

**EXTRACT OF THE MINUTES OF THE 131<sup>ST</sup> COUNCIL MEETING HELD ON 25 AUGUST 2021**

**"A2142 REPORT ON PROGRESS REGARDING THE DRAFT DISTRICT DEVELOPMENT MODEL ONE PLAN (1<sup>ST</sup> GENERATION)"**

(15/1/8/1/1)

**Office of the Municipal Manager**

**RECOMMENDATIONS**

1. THAT Council notes the contents of the report on the Draft District Development Model One Plan 1<sup>st</sup> Generation".
2. THAT the draft District Development Model One Plan "1<sup>st</sup> Generation" be hereby adopted.
3. THAT it be noted that provincial CoGTA took out the advert for all the Municipalities within the Province public comments on the One Plan "1<sup>st</sup> Generation"; and upon the completion of this process; the district and local Municipalities will start with the process of establishing DDM Hubs. "

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It is hereby certified that this is a true extract from the minutes of a meeting of the Sedibeng District Municipality.

Council held on: 25 August 2021  
Signed by: MT NGATLE  
Designation ACTING DIRECTOR  
Legal And Support Services MTU



# DISTRICT ONE PLAN: SEDIBENG DISTRICT



# TABLE OF CONTENTS

<b>1. BACKGROUND .....</b>	<b>4</b>
<b>2. INTRODUCTION .....</b>	<b>5</b>
2.1 The Purpose of Sedibeng District One Plan.....	6
2.2 The Formulation of Sedibeng District One Plan.....	6
2.3 One Plan Outline .....	8
<b>3. DIAGNOSTIC SUMMARY .....</b>	<b>10</b>
3.1 Sedibeng District Development Plans .....	15
3.2 SWOT Analysis .....	15
<b>4. SEDIBENG DISTRICT COMPARATIVE ADVANTAGE.....</b>	<b>16</b>
<b>5. TREND ANALYSIS AND IMPACT OF COVID-19.....</b>	<b>17</b>
<b>6. SEDIBENG DISTRICT JOINT VISION .....</b>	<b>19</b>
<b>7. SEDIBENG DISTRICT JOINT STRATEGIES .....</b>	<b>19</b>
<b>8. SEDIBENG DISTRICT ONE PLAN STRATEGIC GOALS .....</b>	<b>20</b>
<b>9. CATALYTIC PROJECTS .....</b>	<b>22</b>
9.1 Regional Economic Vision: The Case for a Vaal Regional Master Plan .....	22
9.2 Emfuleni Local Municipality Catalytic Projects.....	23
9.2.1 Additional Key Analytic Points.....	25
9.3 Lesedi Local Municipality Catalytic Projects.....	26
9.4 Midvaal Local Municipality Catalytic Projects .....	27
9.5 Infrastructure Activities in the Southern Corridor .....	27
9.6 Solution Design.....	28
9.7 Focusing the Economic Apex Programmes in the Vaal – Strategic/Catalytic Projects.....	29
<b>10. STRATEGIC PARTNERS IN IMPLEMENTING THE CATALYTIC PROJECTS .....</b>	<b>33</b>
<b>11. IMPLEMENTATION COMMITMENTS.....</b>	<b>34</b>
11.1 Spatial Representation of the Sector Commitments in Sedibeng District Space .....	48

## LIST OF TABLES

TABLE 1: KEY AREAS FOLLOWED TO CONDUCT A DEEP DIVE ANALYSIS.....	8
TABLE 2: DIAGNOSTIC SUMMARY .....	14
TABLE 3: DEVELOPMENT CONTEXT SWOT ANALYSIS.....	16
TABLE 4: KEY TRENDS IMPACTING ON SEDIBENG DISTRICT .....	18
TABLE 5: DDM STRATEGIC GOALS.....	22
TABLE 6: SIP PROJECTS.....	26
TABLE 7: PROGRESS ON SEDIBENG DISTRICT CATALYTIC PROJECTS .....	33
TABLE 8: SECTOR COMMITMENTS DEPARTMENT OF COMMUNITY SAFETY .....	34
TABLE 9: GDED.....	35
TABLE 10: GDARD.....	36
TABLE 11: GDARD SUSTAINABLE USE OF ENVIRONMENT .....	37
TABLE 12: GDARD WASTE MANAGEMENT.....	38
TABLE 13: DEPARTMENT OF HUMAN SETTLEMENT (NATIONAL) .....	39
TABLE 14: DEPARTMENT OF HUMAN SETTLEMENT (PROVINCIAL) .....	40
TABLE 15: DEPARTMENT OF HEALTH .....	42
TABLE 16: DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE .....	42
TABLE 17: DEPARTMENT OF SOCIAL DEVELOPMENT .....	43
TABLE 18: DEPARTMENT OF SCIENCE AND TECHNOLOGY .....	44
TABLE 19: DEPARTMENT OF ROADS AND TRANSPORT .....	45
TABLE 20: GIFA.....	46
TABLE 21: SEDIBENG DISTRICT MUNICIPALITY .....	47

## LIST OF FIGURES

FIGURE 1: SOUTHERN INFRASTRUCTURE ACTIVITIES .....	27
FIGURE 2: CATALYTIC PROJECT PARTNERSHIP.....	34
FIGURE 3: SEDIBENG DISTRICT ONE PLAN MAP.....	48
FIGURE 4: SEDIBENG DISTRICT ONE PLAN MAP.....	49

# 1. BACKGROUND

The Sedibeng region, also known as the “Vaal”, has its administrative seat situated in Vereeniging and it is a category C municipality made up of three local municipalities, namely Emfuleni, Lesedi and Midvaal. It derives its name from the Sesotho language meaning ‘the place of the pool’, due to the fact that the Vaal River is a water source for Gauteng and beyond. The district area holds significant natural features for tourism such as aqua-marine, fishing and other water sport events etc. The Suikerbosrand, Vaal River and Vaal Dam areas possesses great opportunities to promote tourism in the region.

While the District space has a lot of potential, the administration within Sedibeng District has been compromised by governance and administrative challenges. This has significant impact on the ability of municipalities to deliver services to its communities sustainably. It is worth noting that in the Sedibeng District, Emfuleni Local Municipality is under section 139 of the Constitution (Act 108 of 1996) and section 63 of the Water Service Act (Act 108 of 1997) due to their inability to properly execute and administer their constitutional mandate. Together with other support initiatives within the district from government and the private sector, the One Plan aims to reverse this picture and create a positive, long-term outlook based on the new common vision and aspiration of all government, stakeholders and communities.

The District Development Model (DDM) has been conceptualised to assist the district space to develop a unique and integrated approach that will strategically guide and unleash the development potential of Sedibeng district area. The DDM is an operational model for improving cooperative governance aimed at building a capable, ethical and developmental State. It embodies an approach by which the three spheres of government and state entities work collaboratively in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. To achieve the economic potential and participative investment from both the private and public sector, governance practices will aim to create an environment in which economic participation can be unlocked by creating more opportunities in the form of primary, secondary and tertiary economic sector development – focused on establishing mining, manufacturing, tourism and agriculture value chains and accelerating growth through optimised functional linkages between activities – and stimulating potential participants in the form of a skilled labour force, SMME incentivisation and international investors.

The Sedibeng District One Plan provides multiple spheres of government, stakeholders, communities, and investors with a strategic direction unique to the district in moving from the current situation to the desired future. The strategic direction is represented by a set of key strategies and an action plan to start moving towards the realisation of the desired future state. In fact, the One Plan is a product of a multi-sphere government approach with stakeholders and communities as strategic partners that seek to change the fortunes of the people of Sedibeng District.

According to the One Plan process guidelines, all spheres of government must work together in intergovernmental and collaborative ways to produce One Plans. This One Plan serves to guide the way resources and investment are deployed and implemented more effectively and in a more accountable manner. The One Plan cannot and does not replace all existing prescribed development, departmental strategic and annual performance plans for which each sphere, department and state entity is responsible. Rather, it is informed by these plans and, once adopted, it will guide the review of these plans and budgets. The IDP remains the strategic plan for the planning and budgeting within the local government sphere. The One Plan focuses on the major commitments and changes required to catalyse and advance socio-economic transformation. The Sedibeng District has been identified as a DDM pilot project by Gauteng Exco. The objective of this pilot is to reinforce the coordination role of the district, strengthen the governance and leadership role, and demonstrate practical implementation of the DDM in the province.

## 2. INTRODUCTION

The past 25 years of Intergovernmental Relations (IGR) policy and practice have highlighted the need for greater coherence in planning, budgeting and implementation. The involvement of sector departments in Integrated Development Plan (IDP) processes are typically very weak, and the constant changes in priorities and programmes fail to truly be driven by development logic and long-term outcomes.

Institutional capacity remains a serious challenge, and an urgent shift is required toward a joint planning approach underpinned by robust IGR mechanisms and a clear performance management structure. Government plans continue to lack a strategic and long-term approach and focus and there is limited localisation of strategic plans such as the National Development Plan (NDP). In addition, Growth and Development Strategies (GDSs) and Spatial Development Frameworks (SDFs) do not always have buy-in from all spheres and, therefore, fail to achieve their intended objectives of realising spatial transformation and stimulating economic growth. It is against this backdrop that the District Development Model (DDM) and the One Plan has been conceptualised.

The District Development Model (DDM) is an operational model for improving cooperative governance aimed at building a capable, ethical and developmental State. It embodies an approach in which the three spheres of government and state entities work collaboratively in an impact-oriented way, resulting in higher performance and accountability for coherent service delivery and development outcomes. The One Plan itself is an intergovernmental plan which sets out a long-term, strategic framework to guide investment and delivery in relation to a specific district space. It is co-created by all three spheres of government and

is guided and informed by their existing plans and strategies. The One Plan confirms what is in existing plans, refines where necessary, and identifies key, strategic gaps and issues. It should be noted that the One Plan expresses intergovernmental agreements, alignment, and commitments and is, therefore, not a detailed development plan.

## 2.1 The Purpose of Sedibeng District One Plan

**The Sedibeng District One Plan was formulated through a joint planning with the intention to:**

- Give effect to the District Development Model (DDM) approved by cabinet as a practical method to improve service delivery and development impact in the Sedibeng District region through integrated planning, budgeting and delivery by all three spheres of government;
- Localise and synergise the National Development Plan, the Medium-Term Strategic Framework, National Spatial Development Framework, Integrated Urban Development Framework and key, national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the space.
- Express a coherent and predictable government approach in relation to these key priorities through a long-term strategic framework (One Plan) for growth and development of the Sedibeng region that is co-produced by all three spheres of government together with stakeholders and communities;
- Enable a programmatic intergovernmental relations approach with regards to the Sedibeng District through implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Sedibeng Region according to the shared vision and desired future development of the district and its people.

## 2.2 The Formulation of Sedibeng District One Plan

The One Plan is developed under difficult circumstance resulting from the COVID-19 pandemic crisis and the associated limitations for interactions. The processes of undertaking thorough engagements were equally affected by the limited level of participation by key stakeholders. This is alongside the challenges that relate to the disorganised and sometimes obsolete data repositories. Regardless of the limitations, the report is built up from the Sedibeng Profile action plan and provides a deeper scrutiny of the District. Despite the

above challenges, the following working sessions were held throughout the development of the Sedibeng District One Plan:

- DDM Technical Committee Meetings
- Intergovernmental Workshops
- Working session on the Draft Diagnostic Report
- Working session on the Joint Vision and Strategies
- Working Session on the draft One Plan

These discussions, together with integration of various existing studies and plans informed the drafting of a diagnostic report, the vision setting, strategy formulation and implementation commitments adapted as per the One Plan stages outlined in the DDM Circulars 1 and 2 and as per guidelines issued by DCoG. The Sedibeng District One Plan is based on the DDM Theory of Change which is supported by six transformation areas to change from the current, problematic situation to a desired, future state. The DDM Guideline provides the standardised format that is aligned to the themes, analysed according to the impacted development areas. Some themes are cross-cutting, which indicates a level of integration between themes. These six, DDM, transformation focal areas/goals are:

DDM Six (6) Goals	Brief Description
Demographic / People Development	<ul style="list-style-type: none"> <li>• Assess the level of human capacity and development</li> <li>• The main focus is the reduction of the triple challenge of poverty, unemployment and inequality and uplifting the vulnerable members of society</li> </ul>
Economic Positioning	<ul style="list-style-type: none"> <li>• Identify key economic drivers</li> <li>• Identify barriers and constraints to unlocking opportunities and potentials</li> </ul>
Spatial Restructuring and Environment Development	<ul style="list-style-type: none"> <li>• Assess land development, land release and land-use management systems</li> <li>• Prioritise township development initiatives and incentives</li> </ul>



DDM Six (6) Goals	Brief Description
Infrastructure Development	<ul style="list-style-type: none"> <li>• Assess the state and adequacy of infrastructure to support addressing current service backlogs and future growth of the district</li> <li>• Identify alternative and innovative infrastructure programmes and projects</li> </ul>
Integrated Service Provision	<ul style="list-style-type: none"> <li>• Identify current state of service delivery across all sectors</li> <li>• Improve quality and standardised service within the district</li> </ul>
Governance Development	<ul style="list-style-type: none"> <li>• Assess state of governance regarding intergovernmental relations and coordination</li> <li>• Assess state of financial governance and management</li> <li>• Promote good governance and ethical leadership</li> </ul>

TABLE 1: KEY AREAS FOLLOWED TO CONDUCT A DEEP DIVE ANALYSIS

## 2.3 One Plan Outline

The Theory of Change logical framework was the structure followed during the DDM One Plan preparation. The Theory of Change is underpinned by the following stages and components, which can each be expressed in the form of a question statement, namely:

- **Diagnostic Assessment – “What is?”:** The first component outlines the current reality in terms of the situational analysis and key findings, as well as underlying constraints, needs, trends and drivers. The output of this stage is a diagnostic assessment. The diagnostic report aims to provide critical insights and strategic perspectives on the issues and development trends that shape the Sedibeng District’s future.
- **Vision Setting – “What if?”:** The second component outlines the overarching vision of the DDM One Plan as well as the underlying vision statements and objectives for each key transformation area. Each of these vision statements and objectives aims at a desired future state and development outcomes. This vision framework should take cognisance of the current reality and align to statutory requirements set out in legislative and regulatory frameworks. The output of this stage is a visioning framework. The vision-setting provides a vivid description of the desired future state of the area, defining what should be achieved through the strategy and implementation stage.

- **Strategy Formulation - “What can?”:** The third component outlines the desired outcome and comprises strategies and programmes through which the One Plan will achieve the vision set out for each of the critical transformation areas. The output of this stage will be a strategy. The strategy formulation describes strategies and programmes required to address salient issues identified in the diagnostic assessment and strategies and programmes needed to achieve the desired end state as articulated in the vision framework.

Considering the One Plan as a strategic tool to guide inter-and intra-governmental interaction, joint planning, joint budgeting and coordinated and integrated implementation, each strategy is expressed in an overarching strategy description, objectives, actions/ initiatives or projects, role players and their specific responsibilities. Not one strategy stands in isolation, and that the strategies are based and conceived in response to the evidence provided in the diagnostic assessment and the desired end state expressed in the vision framework.

- **Implementation Framework - “What works?”:** The fourth component outlines the actions that the One Plan will take to achieve each outcome and essentially realise each vision statement and objective set per transformation area. These actions include, amongst others, programme and project commitments, interventions, planned initiatives, policy reforms, capacity reforms and institutional arrangements. This stage’s output will be an implementation framework linking programmes and project commitments and planned initiatives to financial resources, timeframes, roles and responsibilities, corresponding to each strategic thrust identified during the strategy formulation stage. The implementation framework comprises of a baseline, description and interpretation of existing commitments and planned initiatives by multiple spheres of government, as well as newly formulated One Plan project.

### 3. DIAGNOSTIC SUMMARY

The Diagnostic Report was formulated after the status quo analysis. The diagnostic analyses serve to indicate current challenges and possible reasons for such challenges to ascertain what actions are required to move toward a desired future state. The below table gives a summary of the diagnostic with recommendations:

Current Reality	Analysis	Recommendations / Interventions
<b>Goal 1: Demographics / People Development</b>		
<ul style="list-style-type: none"> <li>• 48.5% of the population lives in poverty</li> <li>• High unemployment rate of 50.7% and a backlog of 120 218 job opportunities</li> <li>• Current population size: 1.03 million</li> <li>• Number of households: 330 826</li> <li>• 1 118 child-headed households</li> <li>• 95 939 women-headed households</li> </ul>	<p>The root causes and key drivers for high levels of poverty, unemployment and inequality are:</p> <ul style="list-style-type: none"> <li>• Inadequate focus on targeted and accelerated skills development of the youth that matches employment opportunities or enables entrepreneurship and micro/small business. Insufficient focus on artisanal programmes and technology enabled skills. Focus on skills needed for 4IR.</li> </ul>	<p>Strategic and focused intergovernmental planning and coordination required between District and key national and provincial sector departments on the following big priority areas:</p> <ul style="list-style-type: none"> <li>• Education, skills development and upliftment</li> <li>• Economic growth and development</li> <li>• Infrastructure investment</li> </ul>

Current Reality	Analysis	Recommendations / Interventions
<b>Goal 2: Economic Positioning</b>		
<ul style="list-style-type: none"> <li>• Clothing and textile sector is one of the worst performing sectors in Sedibeng</li> <li>• The mining sector is in decline in the region with a negative growth rate</li> <li>• Key investor (AB InBev) with a planned investment worth R11bn pulled out because Sedibeng District Municipality could not finance the required infrastructure to the tune of R200 million</li> <li>• Sedibeng has suffered extensive de-industrialisation due to the decline in the steel industry</li> <li>• Negative growth in the manufacturing sector</li> <li>• Economy not diversified and reliant on the declining steel manufacturing sector</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of capacity in the municipality to identify and implement long-term projects in partnership with the industry</li> <li>• Heavy reliance on consultants to undertake economic development strategies without implementation</li> <li>• The impact of COVID-19 pandemic</li> <li>• De-industrialisation has been caused by lack of diversification, municipality's inability to service and retain investors</li> <li>• The sale of basic iron and steel products declined by 20.5% in 2020</li> <li>• Stagnant, domestic demand, increasing input costs e.g., electricity costs, erratic power supply in the form of load shedding and high logistics costs</li> <li>• The tourism opportunities together with heritage not adequately explore</li> </ul>	<ul style="list-style-type: none"> <li>• Plastics Industry Intervention</li> <li>• Steel industry intervention</li> <li>• Global Business Services (GBS) Intervention</li> <li>• Clothing, textiles, leather and footwear intervention</li> <li>• Mining intervention</li> </ul>

Current Reality	Analysis	Recommendations / Interventions
<b>Goal 3: Spatial Restructuring and Environmental Sustainability</b>		
<ul style="list-style-type: none"> <li>• Spatial fragmentation that contributes to social division</li> </ul>	<ul style="list-style-type: none"> <li>• Apartheid and post-apartheid spatial planning continued a spatial form that limited integration across the region cementing the social divide</li> </ul>	<ul style="list-style-type: none"> <li>• Need for a common vision across municipalities towards the development of a metropolitan municipality and river city concept</li> </ul>

Current Reality	Analysis	Recommendations / Interventions
<b>Goal 3: Spatial Restructuring and Environmental Sustainability</b>		
<ul style="list-style-type: none"> <li>• Lack of efficient public transport and access routes that limit movement</li> <li>• Privatised development limited access to the Vaal River</li> <li>• No implementation of the climate change strategy</li> <li>• Poor and degrading bulk infrastructure</li> <li>• Environmental challenges around water pollution and air quality impacting on socio-economy of entire district</li> <li>• Air quality – lack of both human and financial resources to efficiently execute the function of air quality management</li> <li>• Awareness drives – no capacity and funding</li> <li>• Biodiversity and ecological conservation are challenges despite Sedibeng being home to two of the provinces’ nature reserves: Suikerbosrand Nature Reserve and Alice Glockner Nature Reserve</li> <li>• Low support of the agriculture sector</li> <li>• Lack of capacity in waste management and tackling issues such as illegal dumping</li> <li>• Wetland systems not protected</li> </ul>	<ul style="list-style-type: none"> <li>• Limited implementation and funding within the transport sector led to an inefficient public transport system</li> <li>• Optimally located land near the Vaal River is privately owned resulting in elite private developments that exclude majority of residents in the region</li> <li>• Capacity constraints and expertise in the environmental and climate change discipline</li> <li>• Historic threat from industrial development and mismanagement of the industry impacted on natural environment negatively</li> </ul>	<ul style="list-style-type: none"> <li>• Strong intergovernmental management and framework to be developed to realise envisaged goals</li> <li>• Restructuring of the urban footprint</li> <li>• Full environmental analysis of Sedibeng region to be undertaken in collaboration with Gauteng Department of Agriculture and Rural Development</li> <li>• Investigate sustainable and renewable energy resource options</li> <li>• Capacitate a climate change unit in the municipality</li> <li>• Development of Vaal River Regional Spatial Development Framework</li> <li>• Implementation of circular economy and green economy principle</li> <li>• Implementation of the Mega Agripark Project Milling Plant</li> </ul>

Current Reality	Analysis	Recommendations / Interventions
<b>Goal 4: Infrastructure Engineering</b>		
<ul style="list-style-type: none"> <li>• Lack of infrastructure maintenance</li> <li>• An urgent need for a regional sewer network</li> <li>• Failing infrastructure characterised by a high number of potholes, sewer spillages, power outages and neglect of refuse collection</li> </ul>	<ul style="list-style-type: none"> <li>• There is a substantial backlog of infrastructure investment</li> <li>• The absence of a district wide integrated infrastructure master plan hinders strategic integrated planning</li> <li>• Strategic district wide integrated project preparation, planning and execution is required</li> <li>• Planned and timeous maintenance of existing infrastructure hinders economic activity due to disturbances in delivered services</li> <li>• Vandalism of infrastructure is increasing and adding to service delivery issues</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of proposed Sedibeng catalytic investment projects</li> <li>• Engineering services (bulk and reticulation) infrastructure, roads, transport, water sanitation, electricity, energy, solid waste maintenance and expansion programmes need to be aligned to land-use development programmes focusing on new developments (greenfields) and upgrading/ maintaining services in existing areas (brownfields)</li> <li>• The alignment of a district-wide integrated infrastructure master plan with the SDF Long-term Vision.</li> <li>• The need to incrementally implement SMART City technology in the District</li> <li>• Adopt a standardised service quality and response time within the district</li> </ul>

Current Reality	Analysis	Recommendations / Interventions
<b>Goal 5: Integrated Service Provisioning</b>		
<ul style="list-style-type: none"> <li>Internet access at home is still limited</li> <li>Social housing by provincial government leads to influx of poor people from other regions</li> <li>Unfunded and underfunded mandates</li> <li>Lack of access to quality community facilities for integrated planning and community development</li> </ul>	<ul style="list-style-type: none"> <li>Persistent challenges around availability of well-located habitable land</li> <li>Significant backlogs of service delivery with demand out growing supply</li> <li>Future growth not considered in calculations</li> </ul>	<ul style="list-style-type: none"> <li>Proposals to accelerate universal access to adequate housing and services</li> <li>A balance should be achieved between “pro-poor” and “pro-growth” initiatives</li> <li>Implementation of strategies which will lead to improvement in quality of life for all, especially the poor</li> <li>4IR initiatives</li> </ul>

Current Reality	Analysis	Recommendations / Interventions
<b>Goal 6: Governance</b>		
<ul style="list-style-type: none"> <li>Emfuleni Local Municipality has been under administration since mid-2018 in terms of Section 139(1)(b) of the Constitution and has since regressed further</li> <li>Poor coordination and cooperation between local municipalities and the district municipality</li> <li>Lack of policy coherence across the spheres of government</li> <li>Lack of accountability and ownership</li> </ul>	<ul style="list-style-type: none"> <li>Lack of accountability and transparent governance especially in use of public resources</li> <li>Lack of customer relations management</li> <li>Accountability for integrated work and outcomes not defined and/or regulated</li> <li>Change management and performance management systems not enabling</li> <li>Local sphere takes on disproportionately high levels of poverty challenge burdening finances of city</li> <li>Outstanding government debt and unfunded mandates</li> </ul>	<ul style="list-style-type: none"> <li>Improve accountability and transparency</li> <li>Improve financial management systems</li> <li>Attention and spending on maintenance and renewal of infrastructure that underpin basic services</li> <li>Adopt technology to improve customer experience</li> <li>All of government investment strategy for the One Plan based on a reflective approach by sector departments on outcomes and impact, delivery models/ mechanisms, coordinated approach with City. Consequence management for ill-discipline and misconduct</li> </ul>

TABLE 2: DIAGNOSTIC SUMMARY

## 3.1 Sedibeng District Development Plans

The One Plan is further based on, but is not limited to, the following existing strategies and plans of the district which incorporate existing studies/analysis:

- The District and Local IDP
- District and Local Spatial Development Frameworks (SDF)
- Growth Development Strategy
- Local Economic Development Strategy
- And other government documents

The above plans express Long-term Priorities, Medium-term Priorities (IDP and SDF) and Short-term Priorities. The implementation of these priorities and plans needs to be accelerated and better coordinated to address gaps. The One Plan is aimed at enhancing and supporting the implementation of these plans and to further refine the strategic focus to enable greater service delivery and development impact. This can be achieved through a joint approach and agreement between all three spheres of government.

## 3.2 SWOT Analysis

This section highlights the critical aspects identified in the district profile. These aspects are summarised above and culminate in a SWOT analysis to understand the different dynamics at play in the District while describing the context within which DDM will occur. The table below highlight the key issues, strengths, weaknesses, opportunities and threats:

	Strengths	Weaknesses	Opportunities	Threats
Demographic Profile	The population growth rate of the district has been almost half that of Gauteng. Emfuleni had the slowest population growth	The informal settlements in the Sedibeng totalled about 20 438	Sedibeng's population is predominantly young people	It is estimated that the population will increase to 1 379 226 by 2037
Economic Profile	Economy of Sedibeng constitutes various sectors i.e., agriculture, mining, manufacturing, electricity, construction, trade, transport and finance	Weak economic growth. Most economic sectors have shown a decline or very small growth	Finance and manufacturing sectors have shown highest average growth per annum	High unemployment rate of 50.7% and a backlog of 120 218 job opportunities
Infrastructure Planning	Water infrastructure has improved from 94.9% to 96.4% Waste removal has improved from 59.7% to 89.2%	The bulk of the water and sanitation network is old and overloaded	Infrastructure provision underlies most of the government support strategies	Raw sewage spillages into the Vaal River and Dam
Transport and Mobility	Non-motorised transport (NMT) was the predominant form of transport in the District at 45%	The condition of the road network in the district is continuously declining due to poor workmanship on new construction and lack of maintenance	Four corridors along the N1, N3, R59 and N17 link to the surrounding economy	Weak connectivity in terms of public transport i.e., rail network



	Strengths	Weaknesses	Opportunities	Threats
Social Facilities and Community Resources	Education and health facilities are well distributed throughout the district	Notwithstanding good spatial coverage, the quality of services is not always evident	The region hosts eight tertiary institutions and 18 (other) colleges	Growth will put pressure on existing social and community facilities
Spatial Growth Dynamics	Sedibeng DM identifies and prioritises nodal areas on a District level  Establishment of urban conurbation in line with the Sedibeng Vision	Spatial fragmentation that contributes to social divisions  Lack of efficient public transport and access routes that limit movement  Existing development limits public access to the Vaal River asset by mostly privatising the river front	Tourism is seen as a structuring element and tourism themes are identified  Savannah City is a new emerging node along the broader N1 corridor	Informal settlements
Environment and Sustainable Development	Availability of water resources	No implementation of climate change strategy	The area holds significant natural features	High levels of pollution (water, air, waste, all types of pollution)

TABLE 3: DEVELOPMENT CONTEXT SWOT ANALYSIS

## 4. SEDIBENG DISTRICT COMPARATIVE ADVANTAGE

The economy of Sedibeng District is made up of various components such as agriculture, mining, manufacturing, electricity, construction, trade, transport and finance. An assessment of the existing economic structure revealed that the district appears to be driven by the secondary and tertiary sectors. The mining sector had the lowest growth rate in 2016 and experienced a negative growth rate of -7.4%.

Sedibeng has a significant manufacturing presence, with a share of 32%. The Sedibeng tertiary sector, which includes finance and business services, trade and retail, government services, and transport, accounts for most economic activity (63.6%) within the district. It should be noted that tourism, agriculture, agro-processing and logistics offer a comparative advantage for the District.

## 5. TREND ANALYSIS AND IMPACT OF COVID-19

The impact of the COVID-19 pandemic is still not fully known. The duration of the impact is also unknown and the timeframe for life returning to “normal” is uncertain. At the same time, it is an opportunity for resetting and doing things differently in respect of addressing inequality and building community level resilience. The society that will emerge out post-COVID may be very different. It is also likely to be increasingly driven by technology and digital transformation which is taking place at an accelerated pace. Driving and creating a conducive environment for public and private sector innovation to build long-term resilience is going to be critical for survival.

The global, national and local context presents persistent and harsh realities that require determined, impactful strategies and actions to break through tough conditions and transition successfully to a better future. The table below shows the impact of trends on Sedibeng District.

Trend	Description
Post-COVID-19 World	<p>The impact of the global pandemic on the way societies and economies may change is uncertain but there is real <b>risk of long-term consequences such as increase in inequalities and social deprivation</b>. There may be long-lasting changes in the nature of work and consumer behaviours facilitated by technology (virtual offices and online shopping, etc).</p> <p>There may likely be long-term impacts on <b>improving food value chains, environmental and public health, and management of natural resources</b>. Change in values of people and society may shift from pursuit of happiness through material goods towards reconnecting with nature, pursuing authentic and soulful experiences, and building better relations with people and within communities. <b>Sedibeng District Economic Recovery plan and actions need to be effective.</b></p>
Smart Cities and Smart Societies	<p>There are big shifts globally towards Smart Cities and Smart Societies enabled by technology and innovations of the <b>Fourth Industrial Revolution</b>. These include IoT (Internet of Things), Big Data, AI (Artificial Intelligence), Robotics and Shared Economy. Countries such as Japan are leading transitions to what is referred to as <b>Society 5.0</b> which is aimed at using these innovations and the Information age for resolving social challenges and creating <b>better human life</b>. Smart Cities can be more than just technology driven. They ought to be about how technology can enable smart systems, infrastructure, governance and service delivery that address the needs of people and society in inclusive and affordable ways.</p>

Trend	Description
Urbanisation	<p>By 2030 almost three quarter of the country’s population (71.3%) will be living in urban areas. This is according to the Integrated Urban Development Framework (IUDF) which is government’s policy position to guide the future growth and management of urban areas premised on giving effect to the global Sustainable Development Goals (SDGs) and the NDP. The IUDF’s overall envisaged outcome is <b>spatial transformation</b> where urban growth is steered towards model of compact, connected and coordinated cities and towns and development of inclusive, resilient and liveable settlements.</p>
Climate Change	<p>The impact of climate change is resulting in shifts in terms of the reduction of carbon footprints of cities and settlements, better and smarter utilisation of resources and smarter food production. According to the International Energy Agency’s global energy trends report’s forecast to 2040, renewables such as wind, solar, and hydropower will surpass coal as the world’s dominant source of electricity by 2030. Africa currently has about 40% of the world’s potential for solar energy. South Africa’s Integrated Resource Plan supports a diverse energy mix to ensure the security of electricity supply.</p>
Inequality	<p>Rising inequality is a growing global trend and challenge. According to the United Nations World Social Report 2020, <b>inequality is growing for more than 70% of the global population but the rise is far from inevitable and can be tackled</b>. The consequence of inequality is that it slows down economic growth as people remain trapped in poverty across several generations. <b>In South Africa, there is continued racialised inequality</b> manifesting as well in spatially divided cities and spaces.</p>
Government	<p>The DDM is aligned with leading research and thinking on government trends in serving citizens better by <b>breaking down silos, providing seamless systems and improving citizen experience</b>. According to the Deloitte Centre for Government Insights, due to the unprecedented changes that are shaping the world, as described by the above trends, <b>governments have to become more integrated, intuitive and innovative to address social challenges</b> and provide a more personalised and engaging citizen experience.</p>

TABLE 4: KEY TRENDS IMPACTING ON SEDIBENG DISTRICT

## 6. SEDIBENG DISTRICT JOINT VISION

The vision is based on the diagnostic findings discussed above and is informed by the Sedibeng District GDS vision and the vision of the country as set out in the National Development Plan (NDP), as well as other key policies and plans across government. This vision statement indicates the desired future state for the Sedibeng district area. It is inclusive of the opportunities available to the people of the area, and it works towards eradicating the identified challenges of the area. The vision is the expressed desire of all spheres of government supporting the implementation of the One Plan with the support of the stakeholders in the region.

The below vision establishes a unique, aspirational positioning for Sedibeng as a competitive and inclusive region. It presents the District as the ultimate destination point and gives direction to how strategies, programmes, budgets and resources in both government and the private sector need to be oriented.

### VISION

*A leading and developmental metropolitan river city by 2030*

## 7. SEDIBENG DISTRICT JOINT STRATEGIES

Significant governance and economic development constraints are experienced in the District as well as the local municipalities. This hampers economic growth and development to the extent that the situation has become unfavourable for investment. No growth is possible in any of the industry sectors with a negative effect on employment opportunities. The 5Rs + 2 of Sedibeng Growth and Development Strategy were considered and utilised to guide the strategy formulation process. The district endeavours to have a seamless link between the medium-term, sustainable, strategic agenda; and the IDP and long-term Sedibeng Growth and Development Strategy. The SGDS spells out the long-term vision and strategic thrust of the overall direction of the region. The district has identified the below strategic pillars which can be aligned to the DDM:

- Renewing our communities from low to high quality through the provision of basic services; improving local public services; and broadening access to them; while regenerating property development to improve quality of living for all.
- Reinventing our economy; from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way, build local economies to create more employment and sustainable livelihoods.

- Reintegrating the region; with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.
- Reviving a sustainable environment; from waste dumps to a green region, by increasing the focus on improving air, water and soil quality and moving from being a producer and a receiver of waste to a green city.
- Releasing human potential from low to high skills and build social capital through building united, non- racial, integrated and safer communities.

Vibrant Democracy; through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community-based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.

Good and Financial Sustainable Governance; through building accountable, effective and clean government, with sound financial management, functional and effective councils, and strong, visionary, leadership. It is about compliance and competence.

## 8. SEDIBENG DISTRICT ONE PLAN STRATEGIC GOALS

To address these constraints a significant shift in strategy is required, which in turn requires the development and formulation of strategies, as based on joint vision, all incorporating the economic, socio-economic (people) and services (institutional) vision that address the six One Plan Development Goals, outcomes and indicators. As the solution, strategies were formulated for each of the six One Plan Development Goals.

DDM Focal Area	Sedibeng District Strategic Goals
Demographics/ People Development Goal	<ul style="list-style-type: none"> <li>• To maximise the impact of people development inclusive of business support on skills development for caring and self-reliant society</li> </ul>
Economic Positioning Goal	<ul style="list-style-type: none"> <li>• To enhance sectoral support for agriculture, rural development, tourism, manufacturing and re-industrialisation</li> <li>• To promote township economic revitalisation with supporting infrastructure allocations</li> </ul>

DDM Focal Area	Sedibeng District Strategic Goals
Economic Positioning Goal	<ul style="list-style-type: none"> <li>• To promote sustainable development of industrial hubs, economic hubs and auto/digital hubs focusing on access for youth and vulnerable communities</li> <li>• To provide legal framing for commercial rapid land release initiative to release publicly owned land for best, most developmental use in township areas</li> <li>• To establish SEZ to ensure growth, revenue generation, job creation, attract Foreign Direct Investment (FDI) and foster international competitiveness</li> <li>• To augment sectoral support for agriculture, rural development, tourism and manufacturing towards re-industrialisation and rural development</li> <li>• To promote and develop economic hubs within townships</li> <li>• Review and revise legislation, policies and regulation that govern the township business</li> <li>• To enhance and promote socio-economic stakeholder engagements and participation</li> <li>• To improve heritage potential of the District</li> <li>• To introduce development guidelines that reduces red-tape and improves ease of doing business</li> </ul>
Spatial Restructuring and Environmental Goal	<ul style="list-style-type: none"> <li>• To create a sustainable, interlinked urban and rural region through sustainable and well-located developments</li> </ul>
Infrastructure Engineering Goal	<ul style="list-style-type: none"> <li>• To develop sustainable regional bulk infrastructure capacity.</li> <li>• To provide stable and sustainable infrastructure.</li> <li>• To conduct research in innovative and alternative infrastructure delivery mechanism</li> <li>• To encourage partnership with private sector in the infrastructure provision</li> </ul>
Integrated Service Provisioning Goal	<ul style="list-style-type: none"> <li>• To promote effective and Integrated service that addresses the socio- economic and environmental development imperatives of the Region</li> <li>• To harness the use of technology and artificial intelligence</li> <li>• To promote effective and integrated services that addresses the socio- economic and environmental development imperatives of the Region</li> <li>• To introduce the concept of Smart City to optimise district's functions and promote economic growth while also improving the quality of life for citizens by using smart technologies and data analysis</li> </ul>

DDM Focal Area	Sedibeng District Strategic Goals
Integrated Service Provisioning Goal	<ul style="list-style-type: none"> <li>• To promote effective and Integrated service that addresses the socio-economic and environmental development imperatives of the Region</li> <li>• To harness the use of technology and artificial intelligence</li> <li>• To promote effective and integrated services that address the socio-economic and environmental imperatives of the Region</li> <li>• To introduce the concept of Smart City to optimise the District's functions and promote economic growth, while also improving the quality of life for citizens by using smart technologies and data analysis</li> </ul>
Governance Goal	<ul style="list-style-type: none"> <li>• To ensure good financial management inclusive of stakeholder's partnership</li> <li>• To promote ethical, accountable governance with integrity</li> <li>• To enhance and promote socio-economic stakeholder engagements and participation</li> <li>• To implement a rigorous system of consequence management</li> </ul>

TABLE 5: DDM STRATEGIC GOALS

## 9. CATALYTIC PROJECTS

The area has the potential to overcome its challenges and develop its economy through the development of certain catalytic projects. Although the projects are located within specific local municipal boundaries, their impact will cover the entire district and, in some cases, the province and beyond. The One Plan aims to identify programmes and projects where the municipal projects list falls short. The below projects have been identified as catalytic:

### 9.1 Regional Economic Vision: The Case for a Vaal Regional Master Plan

- The regional economy has suffered significant de-industrialisation due to the collapse of the steel industry.
- Thus, the government's goal will be to build a new economy in the Vaal, on both the Gauteng- and Free State-sides of the Vaal River.
- Southern Corridor's catalytic investment projects to be supported by catalytic infrastructure:
  - o Savannah City
  - o Vaal River City and the Vaal University Village Precinct
  - o A cargo airport and logistics hub
  - o The Vaal Special Economic Zone
  - o An AB InBev investment project
  - o The Vaal Marina development
  - o Logistics and mining investments in Lesedi
  - o The Gauteng Highlands projects
  - o Sebokeng Precinct

- Gauteng working with national government, the private sector, SOEs and universities to direct infrastructure initiatives and human capital development interventions towards the same vision.
- Collectively, these projects will unlock over R20 billion investment in the Vaal economy.

## 9.2 Emfuleni Local Municipality Catalytic Projects

- Vaal River City – commercial, industrial and residential mega project. 400,000m<sup>2</sup> of commercial office space; 60,000m<sup>2</sup> of retail and leisure component; 20 hectares of park areas, including a bird sanctuary; and 5,000 residential units
- Boiketlong Mega Housing Development – 15,000 housing units
- AB InBev – 2 projects
  - o Project Jordan – mill for maltose and glucose – 460k tons per annum
  - o Project Asanti – bottling plant – R3 billion investment to produce 300,000 tons of glass bottles. These require a 15 MVA substation to unlock at a cost of R90 million (total sub-station distribution requirement for the industrial node is estimated at 90 MVA at a cost of R660m with potential to introduce embedded generation. This will be dealt with by the master-planning process.
- **Premier Foods: Snowflake**
  - o Intends to expand their factory by building a 5-storey building to manufacture specialist products (flours, mixing agents)
  - o Total construction rand value is R30 million
  - o Progress: development and building plans approved
- **Maritime – long-term projects to be explored further**
- **Logistics Hub and Airport**
  - o Logistical hub – SDF concept completed and approved
  - o Regional airport – awaiting cost of infrastructure investment
- **Bophelong Secondary node**
  - o Proposed node, currently undeveloped & underutilised
  - o Municipality-owned parcel of land – already zoned for business; 75% of the node to be utilised as a shopping mall. Remaining extent to accommodate SMMEs
- **Sharpeville Secondary node**
  - o Memorial Precinct
  - o No budget yet allocated for this project
  - o ELM to advance partnership between Sedibeng DM and GPG



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  - Progress: development and building plans approved
  
- **Maritime – long-term projects to be explored further**
  
- **Logistics Hub and Airport**
  - Logistical hub – SDF concept completed and approved
  - Regional airport – awaiting cost of infrastructure investment
  
- **Bophelong Secondary node**
  - Proposed node, currently undeveloped & underutilised
  - Municipality-owned parcel of land – already zoned for business; 75% of the node to be utilised as a shopping mall. Remaining extent to accommodate SMMEs
  
- **Sharpeville Secondary node**
  - Memorial Precinct
  - No budget yet allocated for this project
  - ELM to advance partnership between Sedibeng DM and GPG
  
- **Agri-industrialisation (Agri-hub)**
  - The project is in partnership between GDARD, ELM & Rural development & land reform
  - Currently not optimally functioning, requires support from GPG
  - Approved with the current SDF
  
- **Special Economic Zone (SEZ)**
  - Proposed SEZ in Emfuleni will be developed as an industrial cluster within Vanderbijlpark industrial complex;
  - Proposed site (986 ha) adjacent to N1 freeway and the existing Mittal Steel;
  - Site is mixed-use zone, to also accommodate the logistics hub and agro-processing hub
  - Progress: ongoing

- **Sebokeng Precinct** – development of Sebokeng Urban Hub located in Ward 17 – current focus is on infrastructure development, including roads, pedestrian & vehicular bridges, sports facilities and the market area along the Moshoeshoe Corridor. The Sebokeng urban hub will house government offices and attract investment into the area for further development.

### 9.2.1 Additional Key Analytic Points

- The area needs a stabilised industrial grid. This could be a good case for a micro-grid combining embedded generation with main grid access. Financing could be accessed as part of the SPV approach linked to the master plan.
- Business case for a SEZ linked to logistics and manufacturing still needs to be comprehensively made. Land parcels to execute would most likely be private land ceded in return for equity or other considerations (ArcelorMittal has extensive land holdings that are not utilised on the old Iscor estate). Likely focus would be on manufacturing and agro-processing, with a potential link to airport as a cargo hub.
- Master plan process would also have to deal with the sewerage and water quality issues at a more comprehensive level in order to unlock commercial and residential infrastructure along the river. Below is a list of proposed Strategic Integrated Projects (SIPs):

Proposed Strategic Integrated Projects (SIPs)	Nature of Support Required
<b>SEZ/Regional node network and supporting logistics</b>	
Vaal Special Economic Zone / Regional economic development masterplan deployment	Support for registration of Vaal River SEZ and linked Vaal Infrastructure SPV as a SIP  Project preparation financing and blended financing for specific project pipeline identified by the Vaal SEZ, acting as a Vaal Regional Development Agency
Gauteng state-owned industrial parks network	Support for registration of GPG Industrial Parks Portfolio as a SIP  Project preparation financing and blended financing for specific project pipeline

Proposed Strategic Integrated Projects (SIPs)	Nature of Support Required
<b>SEZ/Regional node network and supporting logistics</b>	
Gauteng broadband mesh (integration of GBN with private sector networks)	Support for registration of GBN Broadband Mesh as a SIP Project preparation financing and blended financing for bulk, publicly contracted, backhaul facility at the core of the proposed transaction design
Waste economy deployment in partnership with all 5 districts, linked to landfill enforcement standards	Support for registration of Gauteng Waste Economy Platform as a Special SIP Project preparation financing and blended financing for specific project pipeline
Integrated Vaal River System restoration (Collaboration with World Resources Institute)	Support for registration of IVRS restoration either as a Special SIP or under Vaal SEZ SIP Project preparation financing and blended financing for specific project pipeline

TABLE 6: SIP PROJECTS

### 9.3 Lesedi Local Municipality Catalytic Projects

- Heidelberg Ext 24 – industrial park (85% of it is vacant, only one tenant presently – LCS, a logistics company. It transports mining products. The area needs to be developed in terms of infrastructure. Land (39 ha) is owned by Lesedi. Area has a railway line that runs goods and services between Durban and JHB.
- Transit Hub – greenfield project, just off the N3. Piece of land (60ha) that will focus on logistics and manufacturing (GIFA busy with feasibility study).
- Aerodrome – municipality wants to upgrade it to be a small-scale airport and include logistics. Positioned next to the Transit Hub (land size: 98 ha).
- There was a lengthy debate about the wisdom of Lesedi putting forward logistics-heavy projects while Tambo Springs will be up the road and is already running ahead. It was decided GIFA’s feasibility study should provide a resounding answer to this.
- Transit Hub and Aerodrome will be integrated into one project.

## 9.4 Midvaal Local Municipality Catalytic Projects

- Vaal Marina – investors have been asking the municipality to develop the area. Investors are interested in putting a hotel or a resort in the area. Midvaal negotiating with Dept of Public Works to donate the land. After donation of the land, the municipality plans to develop the area. Cost of development is R 1.3bn (infrastructure costs).
- Doornkuil – Land belongs to Sedibeng. Midvaal is proposing that Sedibeng donate the land for development in line with the findings of the feasibility study being conducted. The land is suitable for a regional cemetery, social- and research facilities, agricultural development, business and industrial activities.
- De-Deur Agro-processing Centre – land belongs to Midvaal. Feasibility study, geo-technical studies, EIA are complete. The plan is to develop it into agricultural zone. Main challenge is bulk sewerage. Estimated costs to develop is R105m.

These projects need to be structured into a regional masterplan, supported by a common economic and infrastructure roadmap for the region, under the auspices of a special purpose vehicle to fund public infrastructure components.

## 9.5 Infrastructure Activities in the Southern Corridor

In response to some of the challenges, the Gauteng Province developed the Gauteng City Region Integrated Infrastructure Master Plan (GCR-GIIMP 2030), a 20-year, intersectoral, infrastructure plan, which estimated the infrastructure gap at R1.592 trillion. The below figure illustrates some of the required projects in the Sedibeng District with a budget of R50 billion.

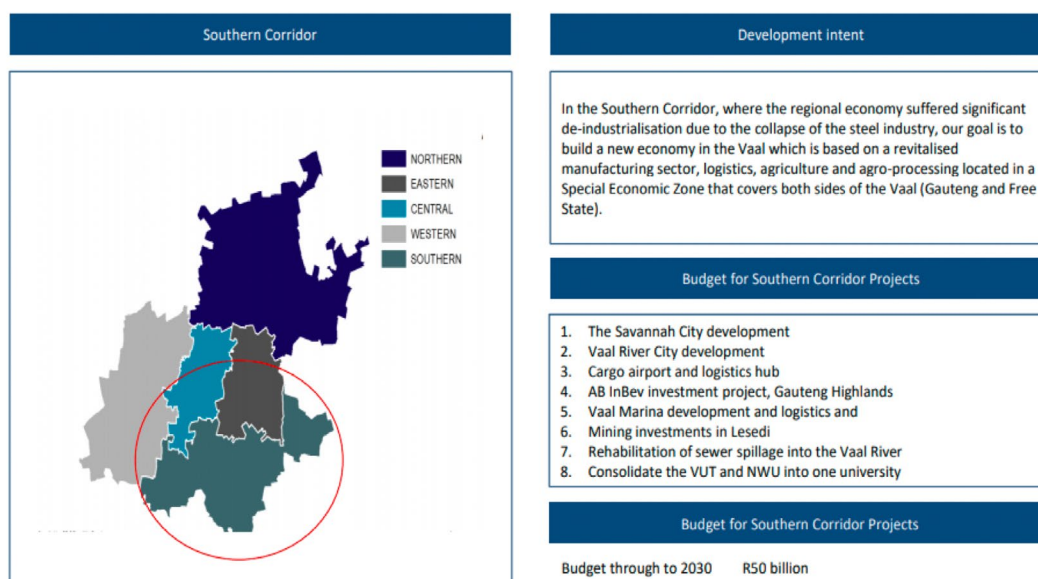


FIGURE 1: SOUTHERN INFRASTRUCTURE ACTIVITIES

## 9.6 Solution Design

1. Identify relevant future cashflows that would arise once bulk services and other infrastructure are installed (developer contributions, bulk service charges and user charges for services including electricity, water and fibre) which can be partially encumbered as collateral alongside portions of future grant income (particularly relevant for the development of provincial and local road improvements).
2. Use these as a basis to apply for up-front funding of the required bulk services and other public infrastructure.
3. Position the bulk financing with a dedicated special purpose vehicle, accountable to the various public sector entities involved that can:
  - a. Consolidate existing technical work done on infrastructure master-planning, including work done by those with active development applications and those at preparatory phases thereof. Enhance that work into an infrastructure master plan, integrated with regional roads and transport planning.
  - b. Coordinate owners and proposers of credible economic development initiatives for the region, as well as leads from all relevant public sector bodies with an economic development mandate, to develop a provisional economic master plan for the area.
  - c. Coordinate with investors in other key infrastructures, particularly those relevant to digital industries, including the mobile network operators, investors who will sell services on the fibre networks, and those who will locate digital services in the node, to factor their needs into the economic masterplan, and catalyse participation where necessary.
  - d. Supervise execution against these master plans using the allocated financing lines under supervision of an investment-grade governance structure which mandates feeding back to- and compliance with the regulatory and oversight requirements of all involved parties, but which permits the agility to deliver at pace, optimising efficiency and quality control.
4. Create the governance framework for an area-wide, coordinating body (a form of city improvement district) that will allow for an engagement platform with the major landowners/developers.

## 9.7 Focusing the Economic Apex Programmes in the Vaal – Strategic/Catalytic Projects

The above catalytic projects were identified to serve as drivers for development in the district area. The projects are integrated with the One Plan to ensure maximum impact on the growth potential within the regional context. The progress on the catalytic projects is as follows:

Potential Project/ Concept Name or Identity	Aim of the Project	Viable in the Long Term?	Status to Date	Implementing Agency Government or PPP	Budget Allocation	Challenges to Date
Vaal River Sewer rehabilitation project	To fix the sewer network of the Emfuleni Municipality to mitigate spillages into the Vaal River thus causing environmental hazard	Yes	DWS has since not extended or renewed the implementing agency of mandate to Erwat. The Department will be implementing the project internally. Procurement has since started. Tenders for Programme Management Unit has been issued	DWS Gauteng Division	R1.8 billion	Contractual disputes with ERWAT as the appointed Implementing Agency
Regional Bulk Infrastructure to catalyse the SEZ	To fund all strategic bulk infrastructure requirements to comply with SEZ requirements and drive the economy of the Vaal	Yes	Terms of reference to develop a comprehensive Infrastructure master plans have developed, funding allocated to appoint team of expert. Final Infrastructure plan will be submitted to the GGDA Board in February 2022	GGDA and the Vaal Special Economic Zone and local municipalities	R12 million for feasibility studies	Potential delays in SCM, however the presentation to Bis Specification has been made. Strained fiscal resources
Heidelberg Aerodrome	To develop a regional airport to serve multiple purposes such as freight hub, airline training, emergency landing of commercial planes, private planes landing and parking etc	Yes	GIFA and the Lesedi Municipality conducted a feasibility for the project. A go to market strategy was developed. RFP was developed to invite potential partners and in closing in February January 2021	PPP VAAL SEZ Lesedi Municipality	No figures	Compliant with SCM process on the PPP regulation Funding model for sustainable development Market and viability

Potential Project/ Concept Name or Identity	Aim of the Project	Viable in the Long Term?	Status to Date	Implementing Agency Government or PPP	Budget Allocation	Challenges to Date
N1 Airport and Lesedi logistics hubs	To develop agriculture and agro-processing logistics hub anchored by rail, road and air transport.	Yes	Department of Economic Development committed R1.2 million to conduct an extensive feasibility studies and a go to market strategy. TORs has been developed, SCM processes to be undertaken with appointment of consultants expected in May.	Sedibeng District Municipality is the lead agency.	DED committed R1,2 million for a detailed feasibility studies Land availability for the logistics hubs.	Land availability discussion's and agreement with WESCO (an Arcellor Mittal company).
K-174 Interchange	To construct an interchange at the convergence of R42 and R59 that will open up the viability of the Vaal River City.	Yes	The tender was once issues. However, cancelled due to SCM related challenges on pricing by the preferred bidder. A new tender is to be issued with award date estimated in end of June.	Gauteng Department of Roads and Transport	R 320 million budgeted by the department of Roads and transport	Continuous delays in SCM processes by the Department of Roads and Transport
Student accommodation and discussions with VUT and NWU	To create a decent student accommodation to accommodate about 10 000 students near the University center's of NWU and VUT. The student will comprise of other commercial developments.	Yes	Proposals for development of the Student village have been received by the Emfuleni Municipality, the land is privately owned with pre-approved zoning. Bulk infrastructure plans exist.	Emfuleni Municipality, Sedibeng Municipality and Private Sector facilitated by the GGDA	R120 million for bulk infrastructure and R500 million for the development	Funding for bulk infrastructure-Emfuleni doesn't have the capacity). Infrastructure funding model need to be developed and packaged as part of the Infrastructure South Africa.
Emfuleni Local Municipality Vaal River City Commercial and Residential Development Project	To develop a comprehensive city center characterized by various land use type including residential development, commercial development, waterfront development retail and rental stock.	Yes	Infrastructure funding for bulk. Electricity estimated at R95 million, roads R250 million, water 40 million. Sewer 100 million. Rand water is the implementing agency for the sewer (Leeukuil waste water works) increasing the capacity by 25 Megaliters. DBSA committed R1Billion for bulk infrastructure pending a financial model.	Vaal River City Operating company. Steering committee chaired and coordinated by the Sedibeng District Municipality.	R 500 million for phase 1 bulk infrastructure	Bulk Infrastructure funding, Office of the Premier and Infrastructure South Africa packaging a funding model. The model is based on long term infrastructure financing loan based on the strength of the future development.

Potential Project/Concept Name or Identity	Aim of the Project	Viable in the Long Term?	Status to Date	Implementing Agency Government or PPP	Budget Allocation	Challenges to Date
Inner City urban regeneration of Vanderbijlpark and Vereeniging	To revitalise the urban town centres of Vanderbijlpark and Vereeniging with the aim of reversing urban decay, attract new investors and developments, create affordable inner city residential market, create viable open spaces, rehabilitate sunk infrastructure. Aimed at maximizing Urban Development Zones incentives schemes.	Yes	Inner city plans have developed funded by the Gauteng Province Human Settlements departments. No meaningful progress registered toward the implementation of the plan.	Emfuleni Municipality	Not available	Create institutional capacity to drive the urban regeneration efforts. Conduct an in-depth stakeholder management
Vereeniging transport nodal system/taxi rank	To convert the Vereeniging taxi rank into a model for urban inter-modal transportation hub a part of the urban renewal programme		Department of Roads and Transport has appointment consultants for re-design. Gautrain Management Agency to be appointed as the implementation Agency. The project will be completely redesigned as part of the modern intermodal facilities.	Gauteng Department of Transport and Sedibeng Municipality	R300 million. Over and above the 70 million rand spent	Continuous delays in SCM, delays in institutional implementing agency agreement
Broadband/fibre rollout in towns and townships	To roll out fibre in all key and major townships to create universal access to connectivity		Gauteng-based workshop on broadband infrastructure took place. Key issues. Standardisation of way leave applications, development of Gauteng based smart city framework, partnerships with telecoms companies to create tech hubs in the township.	Private sector, DED and Local Municipalities		Profiling of tech-hubs in the township, efficient way of approval of the way leave and access to government and SOE land to install the fibre



Potential Project/ Concept Name or Identity	Aim of the Project	Viable in the Long Term?	Status to Date	Implementing Agency Government or PPP	Budget Allocation	Challenges to Date
Vaal Marina commercial development	To develop a commercial development comprising of commercial, leisure, tourism and lifestyle developments on the banks of the Vaal Dam on the piece of land owned by the Department of Public Works.		Application for land transfer from the Department of Public Works to Midvaal Municipality has been lodged. Currently the land is under the custodianship of the department of Water and Sanitation.	Midvaal Municipality and GGDA	R450 million development	Non-release of the land by the Department of Public Works, No feasibility studies conducted.
Industrial hubs revitalisation project	To revitalise township and old industrial hubs to make them viable for tenancy acquisition and productivity.		GGDA and DED allocated resources for Gauteng based industrial hub. Lesedi lodged application for Critical Infrastructure Plan for the redevelopment of the industrial parks.	GGDA DTIC Emfuleni Municipality Lesedi Municipality	R60 million by GGDA	Delays in the procurement processes.
Land in Township for Commercial Development	To identify municipal/state-owned land parcels.	Yes	Emfuleni Municipality identified township based potential land parcels for township commercial development. A process in line with Municipal asset transfer regulation for leasing or purchase of the land.	Emfuleni Municipality		Slow decision making related to land disposal and leasing by the municipalities.
Steel industry protection and revitalisation	To profile and identify industrial land parcels that have been abandoned or under utilized in order to revitalise the industrial bases especially steel manufacturing.		Province approved Sedibeng Economic and Industrial Plan developed Create institutional capacity to drive the implementation of the plan. Profile key strategic stakeholders for implementation Develop plans for infrastructure revitalisation.	GGDA Sedibeng District	N/A	Incapacity to implement. Lack of plan of action. No financial commitment to the implementation.

Potential Project/ Concept Name or Identity	Aim of the Project	Viable in the Long Term?	Status to Date	Implementing Agency Government or PPP	Budget Allocation	Challenges to Date
Independent Power Production	To procure electricity by the municipality from an alternative source as an alternative to Eskom	Yes	Gauteng Energy master plan has been developed and approved Gauteng energy office is being established Midvaal conducted feasibility study for the IPP and subject the tender to the Public Procurement process. Plan of action need to be developed for Emfuleni and Lesedi. Adopting a more regional approach.	Gauteng Energy office Midvaal		Midvaal has advanced with the development of the IPP posing a threat to the regional approach
Industrial cannabis to supply secondary pharmaceutical companies	Develop large scale cannabis projects					

TABLE 7: PROGRESS ON SEDIBENG DISTRICT CATALYTIC PROJECTS

## 10. STRATEGIC PARTNERS IN IMPLEMENTING THE CATALYTIC PROJECTS

Sedibeng District has suffered significant de-industrialisation due to the collapse of the steel industry. Thus, the government’s goal will be to build a new economy in the Vaal, on both the Gauteng and Free State sides of the Vaal River. It is crucial for the Corridor’s investment projects to be supported by catalytic infrastructure. Gauteng must work with national government, the private sector, SOEs and universities to direct infrastructure initiatives and human capital development interventions towards the same vision. The below figure highlights the strategic partners in implementing the catalytic projects:



FIGURE 2: CATALYTIC PROJECT PARTNERSHIP

## 11. IMPLEMENTATION COMMITMENTS

The three spheres of government have bought in and is supporting the implementation of the Sedibeng District One Plan. The effectiveness of the various programmes and projects is based on the level of support as well as integration between the various programme owners. Better planning, budgeting and implementation is required for the realisation of the envisaged future vision. The outcome of the stakeholder engagements with the various spheres of government led to the identification and prioritisation of various initiatives, programmes and projects for implementation to lead the One Plan realisation. Below is a list of sector commitments:

Project / Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Community Safety</b>											
Victim Empowerment Centres (VECs)	Victim Empowerment Centers such as Green gender-based violence.			Emfuleni Local Municipality				Ongoing			N/A

TABLE 8: SECTOR COMMITMENTS DEPARTMENT OF COMMUNITY SAFETY

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>GDED</b>											
Establish Clothing and Textile Hubs	Establish Clothing and Textile Hubs to focus on end-to-end clothing and Textile value chain.	Hub/ Centre		Sedibeng District Municipality							
Furniture Manufacturing Skills Development Training and Incubation programme	Address the lack of skills and Innovative design challenge in the furniture manufacturing sector with focus on the Unemployed Youth in the Townships of Gauteng province. The Incubation programme targets SMMEs in the Manufacturing and Design industry.	Upgrade/ Refurb		Sedibeng District Municipality							
Machinery and Capital Equipment, Mining and Construction Skills Task Team	Create strategic partnership in the Skills Task Team to identify relevant skills programmes for youth and females. Develop a portal which will showcase the skills for industry to indicate their demand.	Online Portal		Sedibeng District Municipality							
Mining Incubation Programme and Skills Development Programme	The development of a viable and high-impact incubation hub in Sedibeng District Municipality. The incubation programme will be linked to skills development Training academy focusing on Welding, Production technology and New Venture Creation.	Refurb	Planning	Sedibeng District Municipality	180 jobs 150 youth trained 75 SMMEs	90 jobs	90 jobs	Once the project has been funded		The project has no funding yet and funding will be requested from other departments and/ or other sources	Year 1: R 8.5 Million Year 2: R 4.5 Million Year 3: R 4.8 Million Year 4: R 5.2 Million Year 5: R 5.6 Million

TABLE 9: GDED

Project / Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>GDARD</b>											
Gauteng Department of Agriculture and Rural Development Climate Change School Awareness Programme	<p>This annual programme seeks to effectively build capacity and enhance climate change response efforts within the Gauteng City Region.</p> <p>The objectives of this programme include: Provide background knowledge and understanding on the concept of climate change.</p> <p>The programme also includes various partners namely: Randwater, Sanbi, SAASTA, GDE, Enerlogy, Jojo Tanks.</p>	<p>This project focuses on awareness, the sponsorships in the form of rainwater harvesting tanks and solar panels are not guaranteed.</p> <p>GDARD does not have the budget to provide rainwater tanks and solar panels to schools should the sponsorships cease.</p> <p>The programme covers at least a minimum of six schools each representing one of the 5 municipal districts, each year a different set of schools are selected.</p>	N/A. This is an annual awareness programme	Covers all five metros: Ekurhuleni, West Rand District, City of Johannesburg, Sedibeng District, City of Tshwane	N/A	N/A	N/A	4/1/2021	3/1/2022	EPPC Directorate Budget. Other sources of funding are in the form of voluntary sponsorships	R200 000 This includes catering for schools, awards,

TABLE 10: GDARD

Project / Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>GDARD Sustainable Use of Environment</b>											
BKB Waste- River Clean-up	Removal of Solid waste from the riverine	New	Approved	Emfuleni (GT421)	100	63	19	7/1/2021	31/3/2022	GDARD	R3 791 645,00
Lesedi Rietfontein Alien Vegetation and Bush Encroachment Control	Removal of alien invasive and bush encroachment	New	Approved	Lesedi (GT423)	44	13	23	7/1/2021	31/3/2022	GDARD	R1 500 000,00
Emfuleni Municipality Local Municipality alien Vegetation and Bush Encroachment Control	Removal of alien invasive and bush encroachment	New	Approved	Emfuleni (GT421)	22	39	39	7/1/2021	31/3/2022	GDARD	R2 200 000,00
Food Security	School Food garden project to supplement national school nutrition programme	New	Approved	Emfuleni (GT421)	250	78	97	7/1/2021	31/3/2022	GDARD	R16974224,50

TABLE 11: GDARD SUSTAINABLE USE OF ENVIRONMENT

Project / Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>GDARD - Waste Management</b>											
Rehabilitation of illegal dumping sites to parks	The project is aimed at supporting municipalities to rehabilitate illegal dumping hotspots into parks in all 4 corridors in accordance with suitable sites identified by the municipalities	New	Planning/ procurement	Lesedi Local Municipality	15	15	7	15/10/2021	30/11/2022	Own budget	R500 000,00
Waste Recycling Support Programme	The programme is for the support of waste SMMEs, Buy Back Centres, cooperatives to upscale their operations by supporting them with recycling equipment. A total of 75 facilities are supported on an annual basis	Ongoing	Procurement phase	A total of 75 SMEs and cooperatives supported annually in all the municipalities in Gauteng						GDARD budget	R5 000 000,00 annually
Formalisation and training of waste management cooperatives	GDARD formalises 50 cooperatives and provides training to 50 facilities supported by the Department on an annual basis	Ongoing	Procurement phase	A total of 50 cooperatives supported annually in all the municipalities in Gauteng						GDARD budget	R500 000,00 annually

TABLE 12: GDARD WASTE MANAGEMENT

Project/Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Human Settlement (National)</b>											
Golf Park	2000 stands	Free standing housing and walk-up units	Planning	Midvaal LM				1/1/2018	TBC	HSDG	
Rus Ter Vaal	252 stands	Free standing housing and walk-up units	Design	Emfuleni LM				2/1/1997	TBC	HSDG	
West Side Park (Sebokeng Ext 21)	856 stands	Free standing housing and walk-up units	Design	Emfuleni LM				10/1/2004	TBC	HSDG	
Mamello		Free standing housing and walk-up units	Design	Midvaal LM				9/1/2003	TBC	HSDG	
Sichelo Shiceka (Erf 78 Meyerton Farm)	540 Walk-up units	Free standing housing and walk-up units	Design	Midvaal LM					TBC	HSDG	
Sichelo Shiceka (Erf 56 Meyerton Farm)	720 Walk-up units	Free standing housing and walk-up units	Design	Midvaal LM					TBC	HSDG	
Sichelo Shiceka (Erf 72 Meyerton Farm)	720 Walk-up units	Free standing housing and walk-up units	Design	Midvaal LM					TBC	HSDG	
Langkuil ptn 77	2000 stands	Free standing housing and walk-up units	Planning	Midvaal LM					TBC	HSDG	
Johandeo Phase 2		Free standing housing and walk-up units	Planning						TBC	HSDG	
Bophelong Chris Hani		Free standing housing and walk-up units	Planning						TBC	HSDG	
Vaal River City	75 000 stands	Free standing housing and walk-up units	Planning	Emfuleni LM							
Savannah City	Mixed Human Settlement Project		Implementation	Midvaal LM	TBC	TBC	TBC	8/1/2012	TBC	HSDG	TBC
Evaton Renewal	The Evaton Mixed-Housing Development aims to address economic development challenges ranging from poor functional economic linkages, spatial dislocation, fragmented development patterns.	Planning	Emfuleni Municipality	1671	TBT	TBT	TBT	7/1/2013	TBT	HSDG	R500,000,00

TABLE 13: DEPARTMENT OF HUMAN SETTLEMENT (NATIONAL)



Project/Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Human Settlement (Provincial)</b>											
Vaal River City	Mixed Human Settlement Project (75 000 Housing Opportunities) Mega	Free standing housing and walk-up units	Planning	Emfuleni LM	TBC	TBC	TBC	TBC	TBC	HSDG	TBC
3 D Kwa-Zenzele Ext 1- BNG Mega Project - Top Structure Construction	Mixed Human Settlement Project	Free standing housing and walk-up units	Implementation	Lesedi LM	TBC	TBC	TBC	7/1/2012	3/31/2021	HSDG	R 34 203 125,20

TABLE 14: DEPARTMENT OF HUMAN SETTLEMENT (PROVINCIAL)

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Health</b>											
Albertina Sisulu Clinic	Construction of new clinic	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 230 000,00
Atteridgeville CHC	Construction of new CHC	New or Replace Assets	Feasibility	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 301 000,00
Boitumelo Clinic	Construction of new clinic	Maintenance and repairs	Ongoing	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 0
Bophelong New Clinic	Construction of new clinic	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 39 000,00
Cosmo City	Construction of new CDC	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	01 April 2020	31 March 2021	Health Facility Revitalisation Grant	R 279 050,00
Dr Helga Kuhn Clinic		Upgrades and Additions	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 60 000,00
Empilisweni CHC		Upgrades and Additions	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 59 000,00
Empilisweni CHC	Planned, statutory and preventative maintenance	Maintenance and repairs	Ongoing	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 0
Evaton New District Hospital	Construction of new District Hospital	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 450 000,00
Evaton West new clinic	Construction of new clinic	New or Replace Assets	Tender	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 69 000,00
Heidelberg Clinic	Construction of new clinic	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 100 000,00
Heidelberg Hospital new hospital	Construction of new District Hospital	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 1 460 200,00
Lakeside East State clinic	Construction of new clinic	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 59 000,00
Orange Farm Clinic new clinic	Construction of new clinic	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 64 493,00

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Health</b>											
Orange Farm new Hospital	Construction of new District Hospital	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 1 800 000,00
Tshepiso Ext6 clinic	Construction of new clinic	New or Replace Assets	Feasibility	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 270 400,00
Vischkuil Clinic	Construction of new clinic	New or Replace Assets	Identified	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 280 600,00
Winnie Mandela CHC- new CHC	Construction of new CHC	Upgrades and Additions	Design	Sedibeng	Not Available	Not Available	Not Available	Not Yet Available	Not Yet Available	Not Yet Available	R 250 000,00

TABLE 15: DEPARTMENT OF HEALTH

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Sport, Recreation, Arts and Culture</b>											
Mullerstuine Community Library	Construction of a new community library	New	Planning & Design	Emfuleni	400	50				Own funding	

TABLE 16: DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Social Development</b>											
Ratanda Shelter	Construction of a shelter for vulnerable women and their children that accommodates a minimum of 80-120 women and children with a minimum of 4055 m <sup>2</sup> as per the norms and standards	New Infrastructure and Repair	Design	Lesedi Local Municipality, Remainder of the farm Houtpoort 392-IR	105	65	40	31/01/2022	31/7/2023	Equitable Share (Budget Programme: Restorative Services)	R 75 000,00
Evaton ECD and Office Accommodation	Multi-Purpose Centre (Construction of Early Childhood Development Centre and Office Accommodation)	New Infrastructure and Repair	Construction (Practical Completion)	Emfuleni Local Municipality, Erf 4206 Evaton West				1/07/2015		Equitable Share (Budget Programme name: Restorative Services)	R 180 000,00
Sebokeng Rehabilitation Centre	Construction of an In-Patient Rehab Centre accommodating for 120 beds, Total Area 4 280m <sup>2</sup>	New Infrastructure and Repair	Project Initiation	Sedibeng District (Midvaal earmarked)	345	235	110	20/10/2023	31/03/2027	Equitable Share (Budget Programme name: Restorative Services)	R 180 000,00
Boipatong Social Integrated Facility	Multi-Purpose Centre (Construction of Early Childhood Development Centre and Office Accommodation)	New Infrastructure and Repair	Construction	Emfuleni Local Municipality, Portion 149 Farm 550 Vanderbijlpark IQ				20/10/2015		Equitable Share (Budget Programme: Children and Families)	R 29 000,00

TABLE 17: DEPARTMENT OF SOCIAL DEVELOPMENT

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Science and Technology</b>											
Programmatic Support Grant Intervention Programme and Capacity Development in Science Centres Programme	Promotion of science and technology literacy among youth and the general public; - Enhancement of learner participation and performance in science, technology, engineering and mathematics (STEM); - Promotion of STEM career education; - Identification and nurturing of youth talent and potential in STEM	N/A	Existing	Sedibeng DM	N/A	N/A	N/A	11/2/2020	3/2/2021	DSI -NRF	R 2 080 000,00
Gauteng Integrated Smart City Modelling Centre	Developed an integrated transport and land-use model for Gauteng to simulate spatial planning process and policies to determine the impacts on spatial transformation and to guide better coordinated planning between sectors and spheres.	N/A	Existing	Sedibeng	N/A	N/A	N/A	1/1/2020	12/31/2023	DSI -CSIR	R 3 000 000,00
Green Book roll out and training	To train all DMs on the utilisation of the Green Book to do better adaptation planning for climate change	N/A	Existing	Sedibeng	N/A	N/A	N/A	1/1/2020	12/31/2023		R650 000,00

TABLE 18: DEPARTMENT OF SCIENCE AND TECHNOLOGY

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Department of Roads and Transport</b>											
PLTF 5-year Update (ITMP 25-year review)	ITMP25 will review Department's long-term plan to factor changing demands in transport planning and major transport policy shifts i.e., latest household travel data etc. Implementation of BRTs, 4IR, Gautrain extensions, latest household travel data etc.	Non-Infrastructure	Planning	Province-wide	N/A	N/A	N/A	4/1/2020	31/3/2023	Equitable Share	R30 000 000,00
Investigation into an appropriate network hierarchy and associated support infrastructure for minibus taxi operations in Gauteng Province	The project entails data collection of minibus taxi facilities operated in Gauteng and incorporating the datasets into a geo-database for public transport and defining a network hierarchy for taxi operations.	Non-Infrastructure	Planning	Province-wide	N/A	N/A	N/A	6/1/2020	31/3/2023	Equitable Share	R5 858 445,00
Feasibility study on the integrated BRT line (route) between Ekurhuleni and Johannesburg - Non-Infrastructure	Investigate possible options for an inter-municipal Bus Rapid Transport (BRT) integration service concept between Ekurhuleni and COJ.	Non-Infrastructure	Planning	Province-wide	N/A	N/A	N/A	4/1/2019	31/3/2022	Equitable Share	R1 547 314,00
Route Determination investigation project: K178(K9 and N1-19), K176(PWV1 and K13), K190(K188 and K174), K170(D2271 and K180), PWV8 Expressway (PWV1 and N14)	Support the development and protection of future transportation corridors in the Midvaal District Municipality. The proposed PWV8 expressway will enable the development and protection of the east-west high mobility corridor for future development. The project will also facilitate the tourism and hospitality industry developments in the West Rand District Municipality.	New Infrastructure (Planning phase)	Planning	WRDM, SDM				4/1/2022		Equitable Share	Willie's input
BB7	Policy & Guideline for Public Transport Facilities on Gauteng Roads	Non-Infrastructure	Final Drafts & Internal Consultations	Province-wide	N/A	N/A	N/A		30/03/2022	Own budget	R1 494 979,30 for both BB7 & BB10
BB10	Policy for Non-Motorised Transport on Gauteng Provincial Roads	Non-Infrastructure	First Draft	Province-wide	N/A	N/A	N/A	16/10/2018	30/03/2022	Own budget	R1 494 979,30 for both BB7 & BB10
Transport Infrastructure	Upgrading of Vaal River Interchange, Ascot Ave (future K55) and the Barrage road (K174).		Construction	Sedibeng				5/1/2021	10/1/2022		R186 000,00

TABLE 19: DEPARTMENT OF ROADS AND TRANSPORT

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>GIFA</b>											
Lesedi Transit Hub	The project is aimed at the development of an inland warehouse facility in Heidelberg along the main N3 Corridor to Gauteng to capitalise on the opportunity to facilitate intermodal handling and deconsolidation of freight destined for Gauteng. It also seeks to facilitate the consolidation of freight destined for the export market.	New	Initiation	Lesedi LM						GIFA	R4.4bn
Sedibeng Market & Agro-processing	The Project involves the revival of the existing Vereeniging Fresh Produce Market (VFPM) in Sedibeng through refurbishment, modernisation and expansion of the facilities to enable the proper functioning of the market. In addition, the project will ensure the market complies with current health and other municipal regulations. Feasibility studies have been completed and the project is now going for Treasury Views and Recommendations		Feasibility studies completed, and the project is in structuring phase	SDM						Municipal PPP	R1bn
Vaal Logistics Hub	Development of a logistics hub in the Vaal Area to ease pressure on existing Logistics Hubs in the province.		Structuring phase	ELM						GIFA	R600m

TABLE 20: GIFA

Project /Programme Name	Project Description	Type of Development	Project Status	Spatial Location	Total Jobs to be Created	Number of Jobs for the Youth	Number of Jobs for Women	Project Start Date	Project End Date	Source of Funding	Total Project Cost Rands
<b>Sedibeng District Municipality</b>											
Government Precinct (with 3 Mega projects)	Regeneration of inner-cities. The Government Precinct seeks to provide one-stop shop government/ public services for the community of Sedibeng including a mixed-use precinct comprising of government services, retail shops and trading market route linking to transport hub. The first phase of the project is to develop a government office accommodation building by either building a new build or refurbish the existing municipal building to accommodate all sector services and staff of the district municipality.	Project 1: New or Refurbish. one-stop shop government services precinct  1st Phase (new or refurbish): according to the findings of the Technical Adviser feasibility study.  2nd of intermodal rank project is upgrade and refurbish.  3rd Project of Market and trade route towards transport hub/ intermodal is facility and precinct rank at concept/ initiation phase.	Project 1: Office Accomodation at Planning: Feasibility Study ongoing by TA.  Project 2. Intermodal Rank at design phase.  Project 3. Market routes at concept/ initiation phase.	Sedibeng District Municipality, Vereeniging, corner Beaconsfield Avenue and Leslie Street				2/1/2022	30/1/2023	Project of office accomodation: Investors and grants (not PPP) according to best option or leveraged funding. Other projects will look at Investors managemnt, PPP and/or grants according to available leveraged funding.	R60m
Vereeniging Fresh Produce Market	Regeneration of inner-cities. The Vereeniging Fresh Produce Market seeks to sustain a productive farming and fresh economic products in a high-level market.	Upgrade and Refurbish	1st phase: completed feasibility study.  2nd phase: Tender/RFQ	SDM, ELM, Vereeniging						1st and 2nd phase by Grants and Infrastructure construction development maintainance by PPP/investor Model and government budget allocation according to leveraged funding.	
Heidelberg Transit Hub (Logistics/ warehousing transit hub)	Township Economy. Heidelberg Transit Hub project aimed at accommodating logistics and cargo warehousing transit from aeroplanes to delivery trucks. The Heidelberg Aerodrome (Airport) is part of Transit Hub project	Upgrade	Planning phase: Feasibility Study ongoing.	SDM, Heidelberg, N3 route to KZN						PPP/investor Model and government budget allocation according to leveraged funding.	
Vaal Logistics hub ( programme with 2 mega projects: Logistic Truck Transit hub and Aerotropolis Mega projects).	1. Regeneration of inner cities and township economy).Vaal Logistic Transit Hub facility for lostic delivery point of arrivals and depaurture.	New	planning phase. Feasibility Study completed.	SDM, ELM, Retkuilfam along N1 route to free state.						PPP/investor Model and government budget allocation according to leveraged funding.	
	2. Regeneration of inner cities and township economy). Aerotropolis is project aimed at development of an urban city in a close proximity of cargo international airport. Project will have multipurpose Infrastructures with transport facility and urban renewal facilities.	New	1st phase: feasibility study at Tender phase.	SDM, ELM, Retkuilfam along N1 route to free state						Feasibility study funded by GDED. Other phase of projects looking at PPP/ investor Model and government budget allocation according to leveraged funding.	
Vaal Special Economic Zones/ VSEZ.	Regeneration of inner cities and township economy. Multi-sector projects aimed at renewal of Vaal/SDM/Southern corridor and building of newcities including reindustrialisation of parks, agriculture and tourism competency as well as renewed steel industry. Programme has mega projects of: 1. Revamping Steel industry 2. Cannabis farming and medicinal cannabis projects 3. Industrial Parks 4. Managing economic zones' development including Sedibeng Development Agency.	VSEZ Pty.Ltd is New but projects will include new facilities, upgrades and refurbish	VSEZ private company established and registered at CIPC is in operation.	SDM						PPP/investor Model and government budget allocation according to leveraged funding.	

TABLE 21: SEDIBENG DISTRICT MUNICIPALITY



## 11.1 Spatial Representation of the Sector Commitments in Sedibeng District Space

The map below illustrates the geographic location of the national and provincial sector departments commitments. It is worth noting that not all commitments are reflected in the map as the GPS coordinates were not provided for the mapping exercise.

The submitted long-term projects specifically are of a strategic and high-impact nature with the potential to make considerable contributions to the Sedibeng regional economy, while making improvements in overall service delivery and advancing district or regional stability. This is particularly important as the Gauteng Province has over the years experienced rapid urbanisation resulting in a huge burden on municipalities to keep up with delivering efficient and reliable services to their constituents. As the Province further advances the Gauteng City-Region model, it is critical that each sphere of government, from its perspective and mandate, plays its part.

Thus, the inclusion of national and provincial sector departments' commitments in the One Plan will present municipalities with a concrete picture of the projects being planned and implemented in their spaces for the next 5 to 30 years.

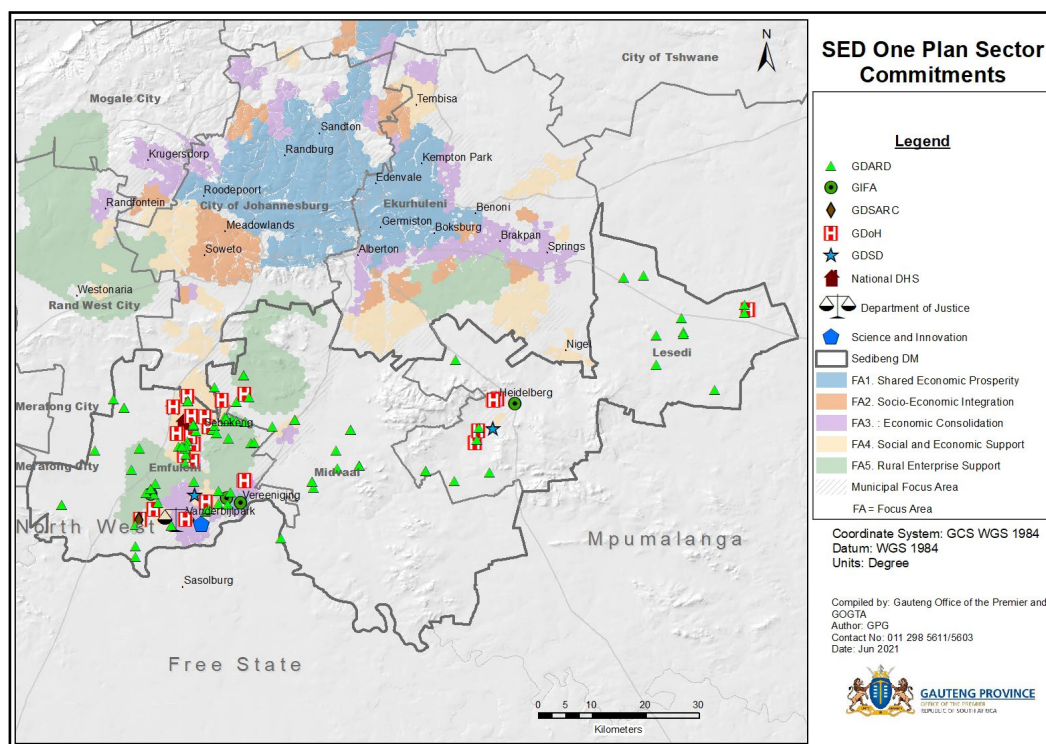


FIGURE 3: SEDIBENG DISTRICT ONE PLAN MAP

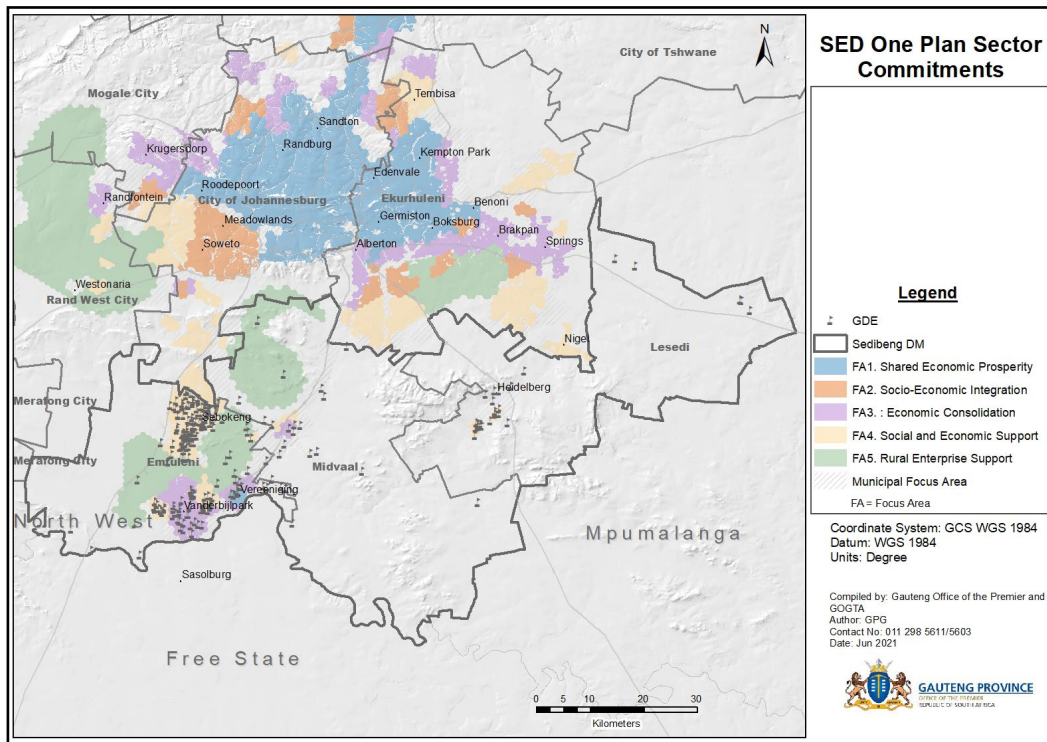


FIGURE 4: SEDIBENG DISTRICT ONE PLAN MAP

