

## CHAPTER 02: DRAFT ANALYSIS OF THE REGION



### EXISTING DEVELOPMENT ANALYSIS:

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

The Sedibeng District Municipality is currently reviewing its five year IDP 2017-21 annually and currently is in a process of developing IDP 2018/19 taking into account analysis relating to the region-wide issues. It coordinated and aligned key development priorities with National, Provincial departments, the local municipalities as well as other private sector departments. An analysis in terms of the existing problems and challenges faced by the people of Sedibeng District Municipality was conducted. The Sedibeng district municipality did not make assumptions on what the problems are in its area, rather conducted an overview of key data set, both quantitative and qualitative research.

It is important to determine the key development priorities, due to the fact that the municipality will not have sufficient resources to address all the issues identified by different segments of the community. Prioritisation will assist the municipality to allocate scarce resources to those issues highlighted as more important and/or urgent. The municipality also did public and stakeholder consultation in order to gather information on the current developmental situation in the region.

### FACTS AND FINDINGS ABOUT SEDIBENG REGION:

#### History of Sedibeng Region:

Sedibeng Region landscape reveals the Stone Age circles marking settlements of people that lived in the area from the dawn of time. The area has moved on from its pre-historic roots to play a crucial role in shaping the South Africa we live in. While the landscape has been

shaped by the Vaal River, our communities have been carved out of struggles for freedom.

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

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

The Boer republics agreed to come under the sovereignty of the British Crown and the British government agreed on various details. None of this meant a great deal during the long, dark, oppressive years of apartheid that were to follow, and the brutal and violent fight to break down a tyranny of oppression and inhumanity. The world will never forget what is now marked as our day of Human Rights in South Africa.

On 21 March 1960, events were planned for many parts of the country, for people to protest against one of the unjust laws of apartheid. The Pass Law required all Africans living or working in and around towns to carry documents (known as passes) with them at all times. Failure to carry this document would lead to arrest by the police.

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

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Sedibeng, thousands of unarmed people gathered at the police station demanding to be arrested.

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

Another opening act of the revolutionary drama occurred on September 3, 1984 and after 24 years since Sharpeville Massacre on 21<sup>st</sup> March 1960 as Boipatong, Bophelong, Evaton, Sebokeng and Sharpeville, five Black townships in the area known as the Vaal Triangle exploded into what some have described as a 'smouldering human rage'. The catalyst for the violence was rent increases proposed by the Black-run town councils. Three township councillors, including the deputy mayor of the Vaal Triangle, Khuzwayo Jacob Dlamini were killed in mob violence on this day. In the weeks following the killings five men and one woman who become internationally known as the "**Sharpeville Six**" were tried, convicted and sentenced to hang for these killings.

A one-day stay away which was organised to demonstrate against proposed rent increases as it was Lekoa and Evaton Town Councils ideas to raise tariffs for municipal services caused these demonstrations in the Vaal Triangle. The Vaal Civic Association had organised the stay away, school boycott and March for 3 September 1984, which led to clashes with both police and township councillors and left thirty people dead.

By the end of the year almost 150 people had been killed in political violence, which increased to 600 by September 1985 as the revolts spread across the country and the government declared a State of Emergency.

The demonstration on 3 September was not the first protest caused by local circumstances, bus fare increases and similar across the country. Although the UDF played no direct role in these protests, the increased resistance and awareness brought about by them did affect the people. The UDF at this stage was still only thinking along the lines of affiliate-based campaigns and resistance against the state, and did not plan to get involved in township militancy. The UDF was aware of the civic problems affecting people, and mentioned these in speeches in order to get support for national campaigns, but it felt such issues were the concern of local organisations. It was also more concerned with coloured and Indian issues surrounding the tricameral parliament, and did not pay much attention to black townships at this time. Some activists were aware of the UDF standpoint, and sometimes even discouraged UDF involvement.

UDF took little notice of township revolts in the first months of 1984, and only started to get involved as a result of police violence and state repression. The state however placed a lot of the blame for the revolts on the UDF and began to arrest and detain leaders of the UDF in late 1984. State repression of the UDF meant that it could only meet once in the last five months of 1984. UDF convened a November meeting the main focus was however the form and direction of the UDF, not the revolts. The UDF felt sure that, as in 1976, the revolts would not be able to continue without grassroots organisation. The UDF felt it should rather focus on state repression and the school boycott, which were both national issues.

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The beginning of further oppression and restrictions of freedom that ultimately culminated during the dawn of democracy in 1994. But Sedibeng was to see some much darker days before that beacon of light came into sight. The early 1990s in South Africa, the period when negotiations were unfolding between the ruling National Party and the ANC, is marked as one of the most violent and turbulent times in our history to democracy. And Sedibeng saw some of the worst of it.

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

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

On Wednesday 30<sup>th</sup> September 1992 in Ratanda near Heidelberg, One man was killed and 33 people injured, two seriously in a grenade attack on a bus carrying Ratanda residents to Heidelberg. The latest attack comes in the wake of a similar attack that happened on Thursday September 23 where victims claim they were about 2 kilometers from Ratanda when there was a claim of an assailant who threw a grenade

at the moving bus on the roadside and one of his two companions then fired shots. The above is the latest of a long string of attacks leveled at Ratanda community and prior to those horrible incidents late in 22 July 1992, as Ratanda Township seems to have been a relatively 'peaceful' community safe to say a community not torn apart by internal conflicts and disputes. A strike by members of the Food and Allied Workers Union (FAWU) which COSATU affiliate then began at Escort Meat processing factory and at the Rand R Tobacco Manufactures. United Workers Union of South Africa (UWUSA), an IFP supporting union was also organizing in these factories, took a decision not to participate in the strike. It was also alleged that UWUSA provided these factories with scab labour and it was alleged that the scab labour were recruited from as far as Thokoza Hostel. These hostel inmates were suspected to be the same people involved in attacks against residents living near the hostel around East Rand Townships. Attempts were made by the community to get protection from the local Police also have failed.

In the last week of September, United Nations observers intervened in attempt to solve the conflict after the members of the Apartheid police force allegedly used tear-gas and rubber bullet on protesters gathered in the streets to demand the removal of hostel inmates involved in violence. Tensions in the community were at a boiling point as much as the anger was aimed at members of the Apartheid police force whom residents claim are siding with the IFP to terrorize Ratanda Communities in this volatile situation.

Sedibeng cannot bring back its fallen heroes, but it can celebrate them through its continued struggles to end poverty and bring about economic equality. From 1902, the region seemed to almost have come full circle, and appears to be a most fitting place for the Signing of South Africa's First Democratic Constitution in 1996. The 10<sup>th</sup> December 2015 will be marked as the 19<sup>th</sup> Anniversary of the signing of

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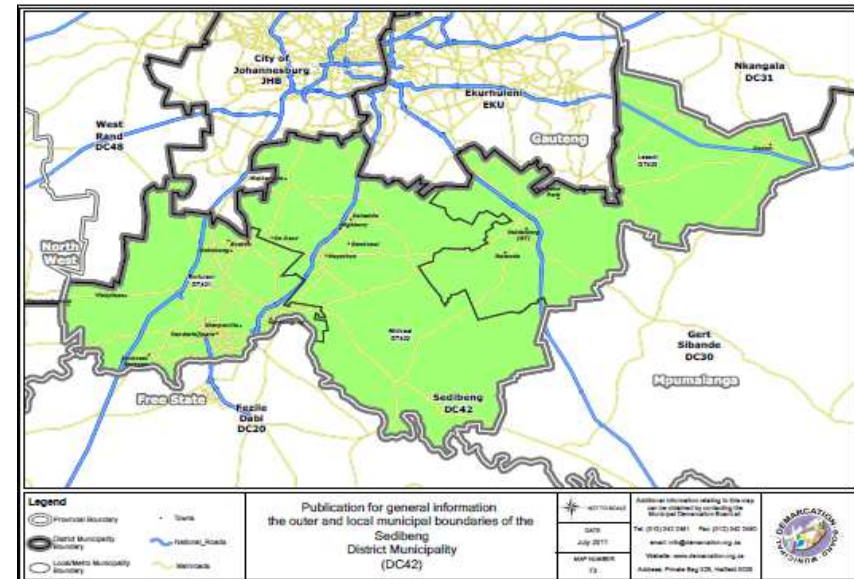
the South African Constitution into law - by the first democratically elected President of South Africa, Mr. Nelson Mandela, in Sharpeville.

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

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

### Geographical Context of the Region:

Sedibeng District Municipality (SDM) is regarded **category C**. The municipality covers the entire southern part of Gauteng Province and consists of three local municipalities: Emfuleni, Midvaal and Lesedi. Towns within these municipalities include Vereeniging, Vanderbijlpark, Meyerton and Heidelberg. Townships include Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville and Ratanda.



Source: Municipal Demarcation Board

The district is surrounded by the following municipalities;

- City of Johannesburg to the North;
- Ekurhuleni (East Rand) to the North-East;
- Delmas Local Municipality to the East;
- Metsimaholo Local Municipality to the North of Free State
- Merafong City of North West

The eastern areas of the district are mainly agricultural or rural. The main urban areas are Vereeniging and Vanderbijlpark, as well as the Evaton / Sebokeng residential complex, are concentrated in the western part of the district, in Emfuleni. Smaller urban concentrations are found in Meyerton, in Midvaal, and in Heidelberg / Ratanda in Lesedi.

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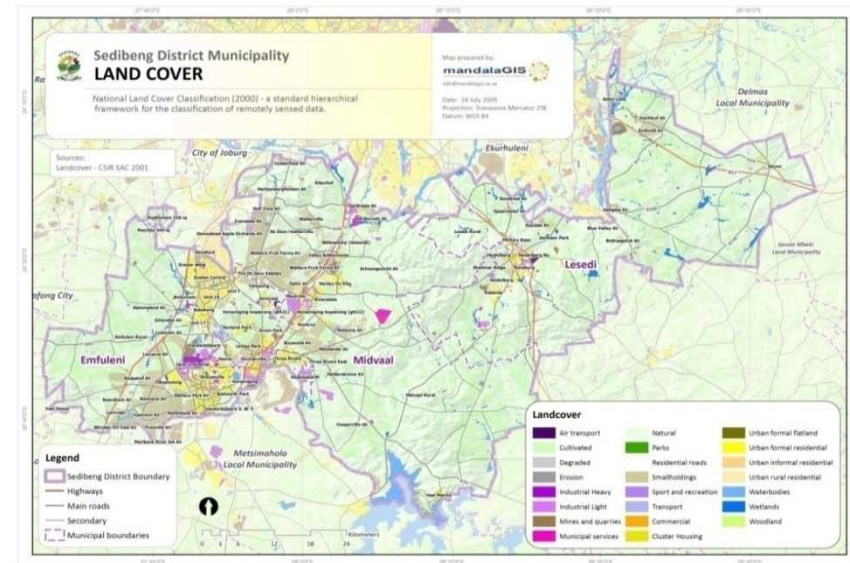
**The Vaal River** on the southern border of Sedibeng constitutes one of the most important sources of water in South Africa. Water from the river meets the residential, industrial and agricultural needs for much of Gauteng.

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

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

### **Sedibeng Land Cover:**

The total geographical area of the municipality is 4.185 square kilometer (km<sup>2</sup>) of the land cover of which Midvaal occupies almost half of the area of Sedibeng District, over 80% (1,728km<sup>2</sup>), followed by Lesedi at (1,489 km<sup>2</sup>) and Emfuleni at (968 km<sup>2</sup>).



Source: SDM (Spatial Development Framework 2015/16)

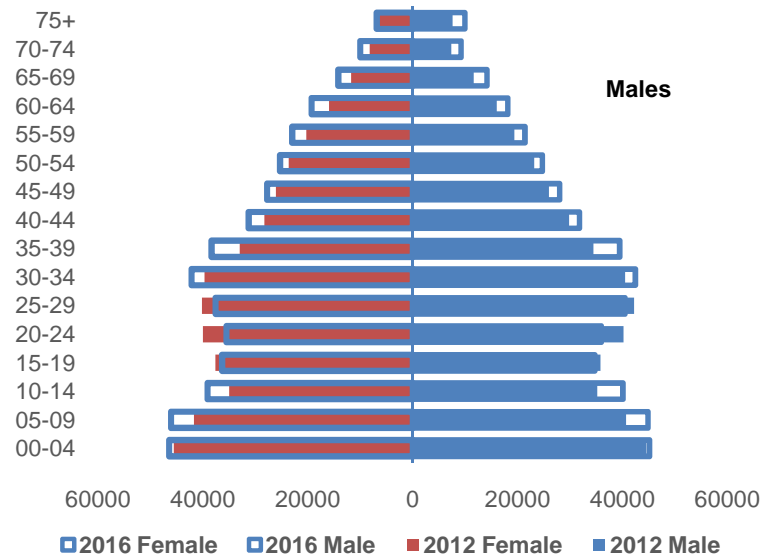




**DEMOGRAPHIC PROFILE**

Analysing the demographic structure of a region is important for socio-economic planning within the region. The speed of population growth is directly related with the provision of basic services and the age distribution is a significant indicator of how many additional persons the average member of the working-age population needs to support. These factors impact the labour market of the region and the need for investment in service provision.

**Figure;-1 Sedibeng’s Population Pyramid in 2012 & 2016**



Source: IHS Markit, 2017

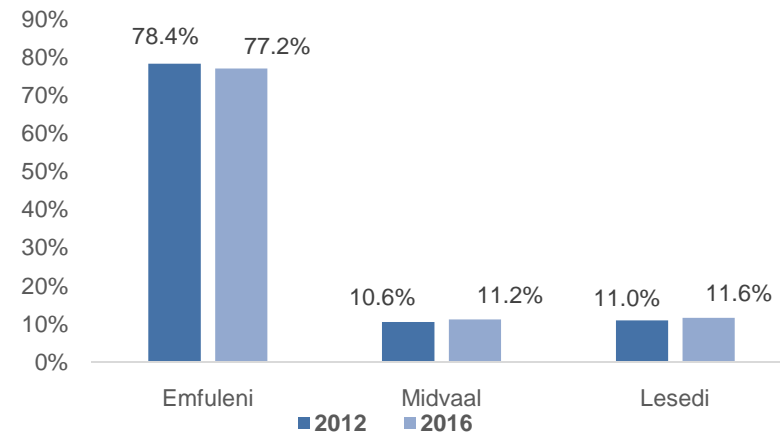
Figure 1 shows the population pyramid of the Sedibeng region by gender for 2012 and 2016. The region has a population bulge between

15 and 64 years of age, which is part of the working age population. However, it has another bulge from 0 to 9 years old, indicating that supporting children is a significant factor for the average working-age person in the region. The region’s population grew at an average of 1.4 per cent between 2012 and 2016. In the two review years, there were more males than females in the district municipality.

**1.1. Development and Access to Services**

The section provides analysis for different development indicators such as poverty as measured using the upper poverty line (ZAR 577), Human Development Index (HDI) and the levels of income inequality as measured by the Gini coefficient for the Sedibeng district and its regions.

**Figure 2 Population Shares in 2012 & 2016**



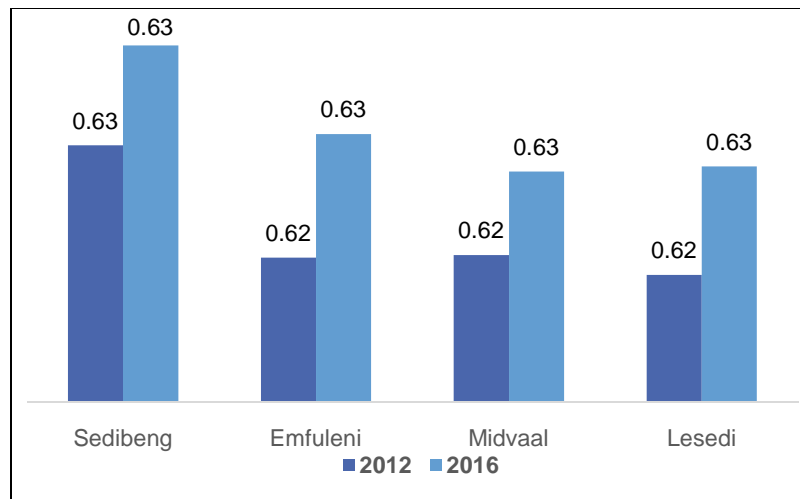
Source: IHS Markit, 2017

Figure 2 shows the local municipalities’ share of the total regional population for 2012 and 2016. Of the total population in the Sedibeng

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district municipality, more than 77 per cent was in Emfuleni. In 2012, about 77.2 per cent of the population was living in Emfuleni, this rose to 78.41 per cent in 2016. Midvaal local municipality accounted for 10.6 per cent of the total regional population in 2012, which rose to 11.2 per cent in 2016. Lesedi accounted for 11 per cent in 2012 and increased to 11.6 per cent in 2016.



Source: IHS Markit, 2017

### HEALTH AND SOCIAL DEVELOPMENT:

#### Health Profile:

Health related indicators remain vital for a region's development. A healthy labour force can contribute much more to the economic productivity of a region and thus to the output. This section provides analysis on the health related indicators as they remain vital for a region's development..

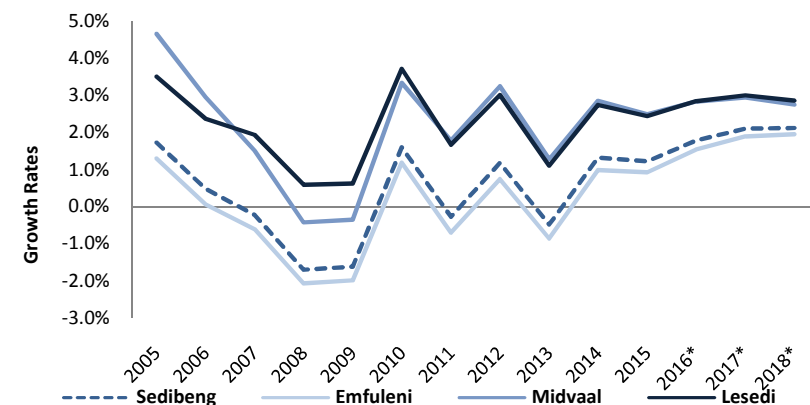
### HIV & AIDS

Although strides have been made, HIV infections, compounded by dual infection with TB continue to cause nightmares in the health sector and the community at large.

Co-infection with HIV and TB and late detection thereof results in prolonged treatment due to multi-drug resistance and high levels of defaulter rate among infected individuals; which inevitably culminate to unwanted deaths.

The National Strategic Plan (NSP) 2017-2022 approved by the National AIDS Council sets goals for all to implement and monitor. The strategy calls for stakeholders' active participation in the mitigation of this scourge and the management of AIDS related illnesses. Amongst other new interventions introduced, is the "She Conquers Campaign". This intervention strengthens young women empowerment and emphasizes the importance of this age group preventing, at all costs, HIV infection.

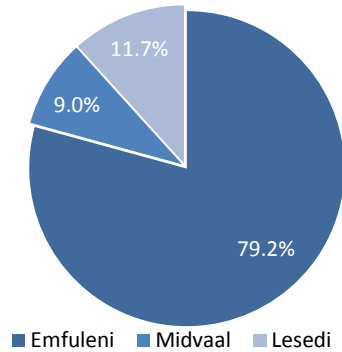
Figure: Statistics of Estimates of HIV+People in 2005 and 2015



Source: IHS Global Insight, 2016



**Share of Sedibeng HIV+ Estimates 2015**



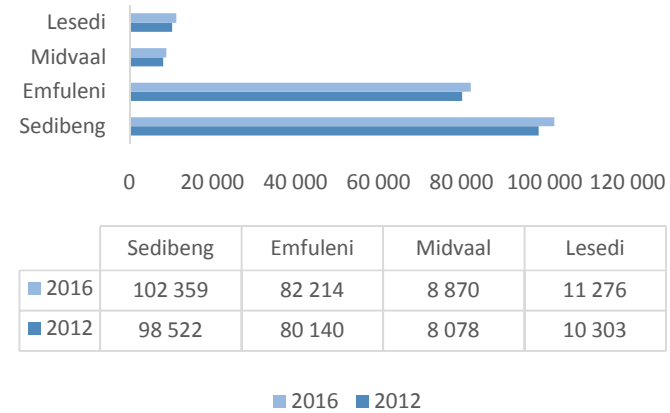
**Source: IHS Global Insight, 2016**

Note: \* indicates forecasts.

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

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

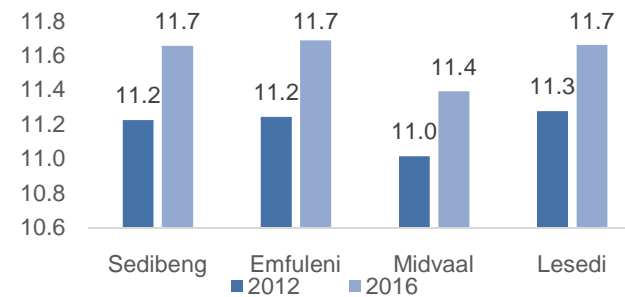
**Figure 3: HIV Estimates and Aids Deaths in 2012 & 2015**



**Source: IHS Markit, 2017**

Figure:3 shows the number of people with Human Immunodeficiency Virus (HIV) in the Sedibeng district and its local municipalities. The number of HIV positive people in Sedibeng marginally increased between 2012 and 2016. Increases were also prevalent in the district's local municipalities. However, the number of AIDS death estimates declined across the region.

**Figure 4: Crude Death Rate in 2012 & 2016**



**Source: Quantec Research, Easy Data, 2016**



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Figure 4 shows the crude death rates for the Sedibeng and its locals for 2012 and 2016. All the municipalities recorded an increase between the two review years. Sedibeng had 11.2 deaths per thousand people in 2012 and this rose to 11.7 deaths in 2016. The local municipality with the least number of deaths was in Midvaal at 11 per thousand people in 2012 rising to 11.4 deaths in 2016.

### 1.1 Development and Access to Services

The section provides analysis for different development indicators such as poverty as measured using the upper poverty line (ZAR 577), Human Development Index (HDI) and the levels of income inequality as measured by the Gini coefficient for the Sedibeng district and its regions.

#### Health Services:

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

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

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

The Primary Health Care facilities (clinics) are clustered more in urban and service centres, while the rural areas are served through the mobile

units. Emfuleni sub District has twenty (20) clinics, four (4) Community Health Centres (CHC) and 4 mobile units. In Midvaal there are 5 clinics and 4 mobile units. In Lesedi there are 8 clinics and 3 mobile units.

The table below illustrates the number of health facilities in the District per sub District and the type of service rendered by the facility in the financial year 2016/2017

Municipality	Ward Based PHC outreach Teams	Mobiles	Satellites	Clinics	Community Day Centres	Community Health Centres	Hospitals Specialized Health Centres
Emfuleni	55	4	0	20	1	4	2 1
Lesedi	14	3	0	8	0	0	1 0
Midvaal	5	4	0	5	1	0	0 0
Sedibeng	74	11	0	33	2	4	3 1

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

In light of this both Lesedi and Midvaal lack fully fledged Community Health Centres. The establishment of Ward Based PHC Outreach Teams has increased the accessibility of health services to our communities.

**Table: the infant and child mortality from 2014/15 to 2016/17**

Indicator	2014/15				2015/16				2016/17			
	PHC/CHC /MOOU	DISTRICT HOSPITAL	REGIONAL HOSPITAL	SEDIBENG TOTAL	PHC/CHC /MOOU	DISTRICT HOSPITAL	REGIONAL HOSPITAL	SEDIBENG TOTAL	PHC/CHC /MOOU	DISTRICT HOSPITAL	REGIONAL HOSPITAL	SEDIBENG TOTAL

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Death in facility 20 days-11 months	0	20	21	41	0	15	52	67	0	10	13	23
Death in facility 12-59 months	0	12	41	53	0	10	65	75	0	4	13	17

Major cause of infant and child death is as follows

- Pneumonia, Diarrhea and vomiting

### Maternal Deaths

Indicator	2014/15				2015/16				2016/17			
	PHC/CHC /MOOU	DISTRICT HOSPITAL	REGIONAL HOSPITAL	SEDIBENG TOTAL	PHC/CHC /MOOU	DISTRICT HOSPITAL	REGIONAL HOSPITAL	SEDIBENG TOTAL	PHC/CHC /MOOU	DISTRICT HOSPITAL	REGIONAL HOSPITAL	SEDIBENG TOTAL
Maternal Death	0	6	11	17	0	5	10	15	0	7	6	13

Major causes of maternal death

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

### Social Development:

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

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

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

### Gender:

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

A number of workshops to create awareness on gender mainstreaming through road shows were conducted internally facilitated by Commission for Gender Equality.

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

### People with Disabilities:

To facilitate implementation of People with Disability programmes, a stakeholder's forum was established comprising of the following; Department of Social Development, Department of Health, Gauteng

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Department of Education, SASSA, PWD Organizations (NPOs), Vaal Disability Forum and the Local Municipalities.

- Sport Festivals for the People with Disabilities are conducted annually

### Youth Development:

Youth Advisory Centre's were established in the area of Lesedi, Emfuleni and Midvaal Local Municipalities and these are the competency of local municipality, the District is established and implementing the functions because the locals were lacking behind and the young people were struggling. Currently there are three Youth Advisory Centres that are functioning. The Midvaal Youth development centre is managed by an NGO.

These Youth Centres assist young people on a variety of Youth services which include among others; Job Preparedness, Basic Computer Literacy, Financial Management, Free Internet access, CV Writing, Basic Entrepreneurship Development and Career Guidance.

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

Reflected in the table below are statistics of young people that have accessed services rendered in the Youth Centre in the Financial year 2016/17

**Number of Youth supported in the Youth Advisory Centres and Services provided.**

Services/ Opportunities	2016/2017
CV Writing and Entrepreneurship	4 888

Services/ Opportunities	2016/2017
Basic Computer training and Internet Access	1 171
Life Skills and Basic Computer	652
Career Advice and Outreach	3.328

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

<b>National Youth Service Learnership</b>	<ul style="list-style-type: none"> <li>• A total of 100 young people were recruited and placed for learnership opportunities during the 2016/2017 financial year.</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 100 young people were recruited and placed for learnership opportunities during the 2017/2018 financial year.</li> </ul>
Youth Accredited training opportunities with Services Seta.	<ul style="list-style-type: none"> <li>• No accredited training for the financial year</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 74 young people undergone a Generic Management training over a period of three months.</li> </ul>
<b>Financial Management training</b>	<ul style="list-style-type: none"> <li>• A total of 169 young people participants attended several financial management training</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 169 young people participants attended several financial management training implemented through the District in collaboration with OLD MUTUAL., this is</li> </ul>

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	implemented in collaboration with Absa	done to eradicate irresponsible financial illiteracy amongst our young people.
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A number of campaigns and workshops that were conducted to create awareness on youth development programmes and capacity building; include among others:

- Entrepreneurship with the NYDA
- Financial Management with OLD MUTUAL
- National Youth Service Learnership programme
- Learnership programmes
- Collaboration with TVET College, I – College and various SETAS for scholarships and bursaries.

### Bursaries

The district has been administering external bursary to needy students across the district. Bursaries awarded to students and the amounts spent through Sedibeng District Municipality external bursary fund from 2009 to 2018 are illustrated in the table below.

Financial Year	Number of Students	Expenditure
2009/10	78	R948.000
2010/11	44	R504.000
2011/12	36	R413.300
2012/13	40	R471.000
2013/14	27	R471.000
2014/15	24	R471.000
2015/16	24	R471 000.00
2016/17	27	R471 000.00
2017/18	24	R289 000.00

### DISASTER MANAGEMENT:

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

#### Capacity Building and Public Awareness programs

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

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

#### Stakeholder Participation arrangements

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The Sedibeng Disaster Management directorate facilitates and coordinate the involvement and participation of various sectors and disciplines within entities so as to ensure active focal points and give effect to the principles of corporative governance. Such arrangements for stakeholder participation promote engagement of technical advice in Disaster Risk Management planning and practice in the municipality. The arrangements to enable stakeholder participation and engagement include:

### **The Regional Emergency Services Forum (ESF)**

The ESF is a structure where all emergency services in the region sits and among others develop sound intergovernmental relations amongst the functions particularly within the regions as well as to foster high strategic discussions on all Emergency related measures.

### **SANTAM Partnership**

The Municipality entered into a partnership with SANTAM in 2016 for a period of 3 years through a signed memorandum of understanding. The main objective of the partnership is to build capacity and develop the effectiveness of emergency services within the region (Disaster Management, Fire Services, etc.). To achieve these, a project plan has been established with different deliverables and targets for smooth implementation. The official launch of the partnership took place on the 20th of October 2017. Quarterly meetings with relevant stakeholders (National Disaster Management centre, PDMC, etc.) are held where the project plan is deliberated on.

### **Disaster Management Plan**

The Sedibeng Disaster Management Plan is in place and annually reviewed and updated. This is in compliance with the Disaster Management Act (Act 57 of 2002), which places a legal obligation on all

organs of state to develop, update and review Disaster Management Plans.

### **Response and Recovery**

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

### **Fire Services**

The region all in all has 6 Fire & Rescue stations, of which four (04) are in Emfuleni, one (01) in Lesedi and one (01) in Midvaal. The challenge is that these stations are not able to provide adequate services to all communities of the region. The need for the establishment of satellite stations at strategic areas still exists. The operations and the administration of the Fire Services lies with the local municipalities within the region.

### **COMMUNITY SAFETY**

Crime prevention involves various strategies to determine approaches to reduce the likelihood of crime from occurring and identifying viable and effective preventative measures. Taking into account that Sedibeng is a diverse and dynamic region with many opportunities and challenges for the residents and municipalities, community safety initiatives that are developed and implemented should provide enabling environment that will inspire confidence to the residents and investors alike.

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One of the significant challenges facing this region is child and youth criminality that is destroying our possible future leaders through violent conduct and substance abuse. This kind of crimes destroys lives, places communities under siege and breeds fear and anxiety in a manner that stifles economic and social development in the region. Through implementation of the Community Safety Strategy 2013 – 2017, Sedibeng District Council through its IGR structure, namely; Community Safety Forum has built relevant networks aimed at ensuring constant and sustained crime reduction in the region. Some of the programmes and initiatives undertaken through this multi-disciplinary approach include the following:

### **Implementation of the Community Safety Strategy**

National Development Plan (Vision 2030), seeks to build safer communities by ensuring active community involvement in community safety programmes, including encouragement of joint planning and implementation of community safety programmes by various government departments. During this process safety intervention programmes such as school safety, gender based violence, road safety awareness, community corrections, community policing relations, etc were implemented.

#### School Safety

It is common knowledge that crime has manifested in our schools. The use of drugs, alcohol abuse, bullying, gangsters and teenage pregnancy are some of the related challenges prevalent in our schools. Community Safety Forum has therefore; responded by visiting schools across the region to engage the learners on the dangers of crime. Search and seizure operations were conducted at identified schools targeting illicit drugs, cigarettes, dangerous weapons and other related items within school premises. There is also active participation by SDM

at various regional schools safety structures, including the Provincial Safety Forum.

#### Gender Based Violence

Through the programme; 365 Days of activism on no violence against women and children awareness and educational programmes are constantly conducted at places such as schools and shopping centres. Traffic in Person (Human trafficking) awareness programme was implemented in Mamello, Vaal Marina and De Barrage areas. During the annual 16 days of activism campaign, dialogue sessions which included ex-offenders were held in Evaton, Bophelong and De Deur at which approximately 200 people participated. Anti-Rape Strategy has also been developed in partnership with Evaton SAPS to respond to rape scourge that has been a major challenge in that area. This strategy is aimed at conducting road shows, educating community members about available services and processes to be followed in reporting rape.

#### Community Policing Relations

Consistent and active engagement with communities is regularly conducted through Community Police Forums. This is done through participation at the CPF meetings and programmes such as anti-gangsterism campaigns and cleaning campaigns.

Initiation schools practices is one of major challenges facing the region. After the suspension of initiation schools in Gauteng by the CRL Commission, some community members are disgruntled and continued to engage in this practice illegally. This has therefore; forced the police to closely monitor this practice and a lot of children were kidnapped and taken to initiation schools in the Free State. However; SAPS conducted special operations and roadblocks in pursuit of recovering kidnapped children throughout the December 2017 month. An Operation Centre by



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the SAPS, SDM, Initiation Fraternal and CoGTA was opened in Sebokeng to receive returning initiates and recovered children, before they are being reunited with their families. It has therefore; been reported that since the suspension of initiation schools within the region, incidents related to gangsterism has significantly decreased.

### Stakeholders Relations and capacity building

Community Safety Forum is a safety and security IGR structure comprising of various stakeholders from this cluster. Its main goal is to eliminate silo community safety operations, develop and implement community safety initiatives in the region through a coordinated multi-disciplinary approach. Its task team/steering committee meets on monthly basis, and the broader forum which plays an oversight role and chaired by the MMC: Community Safety meets on quarterly basis.

Through this forum, University of South Africa organized a capacity building workshops through which over forty (40) law enforcement officials were training in Vehicle Identification on the 05 October 2017, and Drugs Identification on the 28 November 2017.

Road safety awareness programmes also forms an integral part of the forum's annual programme of action. These were conducted mostly at the shopping complexes during the festive season with the view of highlighting dangers of drunken driving, pedestrian loitering, and the importance of vehicle roadworthiness.

### **Manage CCTV Street Surveillance System**

There are nine six (96) CCTV cameras installed at strategic areas across Sedibeng region. A number of incidents have been captured through these cameras which resulted in twelve (12) arrests being made. These incidents include amongst others possession of dagga,

theft out of motor vehicles, drunken driving, business robbery, common robberies. Notwithstanding; often slow criminal justice system processes, one of the suspects was sentenced to fifteen (15) years in jail for business robbery in Vereeniging.

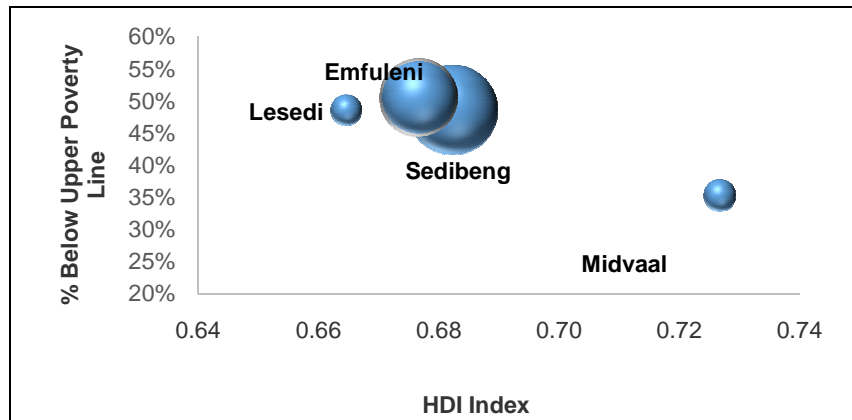
### **SPORTS, RECREATION, ARTS, CULTURE & HERITAGE**

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

The National outcomes that we respond too is directly linked to our five pillars of our second generation Growth and Development Strategy to "Release Human Potential" corresponding operates on the same mantra of the National outcomes that responds to the creation of "A long and Healthy Life for all South Africans based on the five pillars of our second generation SGDS "Release Human Potential" under the auspices of the five "R"s strategy with the main focus of assisting with the "National Question" of Nation Building to the National outcome of creating "A Long and Healthy Life for All South Africans".

### **Figure 5: Poverty and HDI in 2016**

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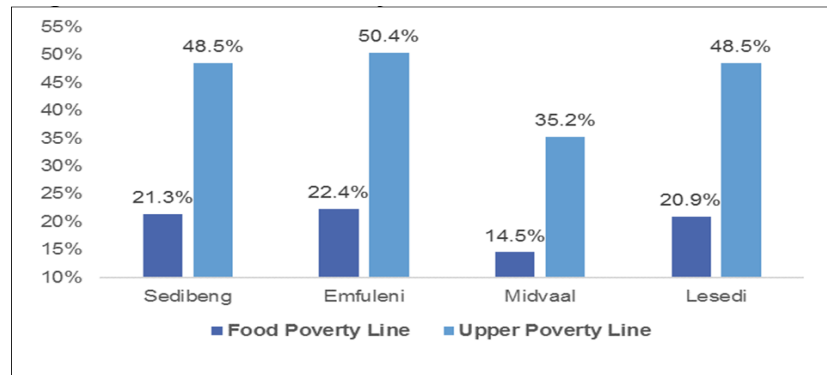


Source: IHS Markit, 2017

Note: The bubble size shows the Per Capita Income

Figure 5 shows the link between poverty and the HDI for the Sedibeng district and its local municipalities. Although there is a negative relationship between the two indicators, Midvaal has the highest level of development and the smallest share of the population living below the upper poverty line.

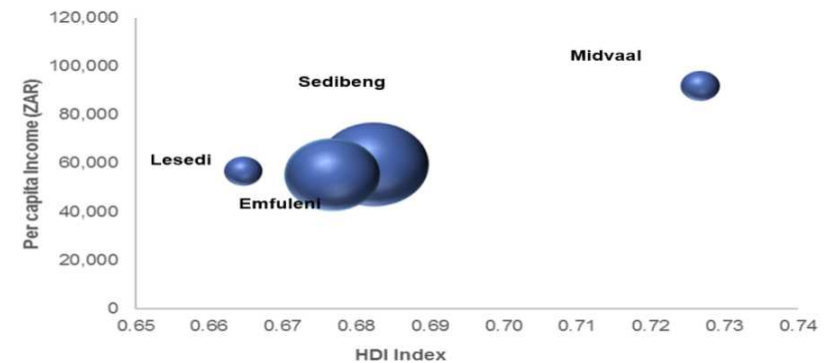
### 6: Measures of Poverty in 2016



Source: IHS Markit, 2017

Figure 6 expands on poverty measures by showing the two extremes, those living below the food poverty line and those below the upper poverty line. When using the food poverty line, the district and its regions tend to show relative lower proportions of residents in poverty. However, the upper poverty line shows a relatively higher share of the region's population still living in poverty.

Figure 7: HDI and Per Capita Income in 2016

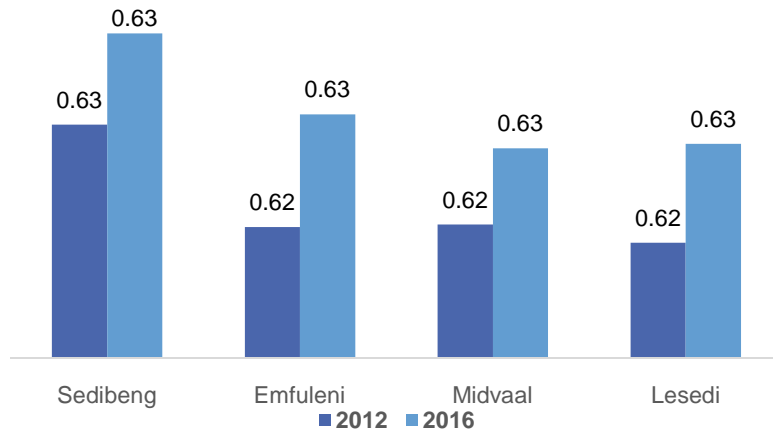


Source: IHS Markit, 2017, Note

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

Figure 7 shows the link between HDI and per capita income for Sedibeng and its regions. It indicates that high per capita income is associated with high levels of development. Midvaal had the highest HDI at 0.73 as well as the highest per capita income at ZAR 91.8 thousand in 2016. Emfuleni had the lowest per capita income, at ZAR 55.2 thousand, and had an HDI level of 0.68. Lesedi's income per capita

Figure 8: Gini Coefficient in 2012 & 2016



**Source: IHS Markit, 2017**

Figure 8 indicates the level of income inequality as measured by the Gini coefficient for Sedibeng and its locals. The figure shows that income inequality rose in all the municipalities between 2012 and 2016. Gauteng’s specific initiatives to reduce the levels of inequality include the township economic revitalization and infrastructure investment.

**REGIONAL ECONOMIC ANALYSIS:**

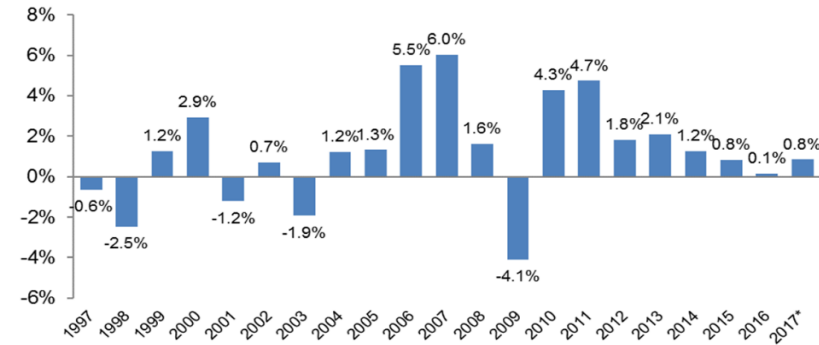
**2. Economic Development and Outlook**

This section focuses on the economic performance, its drivers, employment and regional strengths and weaknesses of the Sedibeng district and its local municipalities and how promoting them can assist with achieving the GPG’s economic goals. Section 2.3 focuses on trade Developments.

**2.1 Economic Performance**

The economic performance of South Africa has been negatively affected by the continued slow recovery of the world economy in 2016. The South African economy is estimated to have grown by 0.3 percent in that year, but is forecast to rise to 0.7 per cent in 2017 and 1.1 in 2018. The Gauteng province’s economy is estimated to have grown by 1 percent in 2016. This largely disappointing growth was mainly due to low commodity prices, weak capital flows and slow global trade.

**Figure 9: Annual Growth in GDP-R for Sedibeng**



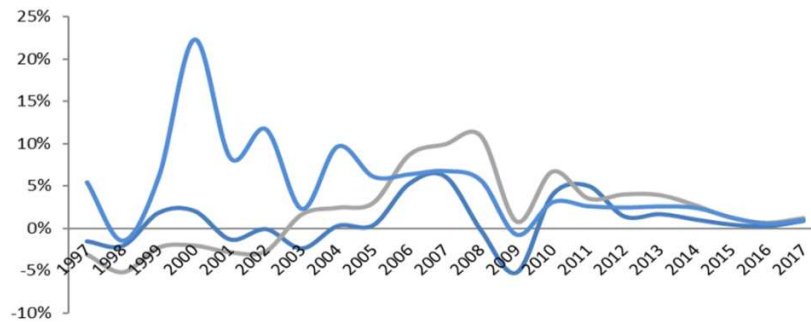
**Source: IHS Markit, 2017**

**Notes:** \* indicates forecasts

Figure 9 shows the growth rate of GDP-R from 1997 to 2016, with an estimate for 2017 for the Sedibeng district municipality. The district’s GDP-R growth rate has been on a slowdown since the post-global financial crisis economic recovery, although peaked at 4.7 per cent in 2011. In the succeeding years growth gradually declined in each year, up to its lowest point of 0.1 per cent in 2016. However, in 2017 it estimated to recover to 0.8 per cent.

**Figure 10: Annual Growth in GDP-R for Sedibeng Locals**

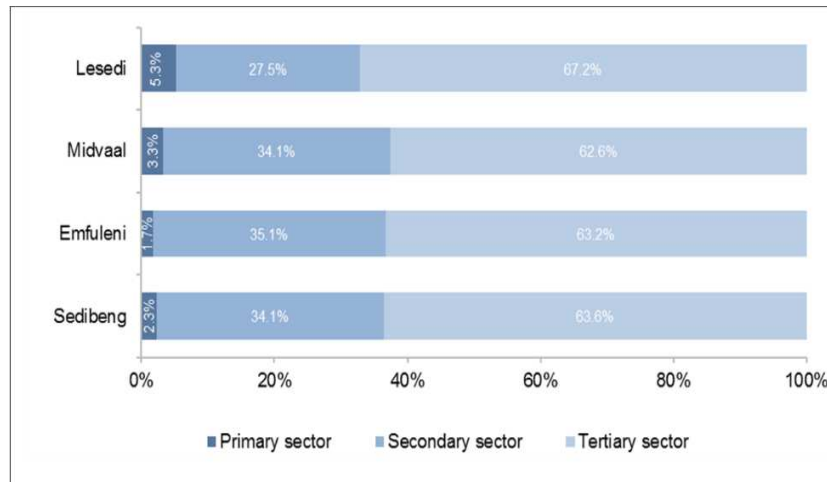
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Source: IHS Markit, 2017

Figure 10 shows the growth rates of GDP-R from 1997 to 2016, with an estimate for 2017 for Emfuleni, Midvaal and Lesedi. With the decline of the steel industry in the Southern Corridor, the municipalities of Sedibeng have experienced significant deindustrialization. This has had major negative effects on the region's economic growth rate

**Figure 11: Sectoral Contribution to GVA-R in 2016**

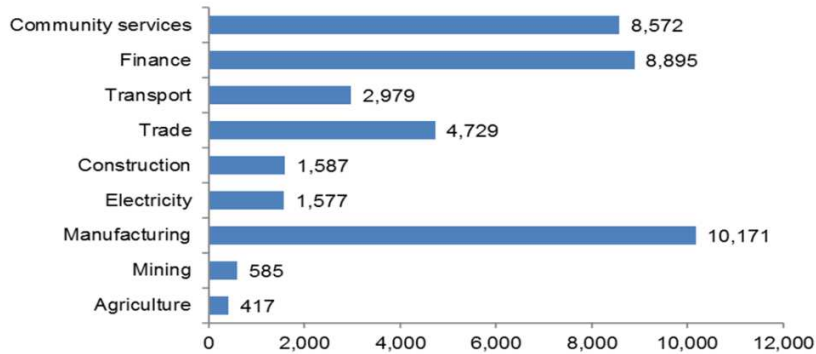


Despite being significantly smaller, at an estimated R5.2 million in 2016, the economy of Lesedi has a strong agricultural presence. Its real contribution to the municipality's GVA in that year was estimated at R315 million accounting for 5.1 percent of economic activity, compared to R136 million in Midvaal (2.2 percent) and R327 million (0.9 percent) in Emfuleni. Economic activity in Emfuleni is dominated by manufacturing, at R16.9 billion, it accounts for 36.5 percent of the municipality's GVA-R and 87 percent of the Sedibeng district's total manufacturing output.

Sedibeng has a manufacturing presence, with a share of 32 percent of total GVA-R. Due to its focus on manufacturing, the district is vulnerable to issues common to the country as a whole, such as electricity supply constraints and labour unrest. At 16 percent and 15 percent respectively, finance and community services also account for a large portion of the Sedibeng districts economy.

Generally, the tertiary sector which includes finance & business services, trade & retail, government services, and transport, accounts for most economic activity across all Sedibeng's local municipalities. This is followed by the secondary sector which comprises of manufacturing, electricity and construction, and the primary sector, which includes agriculture and mining.

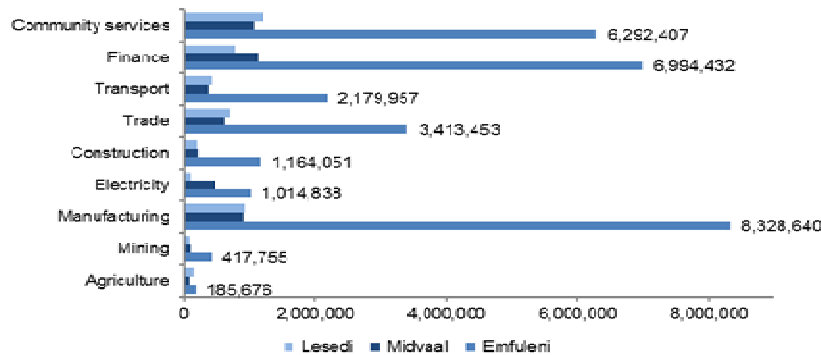
**Figure 12: Broad Economic Sectors contribution to GVA-R in 2016**



Source: IHS Markit, 2017

Sedibeng has a manufacturing presence, with a share of 32 percent of total GVA-R. Due to its focus on manufacturing, the district is vulnerable to issues common to the country as a whole, such as electricity supply constraints and labour unrest. At 16 percent and 15 percent respectively, finance and community services also account for a large portion of the Sedibeng districts economy

**Figure 13: Broad Economic Sectors Contribution to GVA-R for the Locals in 2016**



Source: IHS Markit, 2017

**2.2 Labour Market**

		Sedibeng	Emfuleni	Midvaal	Lesedi
Population (15-64)	2012	612 337	480 580	65 597	66 159
	2016	633 774	489 331	71 754	72 688
Labour Force	2012	353 668	284 923	42 957	25 788
	2016	467 059	374 138	54 481	38 440
Unemployment	2012	124 045	104 384	8 394	11 268
	2016	244 263	203 120	17 857	23 286
Employment	2012	229 622	180 539	34 563	14 520
	2016	222 796	171 017	36 625	15 154
Non-Economically Active	2012	258 669	195 657	22 641	40 371
	2016	166 715	115 194	17 273	34 248
Rates (%)					
Unemployment	2012	32,4%	35,1%	18,8%	27,6%
	2016	50,7%	54,5%	32,2%	43,6%
Employed/ Population ratio	2012	25,3%	25,4%	35,9%	14,6%
	2016	23,2%	23,1%	34,1%	13,6%
Labour Force Participation Rate	2012	57,8%	59,3%	65,5%	39,0%
	2016	73,7%	76,5%	75,9%	52,9%

Source: IHS Markit, 2017

Table 2 shows that in 2012, Sedibeng's working-age population was 612 237 which grew to 633 774 by 2016. In that year 222 796 people were employed, 244 263 were unemployed and 166 715 were not economically active, thus resulting in an unemployment rate of 50,7% percent. The absorption rate stood at 37.1 percent and the labour force participation rate was at 73.7 percent, which has increased from 57.8 percent in 2012.

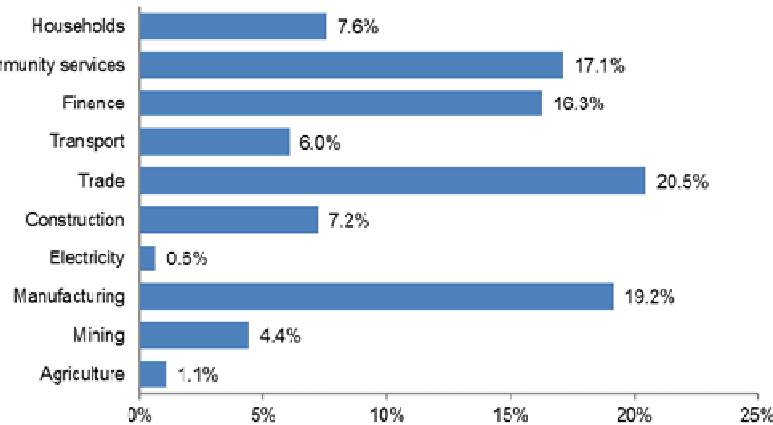
Unemployment still poses a challenge in the district as the number of people unemployed increased between 2012 and 2016. The unemployment rate 2016 in Emfuleni was 54.5 percent, 32.2 percent in Lesedi and at 43.6 percent, the Midvaal had the lowest unemployment

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rate of the locals. The Midvaal recorded the largest employment gains (2 061) between 2012 and 2016.

**Figure 14: Percentage Employment Contribution per Economic Sector in 2016**

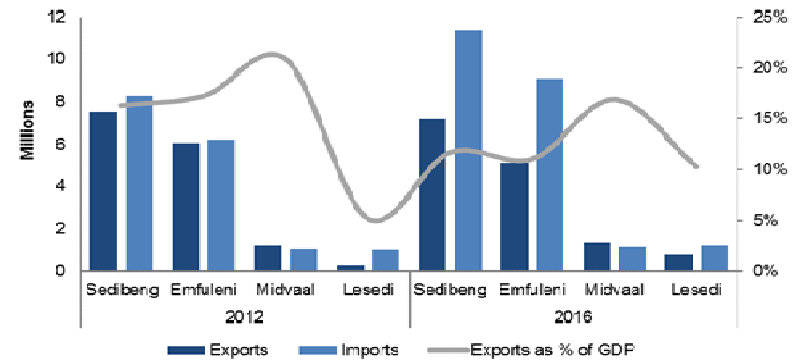


Source: IHS Markit, 2017

Figure 14 shows aggregated sectoral employment for 2016. In 2016, the trade sector overtook the number one spot which was occupied by manufacturing at 21 percent in 2014. While Trade now employs a share of 20.5 per cent, manufacturing employs 19.2 per cent in 2016.

### 2.3 Trade Developments

**Figure 15: Exports and Imports of Sedibeng and its Locals**



Source: IHS Markit, 2017

Figure 15 shows that the value of exports has declined in Sedibeng between 2012 and 2016, and Lesedi is the only municipality which had an increase in its exports value. This may be indicative of low external demand for manufacturing goods; manufacturing accounts for the largest share of economic activity in Emfuleni.

### SEDIBENG'S BOLD PRIORITIES FOR INCLUSIVE GROWTH

Our analysis, as set out in this IDP, suggests that there are grounds for much greater optimism—and that Sedibeng District is well positioned to accelerate growth and job creation and take major steps towards eradicating poverty.

The GDS posture that we adopted back in 2007, and subsequent second generation GDS, were recently endorsed, in terms of its robustness by the report by MCKINSEY Global Institute in South Africa.

This report was released in September 2015 and it outlines BOLD PRIORITIES for Inclusive Growth in South Africa, which are popularly known as the Big 5 which are;



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

It is worth mentioning that, Sedibeng finds resonance with all 5 of those priorities contained in this report.

So we need creative ideas on advanced manufacturing and beneficiation. This we do to create and or resuscitate foundries for small components manufacturing, product simulation, digital manufacturing and Plastic as well as Polymer. Location of Chemcity and taking advantage of Sasol just across the river to fit in with advanced manufacturing' mentioned in the Big 5 .

Infrastructure and its productivity cannot be overemphasized because through infrastructure, we are oiling the economy to ease movement of people, goods and Reintegrate the region with the rest of the Gauteng Province.

At least today we can talk about practical constraints of poor infrastructure to the growth and development of this region and how sewer has deterred investment potential of this region.

How water is eminently becoming a challenge if we do not change how we harvest, distribute and use water for common and strategic purpose.

SA has no natural gas, but Gauteng is a strategic location for storage and use of natural gas from Mozambique and potential presented by fracking exploration in Northern Cape. It is doable if one considers that bulk petroleum liquid storage all the way from Durban- more than 500km, found home in Lesedi Local Municipality.

So much has happened in the national, provincial and regional economy since we adopted the GDS and its review should help facilitate a refreshed perspective on the key programmes that will turn this economy around.

However, as Sedibeng, our GDS review and revised GDS has to respond to a set of binding constraints that inhibits the growth and development of this economy to overcome unemployment, inequality and poverty and these constraints are that;  
That the economy excludes the majority of our residents- hence Township Economic Revitalization is key

The Declining of Steel and Manufacturing base creates a need for diversification

Limited role for SMMEs, township enterprises and cooperatives .

Energy and water supply is no longer secure but more poignant for us is the Sanitation capacity constraints

Low skills base – Creates a labour supply constraint

Failure to implement key “Catalytic” / Flagship projects

The Image and profile of our area- is not as we would like it to be due to low marketing and no coherent lobby for investment.

Lack of long term planning on infrastructure and infrastructure roll out with poor maintenance

Having looked at the barriers and constraints of the economy across the province, our collective response should assert the centrality of the Game Changers.



The first pillar in the Game Changer is about Building Economies of the Future- build around knowledge economy, beneficiation, new cities such as the River City concept, and Logistics, Forwarding and Freight capacity,

Secondly a strategic focus should be on the revitalization of township economies and this I still maintain, it is very bold, revolutionary and visionary.

It should not be done in a palliative way rather this programme should be strategic yet simple, it should be deliberate and our budget spent should show this strategic imperative.

Lastly it was critical to look at the investment in the Infrastructure to stimulate growth and development especially in programmes of Energy and Water as well as Sanitation capacity given high volumes migration into Gauteng which puts us on the downstream under pressure.

In 2014/15, Gauteng Department of Economic Development, Agriculture and Environment, at the request of our Economic Development Department commissioned an external support to develop what we call a “Sedibeng Regional Economic and Industrial Plan” and the same was developed for the West rand District Municipality.

This strategic economic and industrial plan, was adopted by Sedibeng Council as a primary economic framework for Sedibeng region and one of its recommendation was to serve this report to Councils of our respect Local municipalities because the next GDS is to focus on the strategic and key elements of this plan.

The main elements of this economic and industrial plan are: Six Economic and Industrial Development Strategies which are:

- 1) **Sedibeng Electronic and Techno-Park**
- 2) **Sedibeng Transport and Logistic Hub**

- 3) **Sedibeng Building Equipment and Supply Hub**
- 4) **Sedibeng Iron and Steel Beneficiation Cluster**
- 5) **Sedibeng Green Economy and Agropolis Cluster**
- 6) **Sedibeng Tourism City**

The first one is: Electronic and Techno-Park

With this Electronic and Techno-Park we are looking towards securing an industrial park whereby manufacturing firms specializing in electronics can be pooled together due to the comparative advantages present in our region which is the opportunity for them to share resources:

This will indeed

Support growth and investment in the knowledge economy

Stimulate employment and small business growth

Growth and expansion of SMME's

Export manufacturing goods from the electronics and technological sector

The second is Transport and Logistic Hub

The economic rationale of this hub is to promote competition, ease costs of doing business and reduce an influx of trucks using the inner city roads thus, causing all the unpleasant offshoots that comes with trucking in the main roads and CBDs.

The hub will also:

Provide opportunities for manufacturing and steel firms in Sedibeng

Stimulate employment and small business growth

Township revitalization, growth and development

Improve exporting capacity of all industries

The third is on Building Equipment and Supply Hub

Nationally there are growing concerns regarding depletion of natural resources as well as absorption of waste material. In the light of this



concern Sedibeng finds itself at a comparative advantage due to the use of non-metallic resources in manufacturing of construction material. The region has standing heavy engineering capacity with Dorbyl and many engineering companies to build a home of heavy engineering especially to manufacture distribute and service Building Equipment to create consumption demand for steel found in the region.

Therefore the Building Equipment and Supply Hub will:

Ensure the implementation of support infrastructure  
Expansion of SMME's and Co-ops  
Promote and facilitate exports

The fourth is on Iron and Steel Beneficiation Cluster  
Sedibeng has experienced a high level of investor confidence in the metal industry therefore this beneficiation process will:

Support growth and investment in the metals sector  
Foster Labour and Skills development  
Promote and facilitate exports

The fifth one is on Green Economy and Agropolis Cluster  
In order to grow the economy of Sedibeng the key focus should be on the green economy, specifically with the goal of establishing Sedibeng as an acropolis for: Sustainable beneficiation of local resources and:

Investment in agriculture and agro processing

The sixth Sedibeng Tourism City

Sedibeng is fortunate in terms of the tourism destinations as it lies along the Vaal River and hosts the cradle for human rights

Therefore the tourism city has potential to:

Promote Vaal River City and Suikerbosrand Nature Reserve and:  
Explore the possibility of establishing a water Theme Park

### 3. Concluding Remarks

Continued population growth, especially for the working age population may be a challenge for the region with low economic growth and its over reliance on few sectors of the economy. Despite a slight decline on the number of people with HIV, crude death rates for the region show an increasing trend. A significant high proportion of the region's population lives under conditions of poverty, despite improvement on development levels as measured by the HDI. The overall access to household basic service has improved with the exception of access to electricity.

To address this challenges the TMR, which makes up the province's specific priorities that give effect to the NDP, aims to promote inclusive growth by striving to increase employment opportunities. This is also to be achieved by promoting enterprise support especially in the townships. In Sedibeng, support for the agro-processing industry has been one of the province's initiatives to help farmers participate in the main stream economy of the region.

weak external and domestic demand.

#### Way Forward:

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

- Advanced Manufacturing,
- Infrastructure Productivity Natural Gas,

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- Service export,
- Raw and Processed Agriculture

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

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

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

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

The service industry presents real possibility for diversification and capture overflow from Central Corridor saturation in the service sector and this sector continue to play a central as well as strategic role in

any economy. We have service industry products and going forward, we should better package region's offering in this regard.

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

The economy of Sedibeng, our GDS review will have to respond to a set of binding constraints that inhibits the growth and development of the Sedibeng economy to overcome unemployment, inequality and poverty and these constraints are that;

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

A lot of work still needs to be done to market and profile the region as an investment destination, however, basics must be in place and the

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environment should support the strategy of investment drive supported by a coherent lobby for investment. The basis is laid with for in-fill of the Southern Corridor together with the long term planning on infrastructure and infrastructure roll at its centre it should be the Game Changers.

### ENVIRONMENTAL ANALYSIS:

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

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

### Water Pollution:

Sedibeng is faced with serious water pollution challenges in river systems and water bodies, notably the Kliprivier and Blesbokspruit which are polluted from runoffs from industrial areas, townships and waste water treatment works. The Kliprivier is one of the most polluted rivers in the Sedibeng District as a result of mining and industrial activities in the upper catchments, outside the borders of the Sedibeng. The state of Sedibeng’s surface and ground water quality is influenced by activities within and beyond the boundaries of Sedibeng. External pressures, emanating from mining and industrial activities on the West

Rand (Roodepoort and Randfontein) and East Rand (Germiston, Boksburg, Brakpan and Springs), are major contributing factors to the current state of surface and ground water quality in Sedibeng.

The largest internal pressures are limited to the industrialized and urban areas in Emfuleni, including Meyerton, Vanderbijlpark and Vereeniging. Rural areas in Midvaal and Lesedi, where agricultural activities dominate, have a lesser, but nonetheless important, influence on the surface and ground water quality. Heidelberg and Devon, which are the main urban areas of Lesedi, also contribute to surface and groundwater deterioration through urban associated pollution.

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

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

### Waste:

Sedibeng’s history with regards to waste management is not that different to the South African situation in general. The issue of waste as with most local, provincial and national departments has many facets including economical, physical, social and political. Waste management has traditionally taken place on an ad-hoc basis to meet the current



needs, with very little foresight into the future needs of an ever-increasing population.

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

Local authorities in Sedibeng have indicated that they have neither sufficient funding nor adequate trained staff, to effectively plan and execute their waste management functions in a sustainable manner. Communities have also not been involved in the identification of the landfills, which has resulted in community resistance and/or limited support. The level of services varies from area to area, and in particular the previously disadvantaged areas have been left without proper waste management services. The Sedibeng District's Integrated Waste Management Plan was approved by the Province for inclusion in the IDP as per the Waste Act, in November 2014; and the implementation thereof will assist in achieving the National Waste Management Strategy's goals which are as follows;

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

- Establish effective compliance with the enforced Waste Act

### Air Quality:

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

Emfuleni Local Municipality and Midvaal Local Municipality have been declared to be part of the first national priority area in Vaal Air-shed Priority Area because of the elevated level of pollution within the area. Lesedi local Municipality is also included in the second declared priority area, the Highveld Priority Area which includes areas in Mpumalanga and Ekurhuleni. Particulate matter has been identified as a pollutant of concern within the region and the major contributors for particulate matter (PM10) is both industrial sources and domestic sources especially in winter.

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

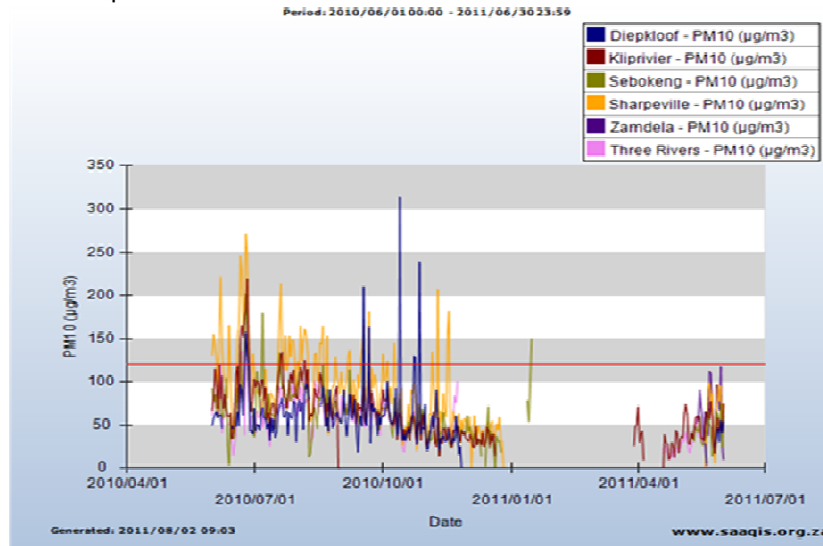
The plans have been adopted by Sedibeng District Municipality as the region's Air Quality Management plan in order to inform the management of air quality within the region. The objectives of the priority area plans are the same as the district objectives that of achieving clean air for the residents of the region.



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



Source: [www.saaqis.org.za](http://www.saaqis.org.za)

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

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

minimum resources results in the district not being able to implement programmes that are directed at reducing air pollution within the region.

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

The Sedibeng District Municipality has two Ambient Air Quality Monitoring Stations which are operational namely:

- Meyerton Ambient Air Quality Monitoring Station
- Vanderbijlpark Ambient Air Quality Monitoring Station
- 
- The raw data collated from both stations is forwarded to SAQIS for verification.
- 

### Biodiversity

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

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



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

### Climate Change:

The Sedibeng District Municipality has developed a Climate Change Response Plan in 2016. The plan was developed through assessing vulnerability risks assessment focusing on Agriculture, Biodiversity, Environment, Human Health, Human Settlement and Water. The vulnerability risks assessment focused on the following parameters:

- Exposure,
- Adaptive capacity,
- Sensitivity

### Municipal Health Services:

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

- Poor ambient air quality as a result of Industrial activities and the burning of fossil fuel at household level (Poor indoor air quality)
- Unhygienic production, storage and transport of fresh milk within the District. (The bulk of fresh milk for the Gauteng province is produced in the Sedibeng District)
- Non-compliance of Funeral Undertakers with minimum environmental health standards.
- Poorly maintained sanitation facilities at some state owned premises (schools, public buildings and health institutions)

- Preparation, storage and transport of game meat specifically during winter months from May – September
- Hygienic standard of Informal foods specifically at pay out points for pensioners and other social grants
- Non-compliance at Informal crèches with minimum environmental health standards
- Occasional Organo Phosphate poisoning in rural areas from time to time.
- Indiscriminate dumping of waste including hazardous waste. (None of the solid waste sites are licensed within the District)
- The illegal use of tobacco products within public buildings, facilities and in the workplace.

### TRANSPORT PLAN

The integrated transport plan (ITP) for Sedibeng 2009 to 2014 will be reviewed, new ITP for 2017-2022 will be developed and incorporated into the next I reviewed DP 2019/20

### Status Quo of Travel Behaviour and Public Transport in Sedibeng

#### Travel Behaviour:

##### A) Vehicle Ownership

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

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ownership. In contrast, less than 15% of households in Midvaal Rural West and Lesedi Rural own their own car.

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

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

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

Source: Sedibeng Household Travel Survey: 2014

### B) Modal Split

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

(73%), Emfuleni Rural (63%) and Lesedi Urban (41%). Conversely, public transport usage in Midvaal Rural East and Emfuleni Rural is the lowest at 13%.

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

Source: Sedibeng Household Travel Survey: 2014

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

**Table: Total Monthly Public Transport Expenditure % of households**

Sub-Region	Total Monthly Public Transport Expenditure % of households				
	Nothing	R1 – R250	R251 – R500	R501 – R1000	R1 – R1000+
Emfuleni LM Rural	50%	32%	1%	5%	9%
Emfuleni LM Urban	39%	21%	13%	14%	13%
Lesedi LM Rural	19%	32%	16%	18%	15%

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Lesedi LM Urban	22%	19%	19%	23%	16%
Midvaal LM Rural East	54%	8%	6%	7%	24%
Midvaal LM Rural West	39%	21%	22%	13%	5%
<b>Sedibeng</b>	<b>38%</b>	<b>21%</b>	<b>14%</b>	<b>14%</b>	<b>14%</b>

Source: Sedibeng Household Travel Survey: 2014

**Table 1: Access to Household Infrastructure in 2016**

	Sedibeng	Emfuleni	Midvaal	Lesedi
Formal Housing	84.8%	85.7%	81.2%	82.3%
Sanitation	92.7%	93.5%	88.4%	91.8%
Water	97.0%	98.1%	91.7%	95.3%
Electricity	90.8%	92.9%	80.7%	86.9%
Refuse Removal	91.2%	92.4%	86.2%	88.1%

Source: IHS Markit, 2017

**Table 1** shows the proportion of households with access to basic household infrastructure for 2016. The proportion of households with access to formal housing was at 84.8 in Sedibeng in 2016. Of its constituent local municipalities, Emfuleni was above this average while Midvaal and Lesedi were lower. This pattern holds across all service categories. Access to water is the most widespread of the services in Sedibeng, ranging from 88.4 per cent in Midvaal to 98.1 per cent in Emfuleni and averaging 97 per cent for the district.

### INSTITUTIONAL ANALYSIS

One of the key components of the IDP process is an internal organizational audit or analysis. Such an analysis allows the Sedibeng Council to know and understand its own internal operations. On the basis of this understanding, the Sedibeng Council will be in a better

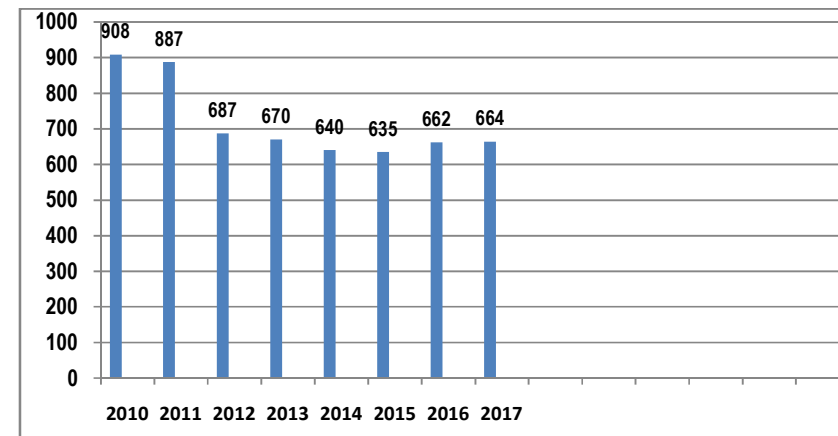
position to manage the changes which will be required in order to bring about the desired future.

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

### Human Capital:

The Human Capital of Sedibeng District Municipality comprises of 664 appointed employees, Elected Councillors and appointed community members serving on ad hoc committees. The following bar graph reflects the Human Capital year on year from the year 2010 to 2017.

Graph Human Capital year on year from the year 2010 to 2017.



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The Human Capital is constituted of the following categories.

Human Capital Categories	
Councilors	49
Audit Committee Members	7
External Bursary Committee	5
Agency function staff motor vehicle licensing	164
Core functions staff	437

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

Staff Establishment:

Composition of the staffing establishment of the Municipality comprises of officials appointed, on full time basis in terms of the Conditions of Employment negotiated at SALGBC, fixed term contract  
FIXED TERM (SECTION 57) EMPLOYEES AS AT 31 DECEMBER 2017

SDM Fixed Term (Section 57 Employees as at Dec 2017)													
Current Profile by Occupational Levels	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	T/Male	African	Coloured	Indian	White	T/Female	Male	Female	
Section 57 Employees	3	0	0	0	3	2	0	0	0	2	0	0	5
Total Permanent	3	0	0	0	3	2	0	0	0	2	0	0	5
Non-Permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	3	0	0	0	3	2	0	0	0	2	0	0	5
Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0

Councillors:

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

SDM Councillors as at 31 December 2017

SDM Councillors as at December 2017													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	1/Male	African	Coloured	Indian	White	1/Female	Male	Female	
Councillors	22	1	0	4	27	19	0	0	3	22	0	0	49
Grand Total	22	1	0	4	27	19	0	0	3	22	0	0	49
Disabilities (Included in the Grand Total)	0	0	0	0	0	0	0	0	0	0	0	0	0

Ad Hoc Committee Members:

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

**Table: SDM Bursary Members as at 31 December 2017**

SDM Bursary Members as at 31 December 2017													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	1/Male	African	Coloured	Indian	White	1/Female	Male	Female	
Bursary Committee	2	1	0	0	3	2	0	0	0	2	0	0	5
Grand Total	2	1	0	0	3	2	0	0	0	2	0	0	5

**Table: SDM Audit Committee Members as at 31<sup>st</sup> December 2017**

SDM Audit Committee Members as at 31 December 2017													
Current Profile	Male					Female					Foreign Nationals		Total
	African	Coloured	Indian	White	1/Male	African	Coloured	Indian	White	1/Female	Male	Female	
Audit Committee	3	0	1	1	5	2	0	0	0	2	0	0	7
Grand Total	3	0	1	1	5	2	0	0	0	2	0	0	7

Institutional Arrangements:



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

Clusters	Staff Compliment
Office of the Speaker	11
Office of the Executive Mayor	15
Office of the Chief Whip	6
Municipal Manager's Office	18
Corporate Services	216
Treasury	22
Community Services & SRAC, Health and Social Development	103
Strategic Planning & Economic Development	27
Transport Infrastructure & Environment	180
<b>TOTAL</b>	<b>598</b>

### Employment Equity Status:

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

CURRENT PROFILE BY OCCUPATIONAL LEVELS	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
Top Management	3	0	0	0	3	2	0	0	0	2	0	0	5
Senior management	24	1	1	5	31	5	0	1	2	8	0	0	39
Professionally qualified and experienced and specialists and Mid Management	36	0	1	8	45	36	0	0	4	40	0	0	85
Skilled Tech and Academically qualified workers , Junior managers, Supervisors, Foremen	40	2	0	4	46	37	1	2	8	48	0	0	94

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CURRENT PROFILE BY OCCUPATIONAL LEVELS	MALE					FEMALE					Foreign Nationals		TOTAL
	African	Coloured	Indian	White	T D/Male	African	Coloured	Indian	White	T Female	Male	Female	
and superintendents													
Semi-skilled discretionary decision making	72	0	0	1	73	149	1	0	3	153	0	0	226
Unskilled and defined decision making	61	0	0	0	61	73	0	0	0	73	0	0	134
<b>TOTAL PERMANENT</b>	<b>236</b>	<b>3</b>	<b>2</b>	<b>18</b>	<b>259</b>	<b>302</b>	<b>2</b>	<b>3</b>	<b>17</b>	<b>324</b>	<b>0</b>	<b>0</b>	<b>583</b>
Temporary employees	7	0	1	0	8	7	0	0	0	7	0	0	15
<b>GRAND TOTAL</b>	<b>243</b>	<b>3</b>	<b>3</b>	<b>18</b>	<b>267</b>	<b>309</b>	<b>2</b>	<b>3</b>	<b>17</b>	<b>331</b>	<b>0</b>	<b>0</b>	<b>598</b>
Disabilities (Included in the Grand Total)	4	0	0	0	4	2	0	0	0	2	0	0	6

### HUMAN RESOURCE DEVELOPMENT:

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

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

- National Skills Development Strategy

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

The Council employees enrolled for and acquired the Matriculation/Grade 12 Qualification in the financial year 2017/18.

Occupational Health and Safety:

For the period under review i.e, the 2017 year, no fatal incidents were reported to Council.

### WORK STUDY AND QUALITY ASSURANCE:

Sedibeng District Municipality has adopted the mantra that "effective and efficient service delivery requires that an organization must be flexible such that it continuously improves its systems and processes".

## CHAPTER 02: DRAFT ANALYSIS OF THE REGION



A Job Evaluation Unit has been established, (was trained and was fully functional and ready to have carried out its mandate, safe for attrition factors and was Regional, has been unable to reach its mandate). However, a new Local Job Evaluation Unit was established in 2016 and is awaiting training to enable it to carry out the mandate.

BATHO-PELE:

SDM is not a Primary Municipality and our interaction with members of the community is therefore limited, however, in instances where there is interface with members of the community the feedback that we receive is that our staff does align their service delivery to the Batho Pele principles. Therefore it has been recommended Batho-Pele Principles form part of each and every Municipal employee's Job Descriptions.

LABOUR RELATIONS:

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

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Total Human Resource Dashboard:

No	Activity	Post Level	Conduct	Date	Status of the Matter
1	No Suspensions	None			
2	No Disciplinary Case				
3	17x Arbitrations and Conciliations	4,9,10	Unfair Labour Practice		Awaiting new date Rescission application granted matter to be arbitrated To be conciliated
4	16x Labour Court	4,7,1,6,and 10 9x3,7x2,4x2, 13x2,10x2, 1,6	<ul style="list-style-type: none"> <li>• 5xUnfair dismissal</li> <li>• 11x Unfair labour Practice</li> <li>• Matter now at Labour Court,</li> </ul>		<ul style="list-style-type: none"> <li>▪ Awaiting set down date</li> <li>▪ SDM Lawyers to make application for the dismissal of the matter</li> <li>▪ Awaiting new Court date</li> </ul>
5	3x Resignations	7, 13x2	Voluntary resignation		None
6	1X Staff Transfers	9			Inter Cluster Transfer
7	Appointments	5x Sect. 57, 2x2,3x2,7, 9x6,10x13 and 3 contracts			5year contract and Permanent

### HUMAN RESOURCE STRATEGY:

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

## CHAPTER 02: ANALYSIS OF THE REGION