,169,226.92	-969,487.72
2007/2008	-1,750,000.00	2,193,445.05	-526,042.67
2008/2009	-3,020,000.00	2,127,330.75	-1,418,711.92
2009/2010	-500,000.00	1,677,093.08	-241,618.84
2010/2011			-241,618.84
<b>TOTALS</b>	<b>-10,347,740.00</b>	<b>10,903,803.73</b>	<b>-241,618.84</b>

The affected provincial administration should deal with the situation as a matter of urgency since the district cannot muddle through within the current setup. Figures shown above showcase serious financial burden this arrangement has had on the district's finances.

**Capacity building and SDM Structure :** The Local Government Sector Education and Training Authority declared a need to capacitate staff members in municipalities. In 2009, the Provincial

Executive Council on Scarce and Critical Skills in Gauteng Municipalities commissioned a skills audit study in Gauteng Municipalities. The Department of Local Government & Housing presented the findings titled "Municipal Transformation and Enhanced Service Delivery through Skills Development". The three (3) main highlighted:

- In Local Government Knowledge – 63% of Section 57 Managers in the Province have a minimal knowledge of local government.
- Most non-financial managers do not have sufficient level of financial skills to manage and plan their areas of service delivery.
- Some municipal structures present conflated organisational structures and blurred role descriptions, e.g. CFO, Directors: Financial Administration and Support Services, Budget and Financial Management, Financial Control, Income and Expenditure.

SDM illustrates a top heavy structure at a ratio of 1:1.03 ~ 1:1, meaning SDM has almost equal number of top plus senior managers (124) to middle managers (128). Furthermore a ratio 1:0.3 between skilled employees and semi plus unskilled employees, meaning for three skilled employees SDM has one semi/unskilled employees. The final nail is that salary bill constitutes more than 55% of SDM budget. These are fundamental challenges SDM is geared to address through relevant skills development programmes and restructuring.

## **5 CONCLUSION**

From the report tabled above it can be concluded that a lot has been achieved by the SDM in driving its obligation of delivering the services it is meant to deliver as well as the capacitation and support of all its local municipalities to achieve their obligation.

It is therefore requested from the leadership structures of the movement to intervene in ensuring that all the unfunded mandates are being funded for.