

MAGARENG MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN

2006 - 2011



Civic Centre, Magrieta Prinsloo Road, Warrenton

P.O.Box 10

WARRENTON

8530

TEL: 053 4973111

FAX: 053 4974514

DATE ISSUED: MARCH 2007

Draft: 1

TABLE OF CONTENTS

CONTENT OF THE IDP	II
TABLE OF CONTENTS	II
LIST OF MAPS	V
LIST OF TABLES	V
LIST OF FIGURES	VI
REFERENCES.....	ERROR! BOOKMARK NOT DEFINED.
REVISION STATUS.....	0
FOREWORD BY THE MAYOR	1
ACKNOWLEDGEMENTS.....	2
GLOSSARY	3
CONTENT OF THE IDP	4
OUTLINE OF THE IDP DOCUMENT	4
CHAPTER 1: INTRODUCTION.....	6
1.1 BACKGROUND TO THE INTEGRATED DEVELOPMENT PLAN.....	6
1.2 ROLE AND PURPOSE OF THE IDP	6
1.3 APPROACH TO THE IDP FORMULATION AND REVIEW PROCESS.....	7
1.4 AN OVERVIEW OF THE IDP PROCESS	7
1.4.1 <i>Formulation process</i>	7
1.4.1.1 Phase 0: Preparatory.....	7
1.4.1.1.1 Process Plan	7
1.4.1.1.2 Establishment of Participatory and Administrative Mechanisms	7
1.4.1.2 Phase 2: Analysis	9
1.4.1.2.1 Documentary research and Information Gathering	9
1.4.1.2.2 Phase 3: Strategies	9
1.4.1.4 Phase 4: Integration.....	10
1.4.1.5 Phase 5: Approval	10
1.4.1.5.1 Compilation of the Draft IDP.....	10
1.4.1.5.2 Advertising of Draft IDP.....	10
1.4.1.5.3 Alignment of IDP with District Council, National and Prov GovT	10
1.4.1.5.4 Review of comments received	10
1.4.1.6 Approval and adoption of IDP	10
5 COMPLIANCE WITH THE PROCESS PLAN.....	11
1.5.1 <i>Formulation Process</i>	11
1.5.1.1 Organisational arrangements.....	11
1.5.1.2 Public Participation	11
1.5.1.3 Action Programme and Resource allocation.....	11
1.5.1.4 Alignment with other IDPs	11
CHAPTER 2: INSTITUTIONAL OVERVIEW	12
2.1 MUNICIPAL AREA OF JURISDICTION.....	12
2.2 ORGANISATIONAL STRUCTURE	13
2.2.1 <i>Political structure</i>	13
2.2.2 <i>Administrative Structure</i>	14
.....	15
2.3 MANDATE, POWERS, FUNCTIONS AND SERVICES RENDERED	15
2.3.1 <i>Mandate</i>	15
2.3.2 <i>Powers and functions</i>	15
2.4.1 DEPARTMENT ADMINISTRATION.....	17
2.4.2 DEPARTMENT: LED AND PLANNING.....	18
2.4.3 DEPARTMENT: FINANCE.....	18
DEPARTMENT: PUBLIC WORKS	19
2.4.5 DEPARTMENT: ELECTRICITY.....	19
2.5 <i>Service Providers</i>	19

INSTITUTIONAL SWOT ANALYSIS	21
2.6 INSTITUTIONAL ISSUES FOR TRANSFORMATION:	21
CHAPTER 3: FINANCIAL ASPECTS.....	22
<i>Operational and Capital Budget for 2006 / 2007.....</i>	<i>222</i>
<i>Provincial Support7.....</i>	<i>22</i>
<i>Analysis of the financial situation and benchmarking7.....</i>	<i>223</i>
<i>2005/06 financial Statement Analysis.....</i>	<i>223</i>
<i>Grant Dependency.....</i>	<i>223</i>
<i>Tariff Revenue</i>	<i>23</i>
<i>Debtors collection rate</i>	<i>223</i>
<i>Repairs and maintenance expenses as % of total.....</i>	<i>223</i>
<i>Salary expense as % of total</i>	<i>223</i>
<i>creditors payment period</i>	<i>223</i>
<i>Current Debtors and Creditors</i>	<i>223</i>
CHAPTER 4: DEVELOPMENT OVERVIEW	29
SPATIAL PROFILE OF THE STUDY AREA	29
4.1.1 Ikhutseng	29
4.1.2 Warrenvale.....	29
4.1.3 Warrenton	29
4.1.4 Rural	29
DEMOGRAPHIC PROFILE	30
4.2.1 Population Size and Ethnic Composition.....	30
3.3.2 Age Profile.....	31
4.2.2 Gender profile	31
HUMAN DEVELOPMENT PROFILE	31
4.3.1 Health profile	31
4.3.2 Education and training profile	33
SOCIAL DEVELOPMENT PROFILE	34
4.4.1 Social Groups	34
4.4.2 Gender Issues.....	36
ECONOMIC DEVELOPMENT PROFILE	37
4.5.1 Local Economy.....	37
1.5.2 Level of Income	38
4.5.3 Employment	38
4.5.4 Livelihood strategies.....	40
COMMUNITY SAFETY AND SECURITY.....	40
4.6.1 Civil Infrastructure profile.....	41
4.6.1.1 Bulk infrastructure supply: Water Service.....	41
4.6.1.2 Bulk Infrastructure Supply: Sanitation	42
4.6.1.3 Internal and connector infrastructure supply: Water	42
Warrenton	42
Ikhutseng	42
Warrenvale	43
Rural areas	43
4.6.1.4 Internal and connector infrastructure supply: Sanitation.....	43
3.7.1.5 Water and Sanitation Infrastructure Backlogs	43
Household Growth	43
<i>Electrical Infrastructure Profile.....</i>	<i>44</i>
3.7.2.1 Bulk electrical supply.....	44
4.6.1.5 Internal reticulation	44
4.6.1.6 Backlogs in electrical supply.....	44
3.7.3 Land and Housing Profile.....	44
<i>Social Infrastructure Profile</i>	<i>45</i>
3.8 ENVIRONMENTAL PROFILE.....	47
<i>Natural Environment</i>	<i>47</i>
3.8.1.1 Climate.....	47
3.8.1.2 Natural Resources	47
3.8.1.3 Disaster Management	48
3.9 DEVELOPMENTAL SWOT ANALYSIS	50
CHAPTER 4: PRIORITY ISSUES	51

4.1 LOCAL DEVELOPMENT PRIORITIES	51
4.2 OUTPUT PRIORITISATION	53
CHAPTER 5: STRATEGIC FRAMEWORK	55
5.1 OVERVIEW OF THE STRATEGIC FRAMEWORK	55
5.2 DEVELOPMENT VISION	55
5.3 STRATEGIES FOR INSTITUTIONAL TRANSFORMATION	56
5.3.1 <i>Institutional restructuring strategy 1: Structural development</i>	56
5.3.1.1 Consolidated management centre: Office of the Municipal Manager	56
5.3.1.2 Focused and efficient service entities: 4/5 Departments	56
5.3.1.3 Area Co-ordination: Decentralised offices	56
5.3.2 <i>Community and development focused delivery</i>	56
5.3.3 <i>Skills development and employment equity</i>	58
5.3.4 <i>Citizen focused delivery</i>	59
5.3.6 <i>Institutional restructuring strategy 6: Policy and Bylaws review</i>	60
5.3.7 INSTITUTIONAL RESTRUCTURING STRATEGY 7: PERFORMANCE MANAGEMENT	60
5.4 DEVELOPMENT PROGRAMMES	61
CHAPTER 6: DEVELOPMENT PROGRAMME: LOCAL ECONOMIC DEVELOPMENT, FOOD SECURITY AND POVERTY ALLEVIATION	62
6.1 CORE ISSUES	62
6.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	63
CHAPTER 7: DEVELOPMENT PROGRAMME: HOUSING	65
7.1 CORE ISSUES	65
7.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	65
CHAPTER 8: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - WATER PROVISIONING	67
8.1 CORE ISSUES	67
8.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	67
CHAPTER 9: DEVELOPMENT PROGRAMME: HEALTH AND HIV/AIDS	69
9.1 CORE ISSUES	69
9.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	70
CHAPTER 10: DEVELOPMENT PROGRAMME: LAND	72
CORE ISSUES	72
10.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	72
CHAPTER 11: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - ELECTRICITY	74
11.1 CORE ISSUES	74
11.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	74
CHAPTER 12: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - SANITATION	76
12.1 CORE ISSUES	76
12.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	76
CHAPTER 13: DEVELOPMENT PROGRAMME: EDUCATION, SKILLS AND INFORMATION SUPPORT	78
CORE ISSUES	78
13.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	79
CHAPTER 14: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - ROAD AND STORMWATER	80
14.1 CORE ISSUES	80
14.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS	80
CHAPTER 15: DEVELOPMENT PROGRAMME: SAFE AND SECURE ENVIRONMENT	82

15.1 CORE ISSUES.....	82
15.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS.....	82
CHAPTER 16: DEVELOPMENT PROGRAMME: SOCIAL DEVELOPMENT.....	84
16.1 CORE ISSUES.....	84
16.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS.....	84
CHAPTER 17: DEVELOPMENT PROGRAMME: ACCESSIBILITY AND TRANSPORT	87
17.1 CORE ISSUES.....	87
17.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS.....	87
CHAPTER 18: DEVELOPMENT PROGRAMME: PARKS, SPORT AND RECREATION FACILITIES	89
18.1 CORE ISSUES.....	89
18.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS.....	89
CHAPTER 19: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - WASTE MANAGEMENT	91
19.1 CORE ISSUES.....	91
19.2 DEVELOPMENT OUTCOMES, OBJECTIVES, STRATEGIES AND OUTPUTS.....	91
CHAPTER 20: PROJECT LINKAGE.....	90
REFERENCES.....	93
CHAPTER 22: IMPLICATIONS OF THE IDP FOR THE ORGANISATION.....	94
ENSURING EFFECTIVE IMPLEMENTATION	94
20.2.1 Refining the IDP for implementation	94
20.2.2 Statutory Plans	94
20.2.2.1 Water Services Development Plan.....	94
20.2.2.2 Integrated Waste Management Plan	94
20.2.2.3 Integrated Transport Plan	94
20.3 Restructuring Requirements	94
20.4 Review of the IDP.....	95

LIST OF MAPS

Map 1 Locality Map.....	
MAP 2 Geographical Location	

LIST OF TABLES

Table 1: Comments received on adopted IDP for 2002/03.....	10
Table 2: Environmental Health functions.....	16
Table 3: Municipal Planning Functions	16
Table 4: Transport related functions	17
Table 5: Roads, refuse, fire and related functions:	17
Table 6: Social services	17
Table 7: Service Providers for Civil Infrastructure	20
Table 8: Other Service Providers active in the municipal area.....	20
Table 9: Comparison of budgeted income for 2002/03 financial year versus levied and actual income realised till 30 June 2003	Error! Bookmark not defined.
Table 10: Overview of the budgeted expenditure and Surplus / (Deficit) for 2002/03 financial year versus actual expenditure and Surplus / (Deficit) as on 30 June 2003	Error! Bookmark not defined.
Table 11: Overview of the operational budget versus Actual as on 30 June 2003 broken down per department	Error! Bookmark not defined.
Table 12: Comparison between Budgeted Income for 2002/03 and 2003/04	Error! Bookmark not defined.

Table 13: Comparison between Budgeted Expenditure for 2002/03 and 2003/04.....	Error! Bookmark not defined.
Table 14: Capital Budget for 2003/2004	Error! Bookmark not defined.
Table 15: Capital Budget 2003/04 broken down per department and source of funding.....	Error! Bookmark not defined.
Table 16: Ethnic profile of Magareng Local Municipality, 2001	30
Table 17: Strengths and Weaknesses of Social Groups in Magareng	34
Table 18: Desired outcomes and vulnerabilities identified in Magareng for certain social groups	35
Table 19: Vulnerabilities per gender group for the Magareng area.....	37
Table 20: Employment per sector of the economy	38
Table 21: Livelihood strategies for males and females.....	40
Table 22: Livelihood strategies per social group.....	40
Table 23: Housing profile in each ward	45
Table 24: Housing backlog in Magareng	45
Table 25: Education facilities in Magareng	45
Table 26: Crèche facilities in Magareng.....	45
Table 27: Health Facilities in Magareng.....	46
Table 28: Welfare Facilities in Magareng	46
Table 29: Other facilities in Magareng	46
Table 30: Rainfall for the period 1951 to 1984.....	47
Table 31: Average temperature for Magareng for period 1951 to 1984	47
Table 32: Summary of priority issues.....	52
Table 33: Action Plan: Community and Developmental focused delivery	57
Table 34: Action plan: Skills development and Employment Equity	58
Table 35: Action plan: Citizen focused delivery	59
Table 36: Action plan: Financial viability	59
Table 37: Status of policies	60
Table 38: Action Plan: Performance Management.....	61
Table 41: Review Programme of IDP.....	95

LIST OF FIGURES

Figure 1: Phases of the IDP Process.....	8
Figure 2: IDP participation mechanisms for the Formulation Process.....	9
Figure 3 Organogram of the current Top Structure:	15
Figure 1: Household size in Magareng, 2001.....	30
Figure 2: Age Profile of Magareng, 2001	31
Figure 3: Education levels in Magareng, 2001	34
Figure 4: Individual level of income per month for persons between the age 15 and 65, 2001	37
Figure 5: Employment Status in Magareng, 2001	39
Figure 6: Occupation distribution in Magareng, 2001	39
Figure 1: Overview of Strategic Framework.....	Error! Bookmark not defined.
Figure 2: Integrated Administrative Top Structure.....	Error! Bookmark not defined.

REVISION STATUS

The First Edition of the Integrated Development Plan of Magareng Local Municipality for 2002 to 2007 was adopted by the Council. This Second Edition constitutes the IDP of this municipality until a new Council is elected in 2011.

Council has reviewed the First Edition of the IDP at least once every year, as required in terms of Municipal Systems Act, No 32 of 2000. Amendments to the First Edition IDP were being effected in a programmatic way by a resolution of Council in accordance with an adopted review programme and procedures.

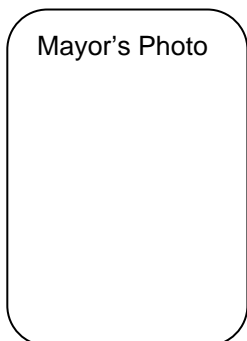
However, Council may decide to amend the Revised IDP at any given time after a member of Council or a committee of Council has introduced a proposal for amendment. Sufficient notice needs to be given to members of the public and Council before Council may adopt the proposed amendment.

The following amendments have been introduced and adopted by Council to this component of the IDP, namely **Main Report**:

AMENDMENTS ADOPTED BY COUNCIL TO THE IDP			
Main Report			
Date	Section of IDP amended	Summary of Amendment Effected	Reference No. of Council resolution
Sept 2003	Whole IDP	A separate document was compiled and the information was updated to accommodate latest circumstances. New development programmes was also formulated to address priority issues in the municipal area.	
2004 2006	Priority Issues	Priority issues were revised during the annual review. The main thrust of the development genda however remained largely the same.	
March 2007	Whole IDP	Development of new IDP based on the IDP of the previous council as per section 25 of the Municipal Systems Act (Act 32 of 2000)	Item no. A....of council meeting held on

FOREWORD BY THE MAYOR

Mayor's Photo



"It gives me great pleasure to present this Integrated Development Plan to my community and all stakeholders in Magareng. I feel singularly honoured to lead such a dynamic community at this critical time in the history of our young democracy.

This document is a blueprint and principal strategic plan which will guide all development within Magareng. The IDP is not a property of the Councillors and Officials of the municipality but rather a product of robust discussions in the ward committees and representative forum.

It is thus incumbent upon all individuals and organs of people's power to work tirelessly to realise the goals we have set for ourselves in the IDP. This is one document that should not be filed somewhere in a cupboard to collect dust. It should rather be used daily as a roadmap to advance towards our vision of ensuring that the municipality: **"...will be a viable and prosperous municipality, fully resourced to ensure integrated, sustainable and affordable service delivery"**.

The formulation of the current IDP came at a time when our municipality was facing serious challenges. We need to close ranks and work in unison to take our town from the quagmire of financial difficulties, lack of skills and equipments as well as the high levels of unemployment and dire poverty.

Needless to say, this IDP builds on the previous IDP of 2001 - 2006. This underscores the fact that our institutional challenges and development backlogs remain largely the same. However, we have jointly scanned the situation for changing circumstances and increasing backlogs. Our priority issues as identified and analysed by the different wards, will find proper expression in the strategies and projects outlined in the Annual Action Plan.

I wish to express my profound gratitude to the community members and stakeholders who participated actively in the IDP formulation processes. I also wish to thank the Premier, MEC for Local Government and MEC of Finance for their kind support at the time when our institution faced a financial turmoil. We are also greatly indebted to the Frances Baard District Municipality for their on-going support, especially in the implementation of MIG and other projects. The participation of the PIMMS Centre and other sectoral departments in the IDP gave us the strength and agility to move forward with the assurance that we are on the right track.

Finally, I commit my office to monitor progress on the implementation of the IDP without sparing any aorta of energy.

I thank **YOU**"

Gladys Makena
MAYOR

ACKNOWLEDGEMENTS

The Magareng Local Municipality wishes to acknowledge the contributions made by the individual members of IDP Representative Forum and the IDP Steering Committee and would like to thank them for their active participation and commitment throughout the process.

Various service providers and government departments also assisted us to align our IDP with their policies, programmes and plans. We wish to thank them for their contributions and trust that this IDP will truly integrate development within our municipal area.

We also acknowledge the valuable inputs made by various protagonists through the comments received.

GLOSSARY

IDP	Integrated Development Plan
TLC	Transitional Local Council
TRC	Transitional Rural Council
DM	District Municipality
MLM	Magareng Local Municipality
MIG	Municipal Infrastructure Grant
SDF	Spatial Development Framework
WSDP	Water Services Development Plan
FBDM	Frances Baard District Municipality
PMS	Performance Management System
PDI	Previously Disadvantaged Individual
PGDS	Provincial Growth and Development Strategy
NGDS	National Growth and Development Strategy
DGDS	District Growth and Development Strategy

CONTENT OF THE IDP

VOLUMES

The IDP document comprises 4 volumes of documentation.

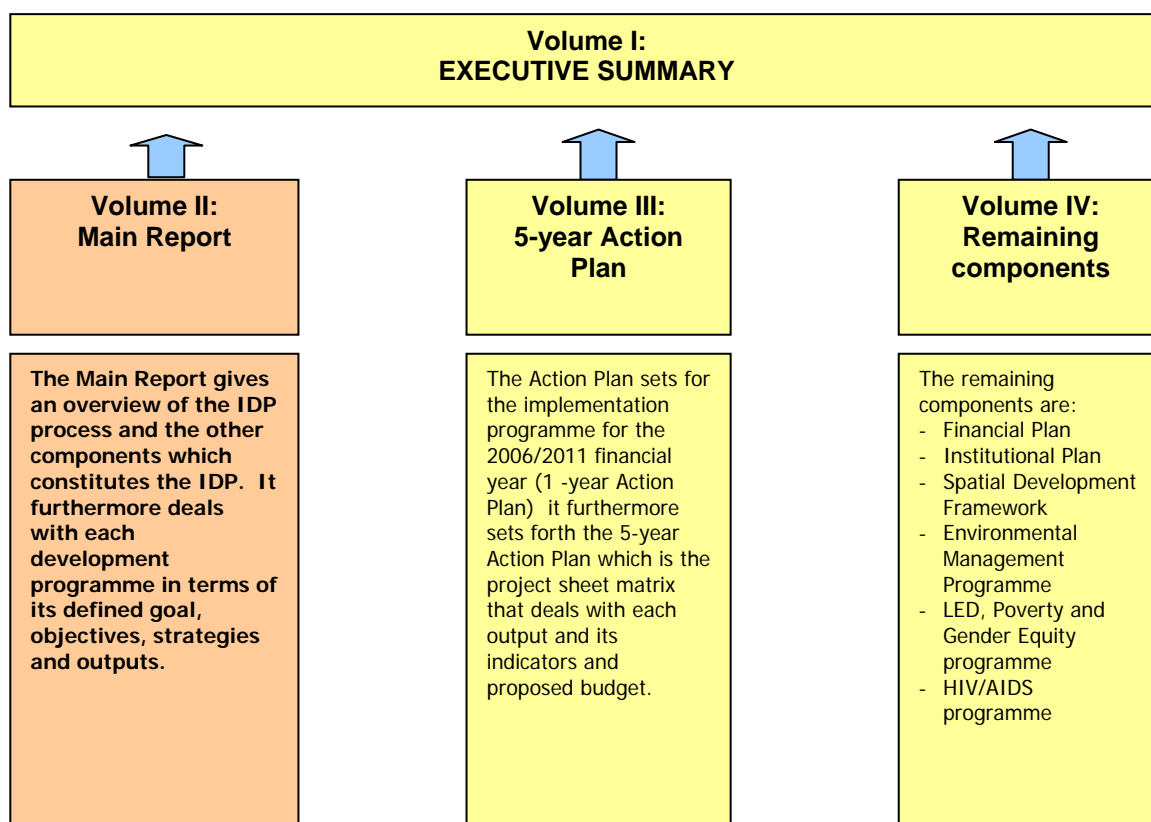
1. Volume I is the **Executive Summary** which is a synopsis of the IDP.
2. Volume II is the **Main Report** and gives an overview of the IDP Process, the findings made and the Strategic Plan adopted.
3. Volume III is the **Action Programme** with indicators, targets and inputs required. This volume consists of a one-year action programme for 2006/2011 as well as a 5-year action programme (development programmes' project sheets).
4. Volume IV is the **Additional Components** of the IDP, as required in terms of the Municipal Systems Act, No 32 of 2000, namely:
 - Financial Plan of the municipality (Volume IV - 1)
 - Institutional Plan of the municipality (Volume IV - 2)
 - Integrated spatial development framework (Volume IV - 3)
 - Environmental Management Programme (Volume IV - 4)
 - Integrated LED, poverty and gender equity programme (Volume IV - 5)
 - Integrated HIV/AIDS programme (Volume IV - 6)

Council **has compiled** its Performance Management Plan **but only Section 57 Managers were able to sign performance agreements for the year 2005. The agreements need to be signed on an annual basis and further be extended to the rest of the administration.**

Council has adopted the Disaster Management, **Waste Management** and Integrated Transport Plans of the Frances Baard District Municipality. **Thus, these components form part of the IDP. The Water Services Development Plan is in the process of being compiled and will form part of Volume IV of the IDP.**

DOCUMENT MAP

The following illustration can be used as a Document Map:



OUTLINE OF THE IDP DOCUMENT

This Main Document gives an overview of the full IDP:

- Chapter 1 is the **Introduction** to the IDP process.
- Chapter 2 deals with the **Municipal Institutional Overview** and sketches a background to the critical issues that need to be addressed in terms of restructuring.
- Chapter 3 gives an overview of the **Financial Aspects** of the municipality
- Chapter 4 outlines the **Current Development Situation**
- Chapter 5 highlights the **Priority Issues** identified in the IDP review process, based on the outcomes desired by the community. Chapter 5 is a summary of the strategic framework.
- Chapter 6 to Chapter 19 gives a summary of the content of the **Development Programmes** respectively.
- Chapter 20 deals with the **Linkage between Priority Issues, Strategies, Objectives and Projects**. It also indicate the Department or Agent responsible for implementation.
- Chapter 21 gives the **Logical Frameworks** of the identified projects.
- Chapter 22 outlines the Implications for **Implementation of the IDP** in the municipality.

CHAPTER 1: INTRODUCTION

1.1 Background to the Integrated Development Plan

The amalgamation of local authorities on 5 December 2000 has set a new era for local government. The White Paper on Local Government requires developmental local government to focus on the objects of local government set out in section 152 of the Constitution; give effect to its developmental duties as required in section 153 of the Constitution; and, together with other organs of state, contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution in a sustainable and co-operative manner.

In addition to ensuring that all citizens have access to at least a minimum level of basic services, municipalities must now also take a leading role in addressing poverty and inherited inequalities. It is required of local municipalities to promote local economic development, social development and democracy in their area of jurisdiction. They must not only deliver on present demands, but also must anticipate future demands and find ways to provide services in an effective, efficient and sustainable manner.

Notwithstanding the above, municipalities must also incorporate a wide range of sectoral programmes into their own municipal development programmes, and comply with the requirements of various Acts. It is essential to apply the limited resources of council on the key development priorities of the local municipality. To meet all these challenges, municipalities need to adopt a strategic approach to planning and management. This is the essence of Integrated Development Planning (IDP).

The Local Government Municipal Systems Act, No 32 of 2000 requires that each municipality adopt a single, inclusive strategic plan for the development of the municipal area, which:

- Links, integrates and co-ordinate plans and take into account proposals for the development of the municipal area;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based;
- Complies with the provisions of Chapter 5 of the said Act; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

1.2 Role and purpose of the IDP

The IDP is defined in terms of section 25(1) of the Municipal Systems Act (Act 32 of 2000) as "the single, inclusive and strategic plan for the development of the municipality". It therefore does not only inform the municipal management; it is also supposed to guide the activities of any agency from the other spheres of government, corporate service providers, NGOs and the private sector within the municipal area. Magareng Local Municipality will be accountable for the objectives relating to its municipal mandate while other service providers and development agencies will be responsible for rendering appropriate services in accordance with objects of the IDP in terms of the non-core functions of the municipality.

The IDP is a statutory document once published for public comment and adopted by the Council. Section 35(1) of the Municipal Systems Act, No 32 of 2000, stipulates that the IDP binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between an IDP and national or provincial legislation, in which case such legislations prevails. It furthermore binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by-law. According to Section 36 of the same act the municipality must give effect to the IDP and conduct its affairs in a manner that is consistent with the IDP.

Section 35(2) stipulates that the Spatial Development Framework (SDF) contained in an IDP prevails over a plan as defined in section 1 of the Physical Planning Act, 1991. The SDF therefore guides future land use management in the area.

1.3 Approach to the IDP Formulation and Review process

The municipality's approach to the current IDP was informed by Section 25(3)(a) which states: "A newly elected municipal council may...adopt the Integrated Development Plan of its predecessor, but before taking a decision it must comply with section 29 (1) (b)(i) and (d)"

In keeping with section 29 (1)(b)(i) and (d), the process **adopted** for the compilation of the IDP **encouraged** consultation and participation of a wide spectrum of interested and affected parties. The approach **afforded** residents, communities, stakeholders, service providers and specialists the **opportunity** to make a contribution to the content of the IDP. Secondly, the IDP **is** strategic, **thus** focusing on addressing priority issues, ensuring that limited resources are used effectively and efficiently and that strategic choices are made. Thirdly, the plan **is** implementation orientated.

The **approach adopted** allowed for all of the above mentioned processes to culminate into the integrated planning process required for the compilation of the IDP.

1.4 An overview of the IDP Process

1.4.1 Formulation process

The formulation process comprises various action steps that are needed at a given time within the IDP process. The IDP Formulation Process itself is furthermore designed around 6 phases which is described below and illustrated overleaf:

1.4.1.1 Phase 0: Preparatory

The preparatory phase entails the compilation of a process plan and the establishment of various participatory and administrative mechanisms.

1.4.1.1.1 Process Plan

In terms of the Municipal Systems Act, No 32 of 2000, the process plan was aligned with the Framework Plan of the Frances Baard District Municipality. The Process Plan of Magareng Local Municipality was adopted by the Council **at its Ordinary Meeting on 8 November 2006**, and was used to inform the IDP formulation process.

1.4.1.1.2 Establishment of Participatory and Administrative Mechanisms

The IDP Process requires various stakeholders to participate in the compilation of the IDP. An *IDP Steering Committee* (IDPSC) was established which comprised the **Municipal Manager and Heads of Departments** in order to steer the process. Where needed, the Committee **of Councillors participated and provided political guidance** in the IDP Steering Committee meetings.

An *IDP Representative Forum* (IDPRF) was established to involve stakeholders in the process. The IDPRF consisted of the Municipal Manager or Mayor who acted as chairperson, Ward Councillors and ward committee members and task team co-ordinators, non-governmental organisations and representatives of other spheres of government.

Six *IDP Task Teams* were established which comprised the following sectors, namely: Agricultural and Infrastructure, Tourism, Institutional, Mining and Environment, Business and Community Development. These task teams were made up of representatives of Provincial Government, parastatals, private sector and community representatives. It was also expected of each ward to send representatives to these task team meetings.

See figure 1: overleaf for the phases of the IDP and the dates of implementation:

Figure 1: Phases of the IDP in Magareng Local Municipality

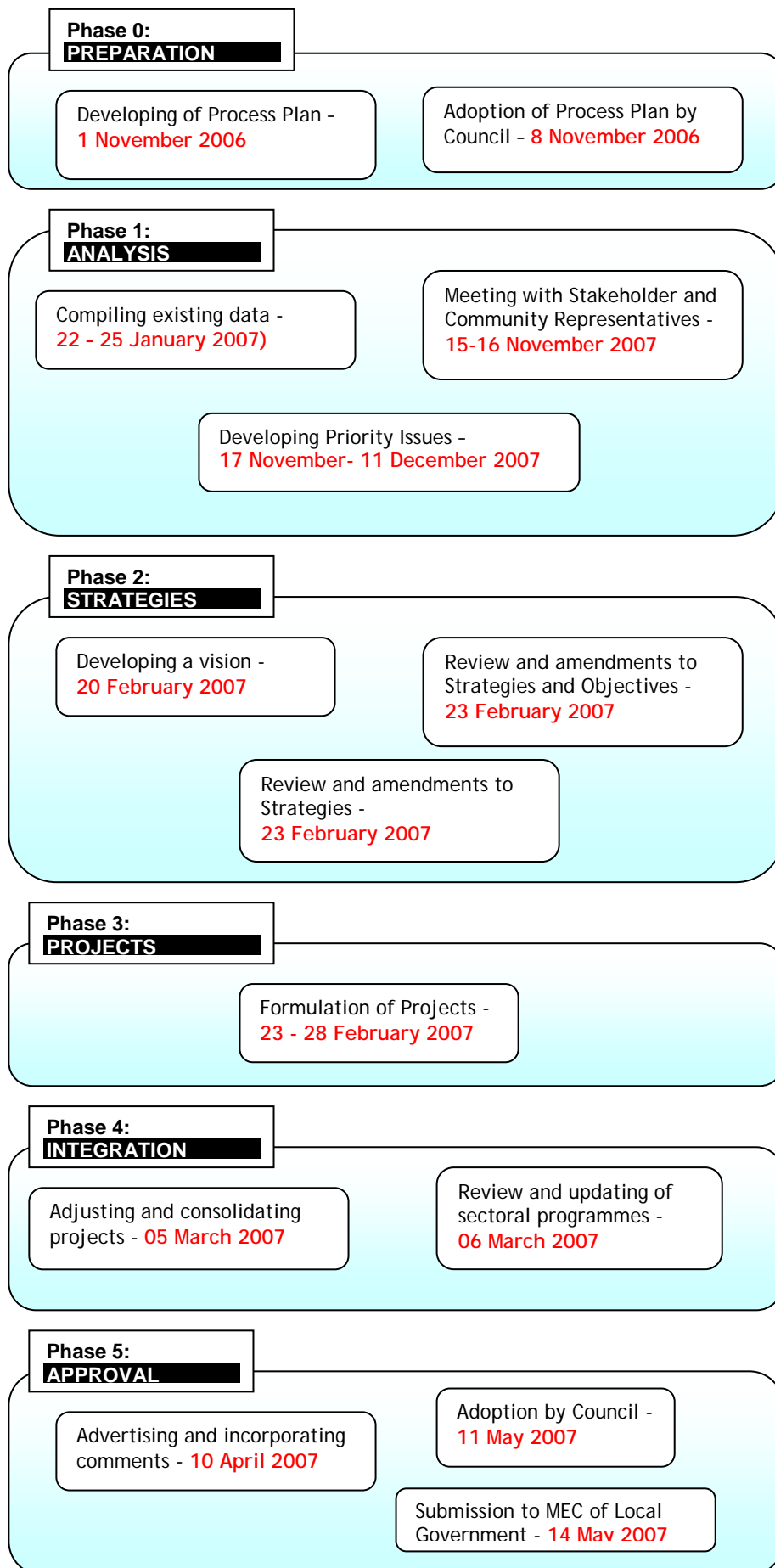
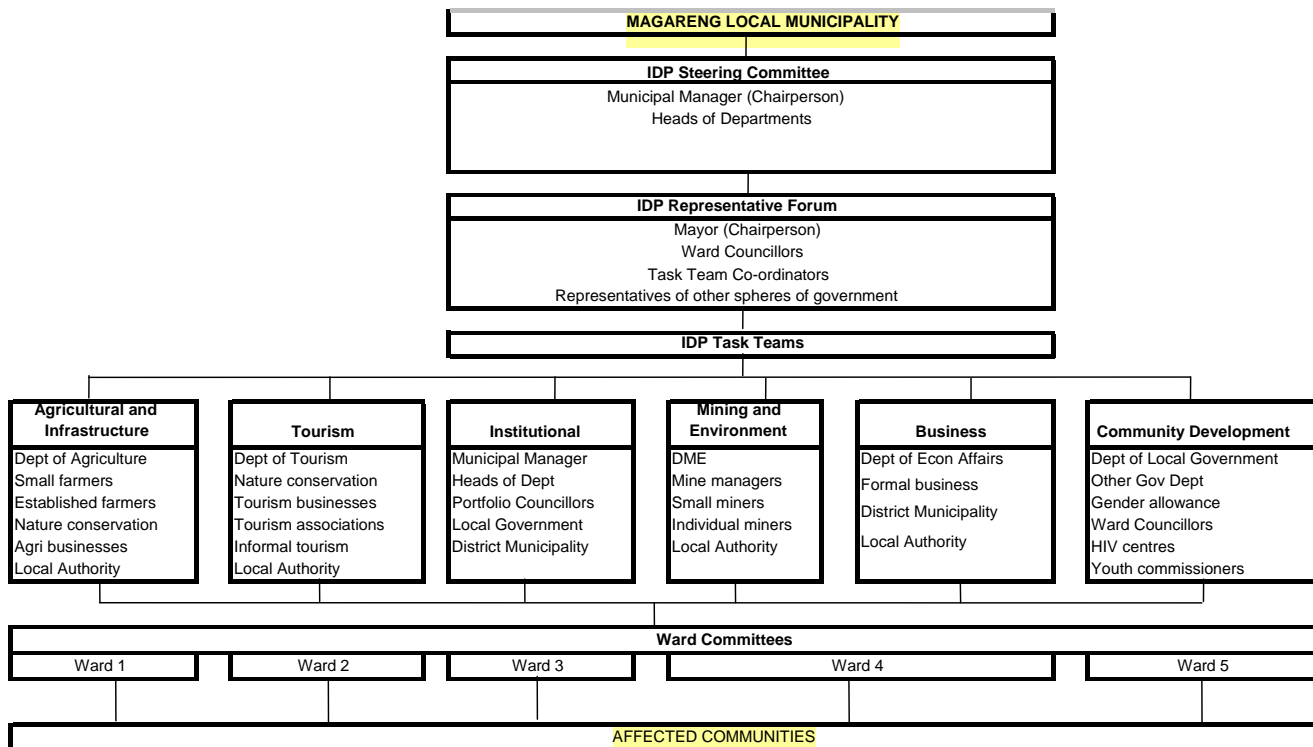


Figure 1: IDP participation mechanisms for the Formulation Process



1.4.1.2 Phase 2: Analysis

1.4.1.2.1 Documentary research and Information Gathering

The analysis phase comprises the gathering of relevant data that needs to inform the decision-making process and enables participants to identify priority issues. The following documents were consulted to inform this phase of the IDP formulation process:

- Census 1996 and Census 2001
- Organogram of Magareng Local Municipality
- Water Services Business Plan
- Budget of Magareng Municipality
- IDP for 2001 - 2006
- Municipal Systems Act (Act 32 of 2000)
- Municipal Structures Act (....)
- Local Agenda 21Maps.

Information was gathered through:

- Ward Councillors
- Ward Committees
- Officials of Magareng Municipality
- PIMS Centre
- Community Representative Forum
- Meetings.
- Representatives of provincial government departments

The information collected during the analysis phase was used to sketch the background to the municipal area. The Ward Priorities were formulated after interaction with the Ward committees and Ward Councillors. The latter was used to inform the next phase of the IDP process.

1.4.1.2.2 Phase 3: Strategies

The strategies phase entails the formulation of a Vision and Development Objectives, Strategies and Projects for each priority issues. It was decided to group some of the priority issues because of their similarity. The following categorisation was used: Institutional, Socio-economic, Spatial, Infrastructure

and Local Economic Development. For each of these a set of objectives, strategies and projects were developed.

1.4.1.4 Phase 4: Integration

The integration phase dealt with the refinement of the project proposals developed in the previous phase. The priority issues that were proposed by the IDPRF were tabled at the Steering Committee, and the latter engaged in the formulation of projects. The priority issues and projects were compared with the vision of the municipality while the institutional capacity of the municipality to implement these projects as well as the utilisation of resources were assessed to determine the influence of these projects on the current capacity of the organisation. This resulted in a set of integrated projects which constituted the integrated implementation programme of the municipality.

1.4.1.5 Phase 5: Approval

- The approval phase comprised the following steps:
- the compilation of the Draft IDP
- the invitation of public comment for a 21-day period
- the alignment with District Council
- the alignment with national and provincial government
- the review of the comments received,
- final approval by council
- Submission to MEC.

1.4.1.5.1 Compilation of the Draft IDP

The inputs into the draft IDP were consolidated and compiled by the **Head: LED and Planning, Andrew Moremi, and Acting IDP Manager, Tlwaelo Setlhabi, overseen by the Acting Municipal Manager** and was tabled for council for consideration before public comment was invited.

1.4.1.5.2 Advertising of Draft IDP

The draft IDP was advertised in the local press for public comment **on 10 April 2007**.

1.4.1.5.3 Alignment of IDP with District Council, National and Provincial Government

The framework plan of the District Municipality was used to ensure alignment between the District IDP and the policies and plans of national and provincial government departments.

1.4.1.5.4 Review of comments received

Response will be prepared once the comments are received????

1.4.1.6 Approval and adoption of IDP

The final IDP was tabled to Magareng Local Municipality for approval on **11 May 2007**. The local municipality adopted the document at this meeting and published a notice to this effect in the local newspapers. The final document was then submitted to the MEC: Local Government and Housing for alignment **on 14 May 2007**.

Table 1: Previous and current comments received on IDP since 2002

Department / Service Provider	Service	Comments made	Response to comments
Frances Baard Municipality 16 May 2002	District	General comments were made on representation of information in the document. It was advised that table formats should be used to enable the reader to get an overview of the current reality and the priority needs in each of the wards. Furthermore, it was felt	The comments made to improve the presentation of information in the document were appreciated and were taken into consideration with the review process.

Department / Service Provider	Comments made	Response to comments
	that the objectives were not precise and clear and it was suggested that the presentation of the objectives and strategies should be more user friendly. It was also suggested that the spatial framework was inadequate and that attention will have to be paid to it in the review process.	
MEC Housing and Local Government 26 June 2003	The MEC indicated that the IDP do not comply with the legal requirements as set out in the Municipal Systems Act as not all the accompanying plans or programmes were submitted. It was also indicated that the IDP did not elude on the participation process that was followed while the institutional analysis and strategies showed some shortcomings. The list of projects were also criticised as they focused mainly on infrastructure development.	The municipality was aware of the shortcomings of the IDP in terms of legal compliance. The limited capacity within the organisation to deal with all the different requirements is a problem. Actions have been taken to improve on this during the review and future review processes. Cognisance was taken that the project proposed were more focused on infrastructure delivery and this was addressed during the IDP review process.
MEC Comment 2007		

1.5 Compliance with the Process Plan

1.5.1 Formulation Process

1.5.1.1 Organisational arrangements

All the proposed organisational mechanisms were put into place. The IDP Task Teams were elected at the Representative Forum meeting on 3 April 2007. The Task Teams participated in the refinement of the projects and will in future participate in the development of business plans and implementation thereof.

1.5.1.2 Public Participation

The IDP Representative Forum was successfully established. Several meetings were held with these respective forums to ensure proper consultation and participation of relevant stakeholders. The ward committees were also consulted to ensure participation of various stakeholders.

1.5.1.3 Action Programme and Resource allocation

The IDP Process as proposed in the Process Plan was followed to a large extent. Some deviations did occur, particularly in terms of keeping to the time frame as numerous other commitments were also expected of municipal officials and newly-elected councillors.

1.5.1.4 Alignment with other IDPs

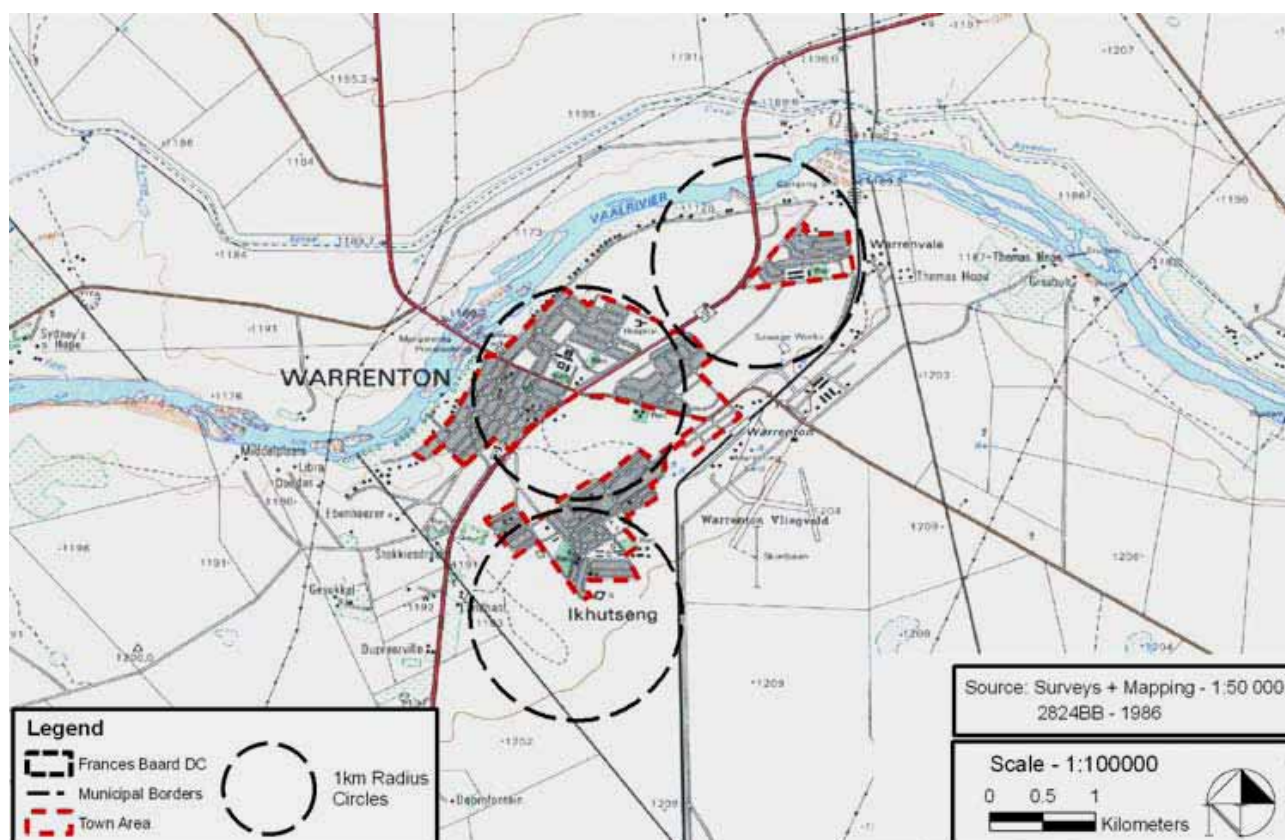
Alignment with the District Municipality did happen during the course of the IDP workshops of the District Municipality. The district municipality will ensure alignment with other local municipalities. Further alignment will take place via the Intergovernmental Forum where the Premier and Mayors as well as Municipal Managers and Heads of Departments get the opportunity to interact and share information.

CHAPTER 2: INSTITUTIONAL OVERVIEW

2.1 Municipal Area of Jurisdiction

Magareng Municipality is situated in the Northern Cape Province and lies within the boundaries of the Frances Baard District Municipality. Warrenton, the administrative centre of Magareng Municipality, is situated approximately 75 km north of Kimberley on the banks of the Vaal River. The N12 national road between Cape Town and Johannesburg forms a strategic T-junction with the N18 route to Mafikeng. The Railway line, that connects Gauteng with the Northern and Western Cape Provinces, runs through Magareng Municipality with a railway station at Warrenton, Fourteen Streams and Windsorton station. The latter two stations are currently not in operation. The railway line also connects the Northern Cape and North West Province.

Map 1 - Magareng Municipal Area



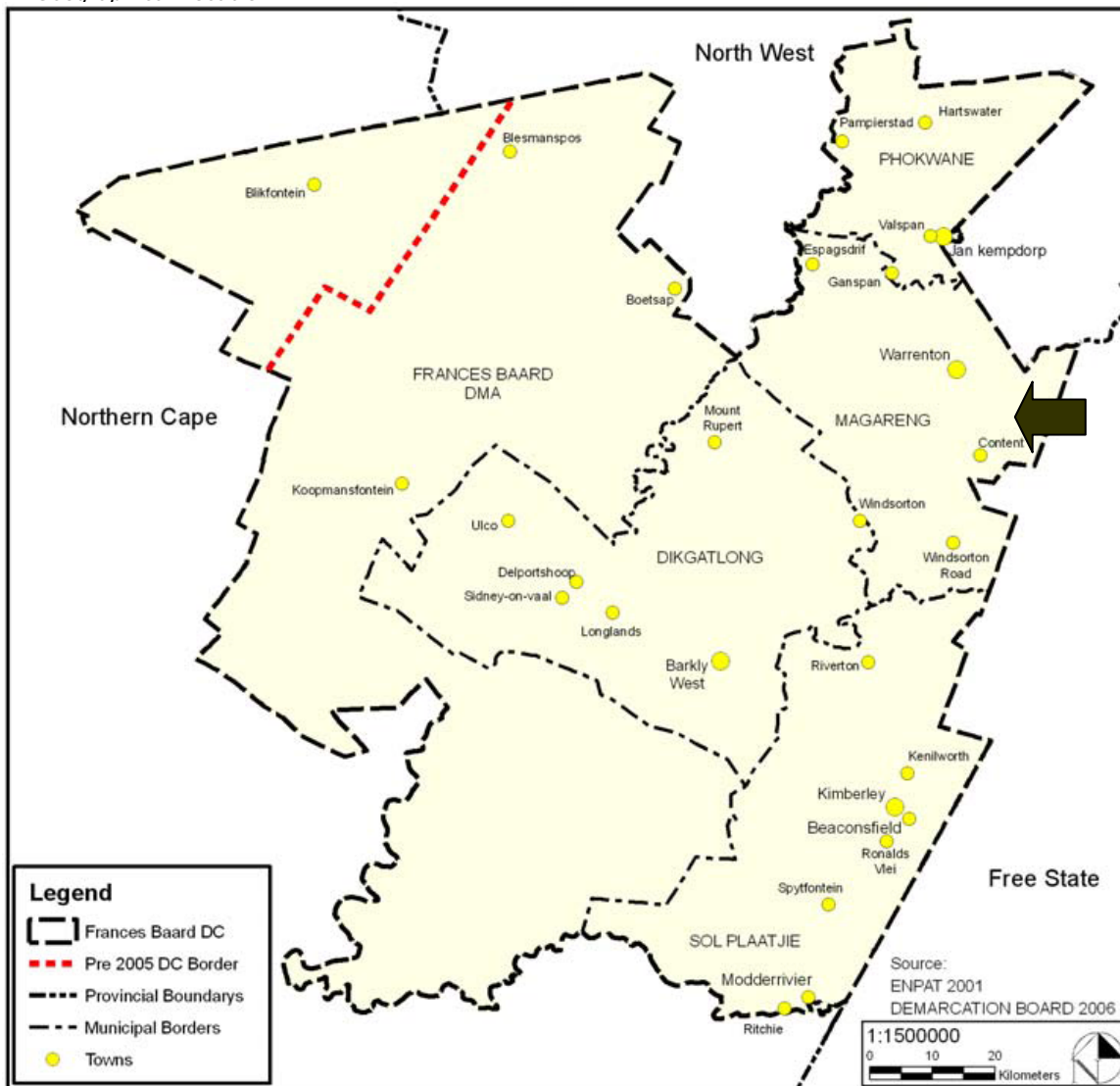
Source: FBDM Draft SDF

The municipal area comprises an urban node, villages and farms. The urban node consists of Warrenton, Warrenvale and Ikhutseng while small agricultural villages have been established throughout the municipal area of which Bullhill, Fourteen Streams, Sydney's Hope, Windsorton Station, Moleko's Farm, Nazareth and Hartsvallei Farms are the most prominent. The rest of the area comprises mainly mixed farming.

The Local Municipality was established on 5 December 2000 after the amalgamation of Warrenton TLC with portions of Hartswater TLC and Vaal River TRC. The area of jurisdiction is approximately 1542 km² in extent and accommodates approximately 21744 people (Census 2001). 72% of the total population is Black, 17, 5% Coloured while the White population represents only 10% of the total population. The Indian and Asian population is insignificantly small to impact on the proportional representation.

The municipal area is divided into 5 wards. Wards 1 to 3 constitute Ikhutseng, the former Black residential area, while Warrenvale, the former Coloured residential area, is combined with the Station areas to constitute Ward 4. Ward 5 is made up of Warrenton town, which was previously a predominantly White area, and the vast rural areas.

Map 2: Geographical Location



2.2 Organisational structure

2.2.1 Political structure

Magareng Local Municipality is established in terms of Section 12 of the Municipal Structures Act (Act of 1998) as a plenary system combined with a ward participatory system. The Mayor is a full-time councillor and there are 3 proportionally elected councillors and 5 ward councillors.

Council has been duly reconstituted after the elections of 1 March 2006, and is meeting monthly. The Portfolio committees as well as Ward committees have been established. The Portfolio Committees are chaired by a member of Council, and attended by other members of council, the respective Head of the Department and other relevant officials. The Municipal Manager attends all these meetings from time to time. The following Portfolio Committees have been established:

- Finance
- LED and Investment
- Technical
- Corporate Services

In addition, there are also consultative committees such as:

- Local Labour Forum

- **HIV/Aids Committee**

Council, within the administrative and financial capacity of the municipality, must ensure that:

- It exercises its executive and legislative authority and use the resources of the municipality in the best interest of the community
- Provide democratic and accountable government
- Encourage the involvement of the community
- Strive to ensure that municipal services are rendered to the community in a financial and environmental sustainable manner
- Consult the local community about:
 - o The level, quality, range and impact of municipal services
 - o The available options for service delivery
- Give members of the community equitable access to municipal services
- Promote and undertake development within the municipal area
- Promote gender equity
- Promote a safe and healthy environment
- Contribute to the progressive realization of the fundamental rights of the Constitution.

2.2.2 Administrative Structure

The municipal administration is governed by the democratic values and principles embodied in section 195(1) of the Constitution. The administration must:

- Be responsive to the needs of the local community
- Facilitate a culture of public service and accountability among staff
- Take measures to prevent corruption
- Establish clear relationships, and facilitate co-operation and communication between it and the local community
- Give members of the community full and accurate information about the level and standard of municipal services that they are entitled to receive
- Inform the community how the municipality is managed, of the costs involved and the persons in charge.

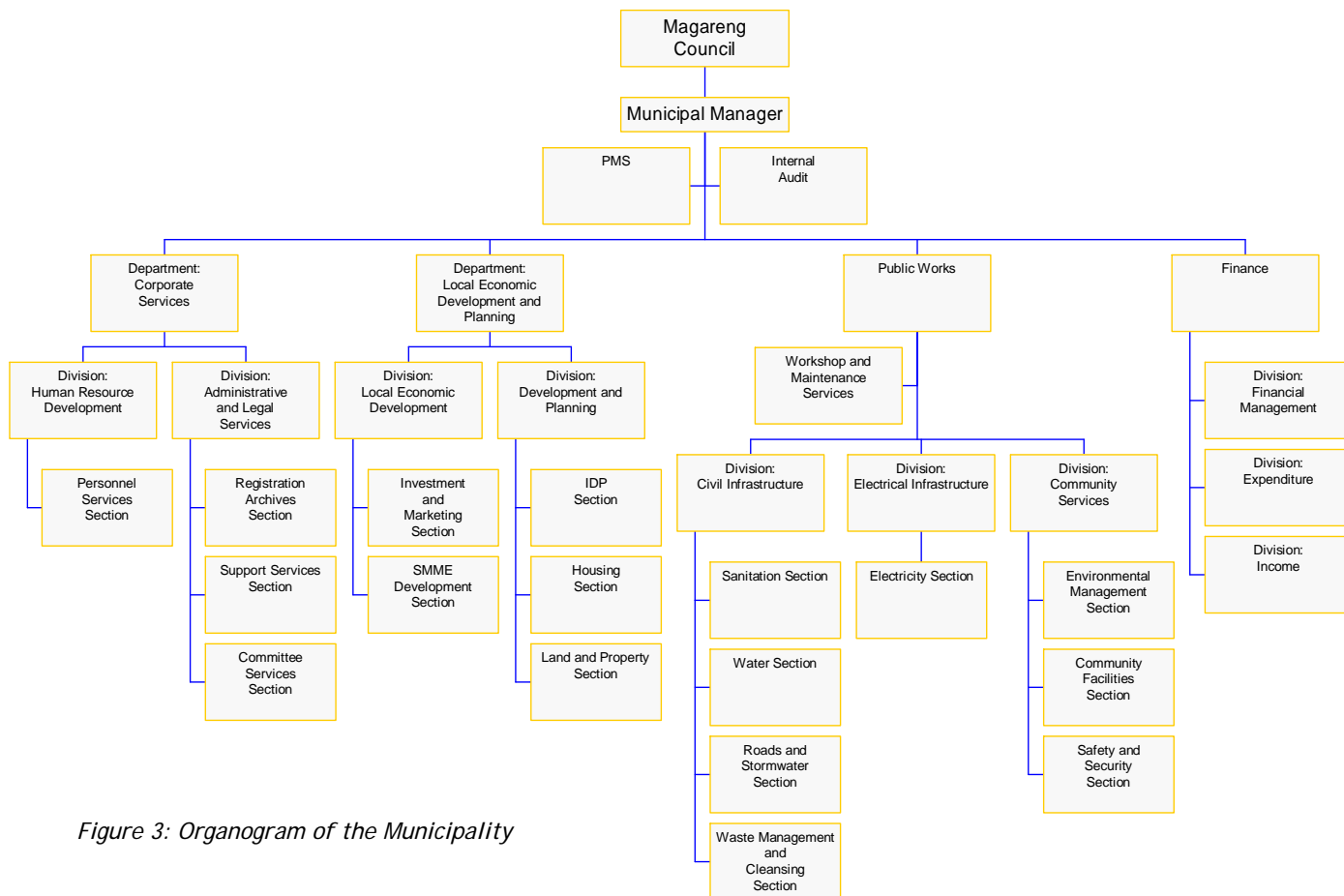


Figure 3: Organogram of the Municipality

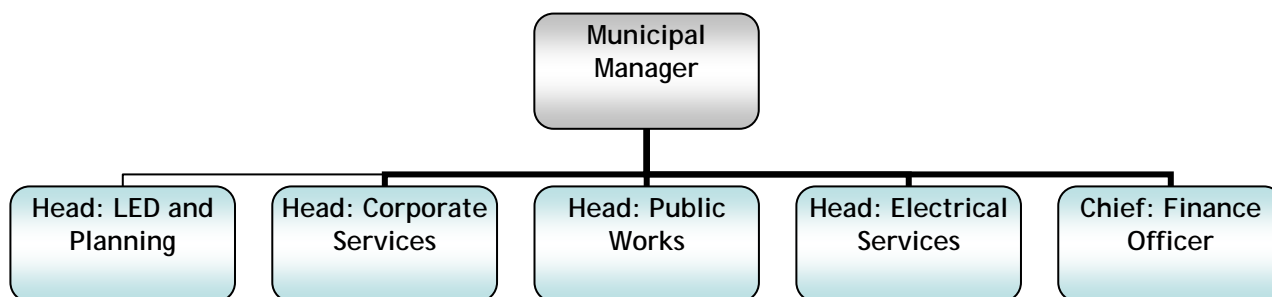
The council still needs to formulate a policy on the delegation of powers in line with section 59 of the Municipal Systems Act (No 32 of 2000), which outlines those powers that have been delegated to a political structure, political office bearer or employee and those that have not been delegated. In the interim the following functions have been divided between the different departments as outlined above (figure 3).

The administrative centre for Magareng is based in Warrenton and there are presently 5 departments, with the Office of the Municipal Manager as the Administrative Head, namely:

- Finance
- LED and Planning
- Corporate Services
- Public Works and
- Electricity.

The Municipal Manager and Heads of Departments have been appointed by the Council on a five-year contract basis. The total employees per organogram is 158. The municipality currently employs 137 employees. 21 of the positions are currently vacant. Critical positions will only be filled when the financial position of Council improves.

Figure 2 Organogram of the current Top Structure:



2.3 Mandate, Powers, Functions and Services Rendered

2.3.1 Mandate

The Constitution (1996) assigns the developmental mandate to local government. This implies that municipalities must strive to achieve the objects of local government within its financial and institutional capacity, namely:

- To promote democratic and accountable government for local communities.
- To ensure that provision of services to communities in a sustainable manner.
- To promote social and economic development.
- to promote a safe and healthy environment
- To encourage the involvement of communities and community organisations in the matter of local government.

It further requires of municipalities to structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community whilst participating in national and provincial development programmes.

2.3.2 Powers and functions

Section 156 of the Constitution assigns executive authority to municipalities in respect of, and the right to administer the local government matter listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to it by national or provincial government. This implies that certain functions have been assigned exclusive to local government. As local government comprises both district and local municipalities, it was necessary to differentiate between the functional competencies of district and local municipalities. This division of functional competencies between district and local municipalities is governed by the Municipal Structures Act, as amended (No 32 of 2000). However, many district

municipalities do not have the administrative capacity to execute their legislative powers and functions and therefore the Minister of Provincial and Local Government as well as the MEC for Local Government and Housing authorised local municipalities to perform certain of the district municipal functions in terms of section 18 (1) of the Local Government Structures Amendment Act (2000).

The following functions and powers of the District Municipality have been authorised to Magareng Local Municipality by the Minister of Provincial and Local Government in terms of Notice 807 of 13 June 2003 published in Government Gazette No 25076:

- Section 84(1)(b): Potable water
- Section 84(1) (c): Electricity - to the extent that those functions and powers were performed or exercised before the amalgamation of the respective transitional councils.
- Section 84(1) (d): Waste water.

The following functions and powers of the District Municipality have been authorised to Magareng Local Municipality by the MEC for Local Government and Housing in terms of Provincial Notice 27 of 10 July 2003 to execute from 1 August 2003:

- Section 84(1)(e) Solid Waste Disposal Sites
- Section 84(1) (n) Municipal public works relating to any of the above functions.

In terms of the latest notice (letter dated), the MEC is currently seeking comments on the possible removal of solid waste from the Magareng Municipality.

- Schedule 4 Part B - Air pollution.

In terms of the Air Pollution Act (...) the District Municipality is assigned the responsibility to deal with air quality

In addition to the above, the following exclusive Local Municipality functions will be performed by the local municipality. However, due to limited capacity, some of these functions will be performed by another service provider on behalf of the local municipality. The municipality is therefore obliged to enter into service level agreements (except for those functions authorised in terms of the above notices) with these service agents in order to ensure that these functions are performed on their behalf:

Table 2: Environmental Health functions

	Air pollution	Child care facilities	Control of public nuisances	Control of undertakings selling liquor to public	Facilities for accommodation, care and burial of animals	Licensing and control of undertakings that sell food to the public	Licensing of dogs	Markets	Abattoirs	Noise pollution	Pounds
SQ	No	No	No	No	No	Yes	No	No	No	No	Yes
6/2003	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Service Provider	Frances Baard DM	No	SAPS	SAPS	No	Frances Baard DM	No	No	Private	SAPS	

Source: Frances Baard District Municipality (2003)

Table 3: Municipal Planning Functions

	Building regulations	Municipal planning	Trading regulations	Local tourism	Billboards	Street trading
SQ	Yes	Yes	Yes	No	No	Yes
6/2003	Yes	Yes	Yes	Yes	Yes	Yes

Source: Frances Baard District Municipality (2003)

Table 4: Transport related functions

	Municipal airports	Public transport	Pontoons, ferries, jetties	Fences and fencing	Traffic parking and
SQ	No	No	No	Yes	Yes
6/2003	Yes	Yes	Yes	Yes	Yes
Service Provider		Private operators			

Source: Frances Baard District Municipality (2003)

Table 5: Roads, refuse, fire and related functions:

	Fire fighting	Municipal roads	Storm water	Solid waste	Cleansing	Street lighting	Public works
SQ	No	Yes	Yes	Yes	Yes	Yes	Yes
6/2003	No	Yes	Yes	Yes	Yes	Yes, including DM function	Yes
Service Provider	Frances Baard DM						

Source: Frances Baard District Municipality (2003)

Table 6: Social services

	Cemeteries	Beaches and amusement facilities	Local amenities	Local sport facilities	Municipal parks and recreation	Public places
SQ	Yes	No	No	Yes	Yes	Yes
6/2003	Yes	Yes	Yes	Yes	Yes	Yes

Source: Frances Baard District Municipality (2003)

Section 229 of the Constitution allows municipalities to impose property rates and service charges. This obligation requires strict financial management and accountability to the public.

2.4.1 Department Administration

The Municipal Manager is the head of the administration and is responsible for the formation and development of an economical, effective, efficient and accountable administration which is equipped to implement the IDP, operates within the municipality's performance management system and is responsive to the needs of the local community to participate in municipal affairs.

The Municipal Manager is the accounting officer and therefore needs to account for all income and expenditure of the municipality, all assets and the discharges of liabilities of the municipality, compliance with legislative requirements as well as the appointment and management of staff. The Municipal Manager is furthermore responsible for the management of communication between Councillors and officials. In support of the above mandate, the Municipal Manager offers **advice and** support to the Mayor and Councillors.

The Municipal Manager is furthermore responsible for the implementation of the Performance Management System of the municipality. This system **was** designed in 2005 and **should be cascaded to all levels of the municipality.**

The department is furthermore responsible for the internal organisational support services, namely Human Resource, Administration, Council Services, Public Relations, IDP, PMS, Legal Services, Library Services and Cleaning of offices.

The Division: Administrative and Legal Services comprises a *Committee Services Section and an Administrative Section*. The Committee Services Section provides and manages the secretarial services to

all committees of council and council meetings. This includes the compilation of notices, agendas, minutes and memorandums and distributing these to the respective members of these committees.

The *Administrative Section* provides a centralised registry system which captures all incoming mail, records, files and distributes it to the relevant department or committee for finalisation. Upon receipt of the reply of the department the writer is informed and the file is filed for safe keeping.

This section is furthermore responsible for the answering of all incoming calls and referring it to the relevant person. This section is also responsible for the cleaning of community halls and offices as well as the reservations for the hiring of the community hall/ facilities to community members.

In terms of liaison, the Municipal Manager is responsible for good public relations while Administrative Section is responsible for advertisements and publications. The Legal Services component is currently being outsourced.

The *Human Resource Division* is responsible for the recruitment of new personnel, termination of services and the proper management of personnel records. The division is furthermore responsible for the implementation of the Conditions of services, Grievance Procedures, Disciplinary Codes, Code of Conduct, Bargaining Council Agreements, the Employment Equity Plan and Workplace Skill Plan of council as well as the promotion of healthy labour relationships. Labour disputes are also dealt with appropriately and a leave register is kept.

This department is furthermore tasked with the compilation of the Skills Development Plan and Employment Equity Plan.

2.4.2 Department: LED and Planning

The Department is responsible for Local Economic Development, the compilation of policies and planning documents as well as the arrangements for campaigns and promotions.

The *LED and Tourism Division* is responsible for town marketing and investment attraction; the alleviation of poverty through the implementation of poverty alleviation programmes as well as the promotion of Local Economic Development and tourism awareness.

The *Integrated Planning Division* is responsible for the compilation, implementation and review of the IDP.

The *SMME Development Division* focuses on the support and promotion of SMME's as vehicles for job and wealth reation

The *Housing Division* is responsible for the identification and analysis of housing needs, allocation of residential sites, change of ownership.

The *Land Division* deals with the acquisition of land for economic and social purposes; rezoning, sub-divisions and consolidations of sites; management and control of municipal commonage.

2.4.3 Department: Finance

This department is responsible for the proper management and accounting of council finances and advising council on its financial position. The position Head of the Department is currently held by an Acting Chief Finance Officer, seconded through the support from the provincial government. Assistance in this regard is also given by the Provincial Treasury.

The department has 3 divisions, namely:

- income,
- expenditure and
- Financial management.

The *Income Division* deals with consumer payment, queries, credit control, data processing, execution of the indigent policy and outsourced services.

The Expenditure Division deals with salaries, payment of expenditure, procurement and store/inventory activities.

The Division Financial Management is responsible for financial policies, financial control, budgeting and costing, loans and investment, the evaluation of assets and property as well as monthly management reporting to council. The division is also responsible for continuous auditing of all financial activities, procedures and outsourced activities.

Department: Public Works

The Department: Public Works comprises eight divisions:

- Water
- Sanitation
- Waste management
- Traffic
- Environmental Health
- Land
- Parks and cemeteries
- Workshop.

The Water Division as well as the Sanitation Division comprises 2 sections, namely: Purification plant section and Maintenance and Network section.

The Waste Management Division is responsible for refuse collection and the management of the dumping sites of the municipality.

The Traffic Division deals with vehicle registration, civil defence and law enforcement. The Environmental Health Division deals with building plans and law enforcement. The Land and Property Division deals with the land use management applications, commonage development, maintenance of properties and security services.

The Parks Division is responsible for development and maintenance of parks, cleansing of public places and open areas, the maintenance of cemeteries as well as the maintenance of streets and stormwater.

The Workshop Division deals with the mechanical workshop. The workshop is responsible for the repair and maintenance of equipment, vehicle and plant fleets. This includes the maintenance of all mechanical related repairs in the different departments.

2.4.5 Department: Electricity

The Electricity Department responsible for the maintenance and installation of the electricity network of the municipality, which includes substations, household connections, area lighting as well as high voltage and low voltage electrical network. This Department is also responsible for electricity cut-offs of consumers in bad debt.

2.5 Service Providers

The municipality provides services in the municipal area that relates only to their core competencies. Other service agencies are therefore responsible for service delivery outside the functional competency of the local municipality. The following is a list of service providers active in the municipal area.

Civil infrastructure services are rendered by the following service agencies in the municipal area:

Table 7: Service Providers for Civil Infrastructure

Service	Warrenton	Warrenvale	Ikutseng	Moleko's Farm	Rural areas: Bull Hill, Hartsvallei, Sydney's Hope, Majeng, 14 Streams, Nazareth and Farms
Electricity					
Bulk Supply	Eskom	Eskom	Eskom	Eskom	Eskom
Medium Voltage	Magareng	Magareng	Eskom	Magareng	Eskom
Low Voltage	Magareng	Magareng	Eskom	Magareng	Owner
Revenue collection	Magareng	Magareng	Eskom	Eskom	Eskom
Water and Sanitation					
Raw water supply	DWAF	DWAF	DWAF	Magareng	Owner
Bulk potable water supply	Magareng	Magareng	Magareng	Magareng	Owner
Internal reticulation	Magareng	Magareng	Magareng	Magareng	Owner
Revenue collection	Magareng	Magareng	Magareng	Magareng	Owner
Roads and Streets					
Streets	Magareng	Magareng	Magareng	Magareng	Owner
Waste Management					
Landfill sites	Magareng	Magareng	Magareng	Owner	Owner
Door-to-door collection	Magareng	Magareng	Magareng	Owner	Owner

Source: Magareng Local Municipality (2007)

The various social groups that participated during the sector forum workshops identified the following service providers as being active in the municipal area:

Table 8: Other Service Providers active in the municipal area

Social Group	Departments supporting a Social Groups	NGOs supporting a Social Group
Disabled	Departments of Health, Social Development	No NGO or Supporting group
Aged	Departments of Health, Social Development, municipality	Good hope burial society, Silver club, Meals on Wheels, churches,
Youth	Department of Health, Department of Social Development, Municipality	Choir, Harmony Hill drama group, AGS youth branch, Chokosi Family, Religious youth club, Soccer club, Art & Culture, Burial society, Savings club, HIV support group Bibi & Moiteri Stokvel, Baber club, Utihanding Support Group, Home based care
Religious	Department of Education, Department of Health, Municipality	Church groups, Prayer groups, Bible studies, Gospel groups, Counselling, Training, Crèche,
Farm workers	Department of Agriculture	No support group or NGO
Unemployed	Department of Economic Affairs and Tourism, Department of Labour	

Social Group	Departments supporting a Social Groups	NGOs supporting a Social Group
Business people	Department of Economic Affairs and Tourism	

Source: IDP Review Workshops (2005-06)

Institutional SWOT analysis

STRENGTHS

Implementation of free services
Electricity as a source of income
Committed Workforce
Teamwork
Striving for Excellence

OPPORTUNITIES

Investments and growth
Business development
Mining and Agriculture
Tourism Development

WEAKNESSES

Poor financial management
Understaffed
Not properly skilled / trained
Poor communication Internal and External
Lack of policies, plans and by-laws
No delegated authority
Lack of equipment
Lack of office space
Insufficient service delivery
Poor institutional arrangements
Poor asset management
Lack IT management and intranet
Limited customer satisfaction

THREATS

Poverty & Unemployment
Lack of rental housing stock
Poor service payments
Section 139 intervention
HIV/AIDS
Poor road conditions
Brain drain and lack of local spending

Source: IDP Steering Committee Review (2007)

2.6 Institutional Issues for transformation:

From the above SWOT analysis a range of institutional issues have been identified. These can be grouped as follows:

- Organisational structural issues
- Community and developmental focused delivery
- Skills development and employment equity
- Financial restructuring
- Rationalisation and development of policies and by-laws
- Implementing performance management.

CHAPTER 3: FINANCIAL ASPECTS

This chapter highlights the key financial issues facing the municipality. In the last ten years Magareng Local Municipality has battled to stabilise its finances.

Operational and Capital Budget for 2006 / 2007

Magareng Local Municipality initially adopted a budget of R 34 000 000 for 2006/2007. The budget of the municipality for the year 2006/07 has been adjudged to be skewed and unrealistic. Accordingly a revised budget, based on realisable revenue, has been adopted and a summary thereof is sketched below:

Provincial Support

In April/ May 2006 the municipality experienced serious financial difficulties, to the extent that it could not properly fulfil its executive functions or meet its financial obligations.

The municipality approached the provincial MEC of Local Government in terms of section of the Municipal finance Management Act (Act 56 of 2003) to assist in normalising the financial situation. Pursuant to the municipality's request, the MEC of Local Government seconded an official to act as Municipal Manager from July 2006; for an initial 6 months period. The period was extended to 12 months ending in June 2007.

In October 2006 another official was appointed to act as Chief Finance Officer, replacing the former CFO who had resigned on August 2006. Despite great strides made thus far in the cash management process, the financial situation of the municipality has not fully stabilised. The municipality is still dependent on grant funding for capital projects and a bank overdraft of R 1 million to cover operational costs.

Figure 4: Income – 2006/07 Revised Budget

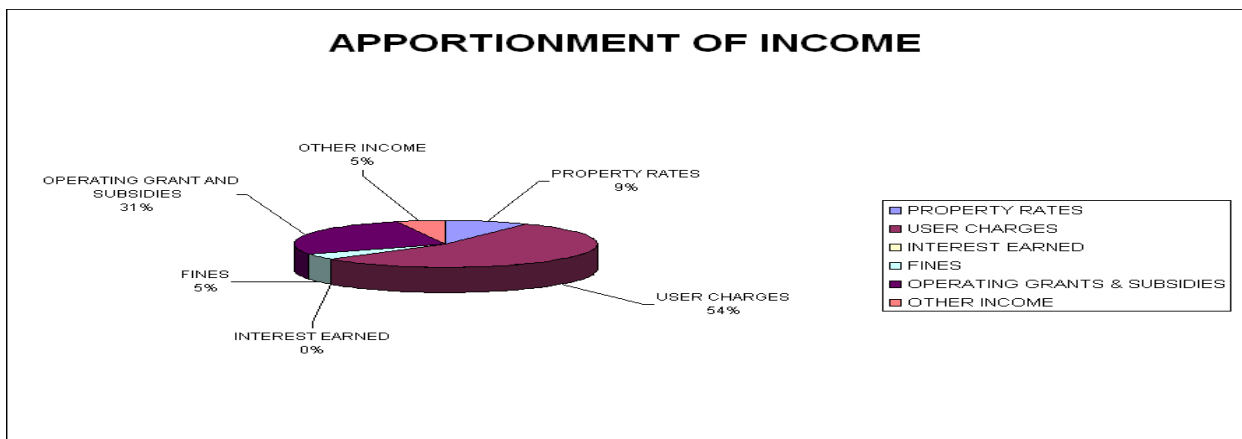
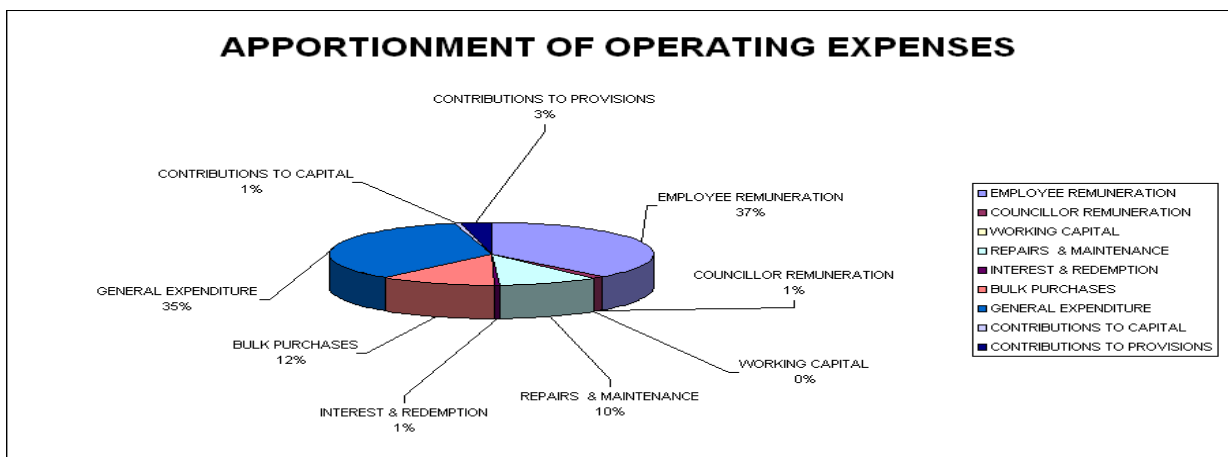


Figure 5: Expenditure -2006/07 Revised



3.2 Analysis of the Financial Situation and Benchmarking with National Norms

3.2.1 2005/2006 Financial Statements Analysis

3.2.1.1 Grant Dependency:

Grant revenue comprises of non-conditional grants (equitable share) and other conditional grants (various forms of grants) from the government and other institutions. Magareng Local Municipality has a grant dependency of 45% of income, which is higher than the benchmark of 5%.

The municipality also depends on an overdraft facility of R 1 million - a current liability which is almost used as a revolving debt over the last ten (10) years.

The higher grant dependency than the benchmark, coupled with dependency on an overdraft facility can be attributed to limited revenue base and/or inadequate revenue management practices.

3.2.1.2 Tariff Revenue

Tariff revenue is made up of municipality's trading services (electricity and water), sanitation, solid waste, property rates. Magareng Local Municipality has a repeat income of 59% which is by far below the benchmark of 90%.

The rationale for the benchmark is that a viable municipality should rely nearly wholly on the service related (repeat) income if it is to sustain service delivery on ongoing basis.

3.2.1.3 Debtors Collection Rate:

The Debtors collection period calculated is calculated as per formula:

Debtors collection period =

It takes the municipalitydays to collect monies owed to it. This could be an indication of low payment culture coupled with ineffective debt collection initiatives.

3.2.1.4 Repairs and Maintenance Expenses as % of total:

Magareng Local Municipality has repairs and maintenance ratio of 7.5%, which is far below the benchmark of 10%-15%.

The expenditure pattern on repairs and maintenance might suggest under-spending by the municipality, especially given the backlog in infrastructure layout.

3.2.1.5 Salary Expense as % of total:

The municipality's salaries expenditure ratio is 35.5%, which is higher than the benchmark of 30%.

The trend is that municipalities that spend higher than the required benchmark on salaries and expenditure tend to under-spend on other service delivery items like repairs and maintenance.

3.2.1.6 Creditors Payment Period:

The creditors payment period of the municipality is calculated as follows:

It takes the municipalityto settle ita accounts. This indicates a poor working capital situation and could lead to accumulation of interest for late payment and litigation for non-payment.

3.2.1.8 Current Debtors and Creditors

The total creditors as at February 2007 is R 16, 297 000. 90% of the creditors are over the 90 days old. Thus the municipality is constantly facing the threat of litigation or possible sale in execution of its essential tools and equipment.

The debtors stood at R 33, 618 000. 88% of the debtors are over 90 days old.

The debtors are relatively high, which underscores inadequate debt collection practices.

Table 6: Budget Summary - Adjusted Budget 2006/07

Function	Appropriations			Funding			Surplus / (Deficit)
	Capital	Operating	Total	Own Source	External	Total	
	Executive & Council	-	3,813,499	3,813,499	28,000	468,000	496,000
Finance & Admin	-	8,557,495	8,557,495	3,186,080	9,533,000	12,719,080	4,161,585
Planning and Development		982,013	982,013				982,013
Health	-	175,494	175,494	6,500	-	6,500	168,994
Community & Social Services	-	450,193	450,193	45,950		45,950	404,243
Housing	-	-	-	10,000	-	10,000	10,000
Public Safety	-	668,871	668,871	1,771,080	-	1,771,080	1,102,209
Sport & Recreation	-	664,958	664,958	-	-	-	664,958
Environmental Protection	-	-	-	-	-	-	-
Waste Management	-	804,815	804,815	2,200,000		2,200,000	1,395,185
Waste Water Management	-	847,342	847,342	2,428,500	-	2,428,500	1,581,158
Road Transport	2,797,000	2,323,963	5,120,963	150	2,797,000	2,797,150	2,323,813
Water	-	3,819,310	3,819,310	2,751,300	-	2,751,300	1,068,010
Electricity	-	4,017,456	4,017,456	4,712,000		4,712,000	694,544
Other	-		-				
TOTAL	2,797,000	27,125,409	29,922,409	17,139,560	12,798,000	29,937,560	15,151

SUB	VOTE	EXPENDITURE					INCOME				
		BUDGET	PROJECTED	BUDGET	BUDGET	BUDGET	BUDGET	PROJECTED	BUDGET	BUDGET	BUDGET
		2005/2006	2005/2006	2006/2007	2007/2008	2008/2009	2005/2006	2005/2006	2006/2007	2007/2008	2008/2009
COUNCIL GENERAL	10	2,533,970	2,274,952	2,487,073	2,513,901	2,639,596	33,000	37,656	493,000	-	-
MUNICIPAL MANAGER	17	2,116,618	802,870	1,326,426	1,860,484	1,953,508	42,400	5,372	3,000	-	-
PLANNING & DEVELOPMENT	35	3,017,522	818,986	982,013	1,040,934	1,103,390	196,130	-	-	-	-
DIRECTORATE : FINANCE	18	8,279,331	6,453,530	6,671,833	7,072,143	7,496,471	13,000,616	21,678,096	12,698,500	-	-
PROPERTIES	70	-	-	-	-	-	64,186	21,484	20,580	-	-
DIRECTORATE : CORP SERVICES	43	2,146,298	1,745,232	1,885,662	1,998,802	2,118,730	4,081	-	-	-	-
HEALTH	100	202,079	157,754	175,494	173,834	184,264	1,500	7,462	6,500	-173,834	-184,264
CEMETARIES	30	324,451	8,778	165,621	179,090	189,763	45,580	33,642	35,750	-	-
LIBRARIES	5	328,586	270,238	284,572	301,646	316,729	36,278	12,650	10,200	-	-
HOUSING	39	-	-	-	-	-	70,000	10,900	10,000	-	-
PUBLIC WORKS	13	1,644,210	1,955,898	1,978,756	2,097,481	2,202,356	22,000	154	150	-	-
WORKSHOP	19	733,907	246,668	345,206	365,919	384,215	-	-	-	-	-
TRAFFIC	12	819,143	623,504	668,871	661,834	694,925	1,700,878	1,789,222	1,771,080	-	-
PARKS & RECREATION	14	889,145	623,788	664,958	662,455	695,578	-	-	-	-	-
REFUSE DUMP	23	1,114,565	787,470	804,815	810,704	859,346	2,475,958	2,199,120	2,200,000	-	-
SEWERAGE	16	1,966,288	716,486	847,342	898,183	943,092	3,307,464	2,428,390	2,428,500	-	-
WATER	31	4,101,062	1,656,132	3,819,310	4,019,318	4,220,284	6,185,957	2,764,054	2,751,300	-	-
ELECTRICITY	30	5,194,377	4,146,304	4,017,456	4,258,504	4,471,429	6,506,064	4,439,508	4,712,000	-	-
		35,411,552	23,288,590	27,125,409	28,915,232	30,473,675	33,692,092	35,427,710	27,140,560	-173,834	-184,264

-1,719,460

15,151



CHAPTER 4: DEVELOPMENT OVERVIEW

This chapter attempts to sketch a broad overview of the current development situation within the municipal area.

4.1 Spatial Profile of the Study Area

4.1.1 Ikhutseng

Ikhutseng is the former Black residential township that was developed east of the N12 and west of the railway line. It accommodates almost 56% of the total population of the municipal area. It was designed as dormitory African township, mainly supplying labour to the businesses and industries that developed in the central business district and industrial area of Warrenton. For this reason number of schools and community facilities were developed but only small businesses developed in the area. The majority of economic activity is still concentrated in the town of Warrenton itself.

Large areas were left vacant in the past to serve as buffer zones. Some of these areas have recently been invaded by informal settlements. Most of them have been formalised in recent years although not all have been properly serviced yet. Two of the settlements that are still not yet formalised are "Donkerhoek" and "Rabaadjie". The station and railway line forms the eastern boundary of Ikhutseng while the area to the south is mainly farmland. East of the railway line is the auction pens, landing strip and rifle range. The industrial area and golf course are to the north of the road leading to Boshoff.

4.1.2 Warrenvale

Warrenvale is the former Coloured residential area that was developed east of the N12 and to the north of Ikhutseng. The area accommodates approximately 17% of the total population of the municipal area. This suburb has a few schools, community facilities and small businesses, but, like Ikhutseng, the majority of business activity and work opportunities are still based in the town of Warrenton itself.

To the north of Warrenvale is Transka Resort, which has been developed on the bank of the Vaal River. The railway line and industrial area to the east of the railway line forms its eastern boundary while a large area, that was mined by small miners, form the southern boundary between it and Ikhutseng. The latter has been earmarked for residential development once the site has been rehabilitated. A large park area was left undeveloped between Warrenvale and the N12, which forms the western boundary of the area. The area has access to a basic level of infrastructure.

4.1.3 Warrenton

Warrenton is the main service centre in the municipal area and focuses on serving the community Magareng and through traffic. Most of the business development is concentrated in the Central Business District (CBD) of Warrenton. The N18 route runs through the middle of the town while the Vaal River forms its western and northern boundary. The N12 divides the town from Ikhutseng and Warrenvale. The southern boundary comprises farmland. The town has been adequately serviced although some of this infrastructure is old and needs urgent upgrading. The town also accommodates the main municipal office and hospital. Opposite the river is municipal land which accommodates some of the utility services. The municipality is also of the intention to develop the new sewer outfall works on this side of the river. There is also an old water mill and warm spring in the area as well as numerous historic sites that can be used as tourist's attractions.

4.1.4 Rural

The rural areas comprise mostly extensive and intensive commercial farmland with a few agri-villages that developed in the area. The larger part of the farming area accommodates extensive mixed agriculture where mostly cattle, game and goat farming is practised while the intensive farming areas are concentrated along the water canal system that transverse the area. The latter comprise an area of Majeng, Bull Hill and Hartsvallei, while some intensive farming is also practised a long the Vaal river next to Moleko's Farm, Nazareth and 14 Streams. These areas produce crops, vegetables, fruit and other perishable products. Other settlement that accommodates a concentration of people is Sydney's Hope and Warrenton Station.

The rural area also accommodates natural features like the Spitskop dam which forms part of the western border of the municipal area while the Leeu River forms part of the southern border of the municipal area.

Demographic profile

4.2.1 Population Size and Ethnic Composition

Magareng has a total population of 21 744 in 2001. This has showed a decrease over the last five years. The following table gives a breakdown of the ethnic and gender composition of the municipal area.

Table 9: Ethnic profile of Magareng Local Municipality, 2001

	Black African	Coloured	Indian/Asian	White	Total
Male	7416	1747	51	1046	10260
Female	8233	2054	62	1135	11484
Total	15649	3801	113	2181	21744
Percentage of Total Population	71.97%	17.48%	0.52%	10.03%	100.00%

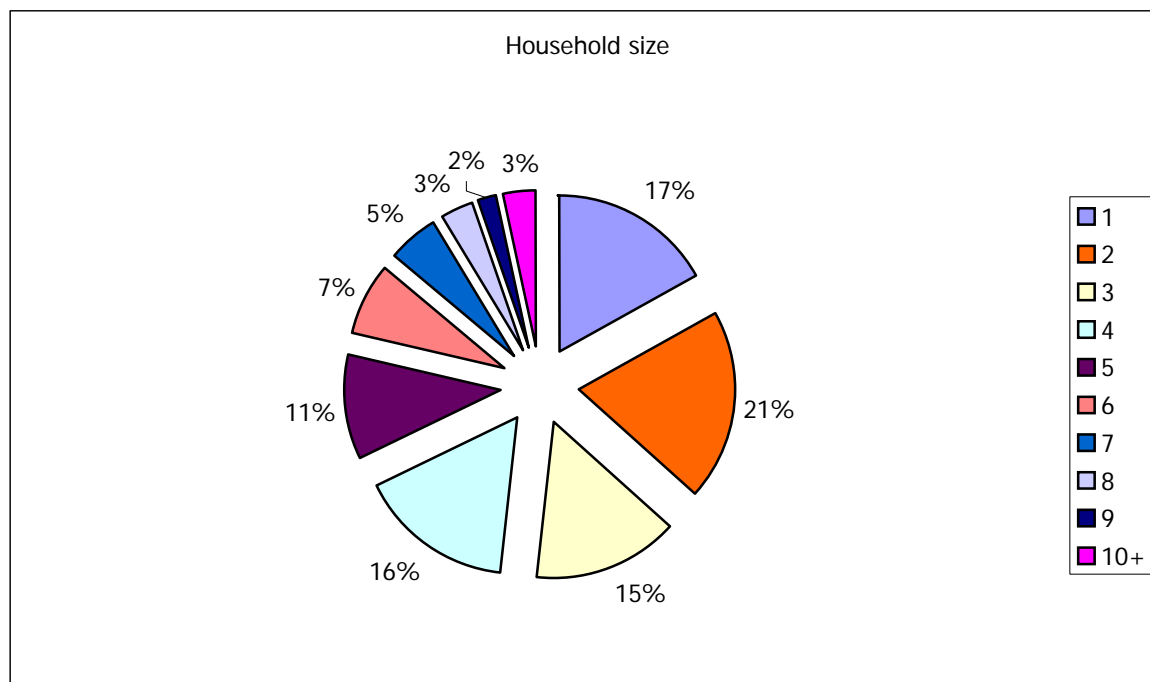
Source: Stats SA (Census, 2001)

The total population of Magareng was 22 443 in 1996 (Stats SA) while Census 2001 indicates a decreased of 3% over the 5-year period. This can be attributed to factors like the impact of HIV/AIDS and migration due to the lack of job opportunities within the municipal area itself.

The ethnic composition of the population of Magareng is dominated by the African population group which represents almost 72% of the total population of Magareng, followed by 17, 5% Coloured and 10% Whites. The rest is made up by other population groups (Stats SA, Census 2001). It is interesting to note that the ethnic profile changed somewhat from 1996 in that the proportional share of the African population group decreased by almost 2% while the proportional share of the Coloured population showed an increase of almost 2%. The proportional share of the White population also showed an increase of 0, 5%.

The figure overleaf indicates the household sizes for the total population of Magareng. It is clear that the majority of households vary between 1 and 5 family members.

Figure 3: Household size in Magareng, 2001



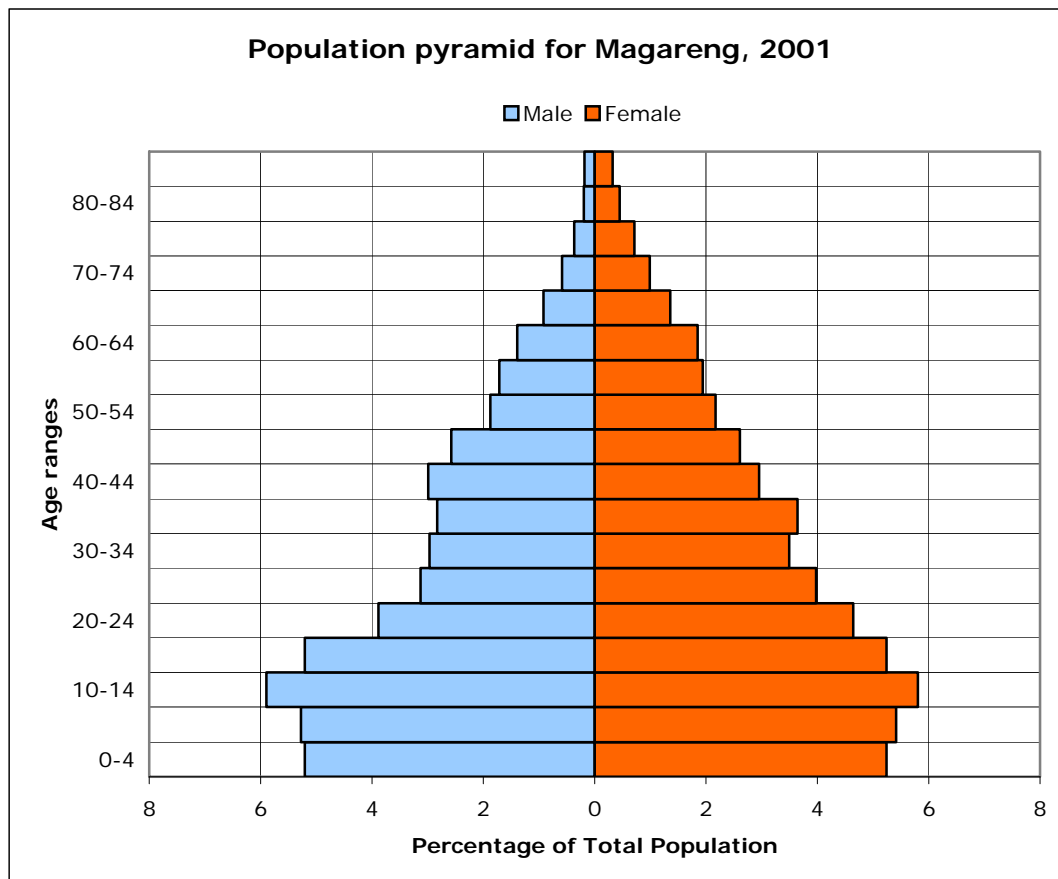
Source: Stats SA

(Census, 2001)

3.3.2 Age Profile

Magareng has a relatively young population. 43% of the total population is younger than 20 years (Stats SA, Census 2001). The following figure overleaf gives a graphic illustration of the age profile of the municipal area:

Figure 4: Age Profile of Magareng, 2001



Source: Stats SA (Census, 2001)

The above profile shows a steady decline in the birth rate over the last couple of years while the peak birth rate was experienced some 10-14 years ago. Although the population of Magareng is still relatively young, the population has moved from a developing population pyramid to a more industrialised population pyramid. This indicates that recent development in the area has encouraged the introduction of family planning which leads to smaller family sizes while the impact of HIV/AIDS will also change the age profile of this area in future. Recent statistics revealed by the Department of Health indicated that HIV/AIDS prevalence in the Northern Cape with women attending antenatal clinics was the second lowest in the country. Although the latter indicates that the province is outperforming other provinces in reducing the impact of HIV/AIDS, this pandemic will still have an impact on the future population of the area.

4.2.2 Gender profile

Females are the majority gender group in Magareng. 53% of the total population in the municipal area is female (Stats SA, Census 2001). Depicted from the population pyramid above, it is clear that the females dominate in the older than 20 years of age groups. This may be attributed to large numbers of migrant workers working elsewhere in the country, with only the females of the households staying behind.

Human Development profile

4.3.1 Health profile

It is extremely difficult to determine the level of human development of the municipal area due to a lack of accurate and recent information. There is currently no Human Development Index for the area. The only information that is readily available is census data which does not reflect the health status of a community.

The health questionnaire used in preparation of the Water Services Business Plan and completed by Ikhutseng Clinic Staff indicates that the greatest health concern for this area is Sexually Transmitted Diseases (STIs), Tuberculosis (TB), Malnutrition and HIV/AIDS. Bad hygiene practices include the spitting of sputum everywhere and the disposal of refuse illegally contributes to health problems in the area. There is also a fear of Cholera, because of leaking / vandalised sewerage pipes and overflow of manholes in some areas. The fact that children swims and play in contaminated water increases their risk for Cholera.

Awareness Campaigns, such as Aids Awareness, Direct Observed Treatment Support (DOTS) for TB and Protein Enrichment Malnutrition Scheme are in place to address these problems. There is a group of people living with HIV/AIDS and those that are affected by it. See information below for the HIV and general disease profile in Magareng.

Health Profile: Current Statistical Breakdown

Visitation at clinics

Table...Total global figures of patients visiting local clinics

Total visit : 2005 /2006	Total visits: 2006/2007
44835	47076

Source: Dept of Health

Table..Number of Patients assessed for ARV treatment at Warrenton Hospital

	JANUARY				FEBRUARY				MARCH			
	Adults		Children		Adults		Children		Adults		Children	
	M	F	M	F	M	F	M	F	M	F	M	F
	10	11	0	0	10	18	0	1	21	21	0	0
TOTAL	21				29				13			

Source: Dept. of Health

Table ...Number of Patients with CD4 count less than 200

CD4 count < 200 JAN - MARCH 2007 = 42 PATIENTS			
Adults		Children	
M	F	M	F
21	21	0	0

Source: Dept. of Health

Table: HIV/ AIDS situation of patients testing at Hospital

HIV/Aids Situation: Jan - March 2007	
Tested	84
Positive	28
Negative	56
% tested positive	33.3%

Table: TB data in 2005

	Q1 2005	Q2 2005	Q3 2005	Q4 2005	TOTAL
Case finding					
TB cases newly registered	30	32	15	28	105
TB cases moved or transferred	25	14	12	11	62
All TB cases registered	55	46	27	39	167

4.3.2 Education and training profile

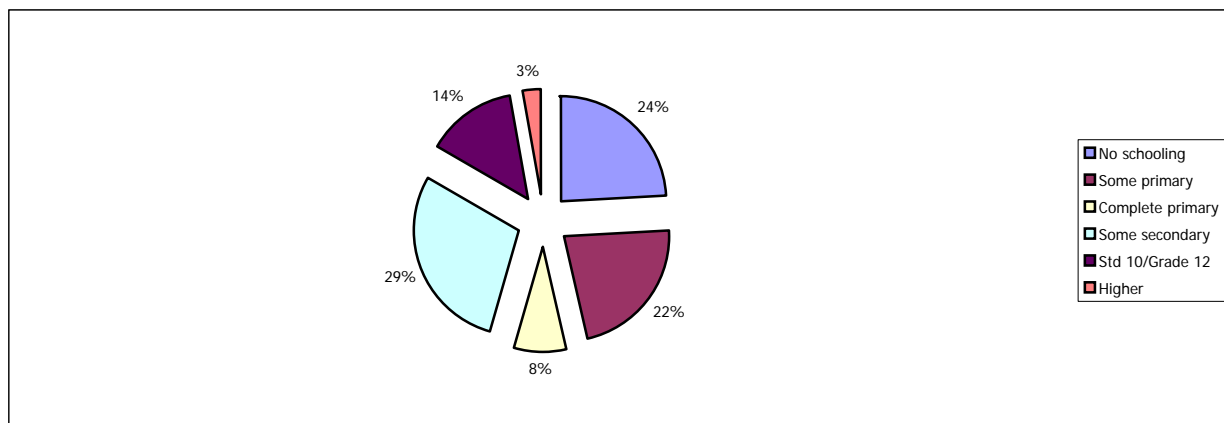
The figure overleaf gives a summary of the education levels in Magareng. It is alarming to note that 24% of persons aged 20 years and older has no formal education while 22% has some primary education (Stats SA, Census 2001). This indicates high levels of illiteracy in the area.

On the other hand, it is positive to see that 29% of people older than 20 years in this area have some form of secondary education qualification while 14% has a grade 12 qualification. Only 3% of this portion of the population has a higher education qualification.

If one compares the literacy rate of the municipal area with that of the district, it is again alarming to note that in the municipality is performing poorer than the average of the district. In the district only 17% of persons aged 20 years and older has no formal education while 18% has some primary education. 32% of this segment of the population in the district had some secondary qualification while 18% completed Grade 12. 7% of this proportion of the population had some higher education qualification. This indicates the need to improve the standard and access to education in the municipal area in order to bring it on par with the rest of the district.

According to Census 2001, almost 31% of children between the ages 5 and 24 did not attend school while 3, 5% is attending Pre-School and 66% of the people falling within this age group is attending school. Only 0.3% of this proportion of the population is attending higher education training facilities. The high rate of non-attendance can be prescribed to the poverty level in the area, inaccessibility of some schools to communities while farming communities also experience difficulty in sending their children to school in towns.

Figure 5: Education levels in Magareng, 2001



Source: Stats SA (Census, 2001)

The education infrastructure profile is discussed later in this section.

Social Development profile

4.4.1 Social Groups

The following main social groups were identified: People with disabilities, aged, youth, unemployed, business, religious and farm workers.

Below are the strengths and weaknesses from the different social groups of Magareng that were identified during the IDP review workshops in 2003:

Table 10: Strengths and Weaknesses of Social Groups in Magareng

Social Group	Strengths (Assets)	Weaknesses (not have)
Disabled 10% of total population	<ul style="list-style-type: none"> 50% brick housing 50% has access to water 50% has access to electricity Most stay with family Have access to hospital, clinics and home based care facilities Some have Grade 9 - 12 Some have been working but got disabled through an accident 	<ul style="list-style-type: none"> No care facility for disabled No special transport service Limited equipment to assist physically handicapped Community offer limited support Bed soars
Aged 20% of total population	<ul style="list-style-type: none"> 90% Formal housing 70% has access to water 70% has access to electricity Have access to community halls, hospital, clinics, home based care, geriatric centre and meals on wheels Most have Grade 5 - 7 Most women have skills like gardening, cooking, sewing & knitting. Men can weld; do plumbing while others are bricklayers or painters. Most have access to pensions while others are small farmers 	<ul style="list-style-type: none"> High blood pressure Asthma Arthritis Diabetes
Youth	<ul style="list-style-type: none"> 10% Brick house 	<ul style="list-style-type: none"> 20% Informal houses

Social Group	Strengths (Assets)	Weaknesses (not have)
75% of the total population	<ul style="list-style-type: none"> 70% stay with families Have access to a stadium, community hall, resort and tennis courts Most have matric (80%) Some have higher education - technicon and college Most depend on family while others sell fruit and vegetables. Some youth earn a living through the running of sport clubs - fee per team or sponsorship 	<ul style="list-style-type: none"> Lack further education facilities Have access to a Library - but not well equipped No proper developed sport and recreation facilities Have access to roads - but they are in a poor condition Stress Frustration High pregnancy rate High HIV/AIDS rate (42%) High TB rate (35%) Lack technological skills
Farm workers	<ul style="list-style-type: none"> Some have brick houses Most have access to water while some have electricity Some have access to a cemetery Most have access to agricultural land and livestock 	<ul style="list-style-type: none"> Some have mud houses Most have only a pit latrine No clinic No spaza shops 30% are literate High levels of TB
Unemployed	<ul style="list-style-type: none"> Land Some have matric while others have tertiary education 30% are skilled 	<ul style="list-style-type: none"> Roads - poor condition Schools - not enough Clinics - not adequate
Business	<ul style="list-style-type: none"> Most have housing, electricity, water Most have access to community halls, stadium, schools, library, infrastructure, churches, and municipal pay point and railway station. Most have grade 10 - 12 Most are in good health Some operate taxis, shops, taverns, bottle store and sell equipment Others farm, keep livestock and mine for diamonds. 	<ul style="list-style-type: none"> Some experience high blood pressure
Religious	<ul style="list-style-type: none"> Some have access to community halls, schools, stadium and churches 	

Source: IDP Review Workshop (2003)

The strengths and weaknesses identified in the table above inform the desired outcomes, threats and opportunities for the different social groups of Magareng. The following is a summary of the desired outcomes and threats or vulnerabilities experienced by the individual social groups in Magareng:

Table 11: Desired outcomes and vulnerabilities identified in Magareng for certain social groups

Social Group	Desired outcomes	Threats (vulnerabilities)
Disabled	<ul style="list-style-type: none"> Support groups Awareness programmes ABET & Skills training Access to buildings, pavements Disabled toilets Special transport locally and for attending special 	<ul style="list-style-type: none"> Unemployment Lack of support services Alcohol abuse

Social Group	Desired outcomes	Threats (vulnerabilities)
	facilities elsewhere	
Aged	<ul style="list-style-type: none"> • ABET • Access to social services • Old age home • Safe and reliable transport • Food security • Retirement planning 	<ul style="list-style-type: none"> • Lack of income • Chronic illness • Social pensions insufficient • High cost of medical care and living
Youth	<ul style="list-style-type: none"> ▪ Access to job opportunities ▪ Food security ▪ Access to counselling services ▪ Youth development programmes ▪ Development of multi-purpose centre ▪ Development of a rehabilitation centre ▪ Upgrading of roads ▪ Recreation facilities & Parks ▪ Upgrading of existing sport fields ▪ Development of dumping collection points and elimination of illegal dumping ▪ ABET & Skills development ▪ Access to bursaries 	<ul style="list-style-type: none"> • HIV/AIDS • Child abuse • Domestic violence • Poverty • Unemployment • Alcohol and drug abuse
Farm workers	<ul style="list-style-type: none"> • Access to land 	<ul style="list-style-type: none"> • Retrenchment • Drought • Unemployment • HIV/AIDS • TB
Unemployed	<ul style="list-style-type: none"> • Food security • Jobs 	<ul style="list-style-type: none"> • Loan schemes
Business	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • High unemployment • Lack of economic growth • Spatial locality • HIV/AIDS • Poor health
Religious	<ul style="list-style-type: none"> • Meeting of Ministers • Moral regeneration • Charity services • Church sites 	<ul style="list-style-type: none"> • HIV/AIDS • Poverty • Lack of funds
HIV/AIDS	<ul style="list-style-type: none"> • Trauma centre • Children support group • Awareness programme 	<ul style="list-style-type: none"> •

Source: IDP Review Workshop (2003)

4.4.2 Gender Issues

Participants in the IDP Review workshops were also expected to identify gender issues. The following gives an overview of the vulnerabilities that was identified in these workshops:

Table 12: Vulnerabilities per gender group for the Magareng area

Male	Female
HIV/AIDS	HIV/AIDS is high amongst the youth
Droughts	Teenage pregnancy is high
Economy	Lack technological skills
Unemployment	Few has access to residential land or agricultural land
Crime	Need to participate in decision-making
Poverty	Lack freedom of speech
Unfaithfulness in marriage	Poverty
Rape	Ignorance
	Prostitution
	Rape
	Domestic violence
	Unemployment
	Poor economy

Source: IDP Review Workshop (2003)

Economic development profile

4.5.1 Local Economy

The Northern Cape Province is renowned for its diamond mining. The GDP contribution by the mining and quarrying sector of the economy was 21, 4% in 2001 while the finance, real estate and business services sector contributed 19, and 8% of the GDP of the province in 2001. However, the contribution made by the mining and quarrying sector to the GDP of South Africa in 2001 was only 5, 7%. (Stats SA, 2002). The Northern Cape Province has showed an increase in its contribution to the GDP of South Africa of 2, 7% for 2001, which is almost equal to the national average of 2, and 8%.

Table:...Comparative Advantages of the Municipalities in the FBDM by sector

Local Quotients (2004)									
Sectoral Growth									
Municipality	Agric	Mining	Manufa	Electri	Constr	Trade	Transp	Finance	Service
Phokwane	5.2	0.2	1.0	1.8	1.1	1.9	0.7	0.7	1.0
Sol Plaatje	0.2	0.9	0.9	0.9	1.0	0.9	1.1	1.2	1.1
Dikgatlong	1.1	2.5	1.9	0.7	1.0	0.6	1.0	0.3	0.5
Magareng	3.1	1.0	0.3	0.9	0.9	1.6	0.8	0.5	1.0
FBDM DMA	10.5	2.4	2.5	0.0	0.0	0.0	0.2	0.1	0.4

Source: Quantec research, 2005 (FBDM LED Strategy)

A location quotient greater than one (>1) indicates a comparative advantage. Smaller municipalities e.g. Magareng enjoy advantage on agriculture while Sol Plate is strong in the finance sector

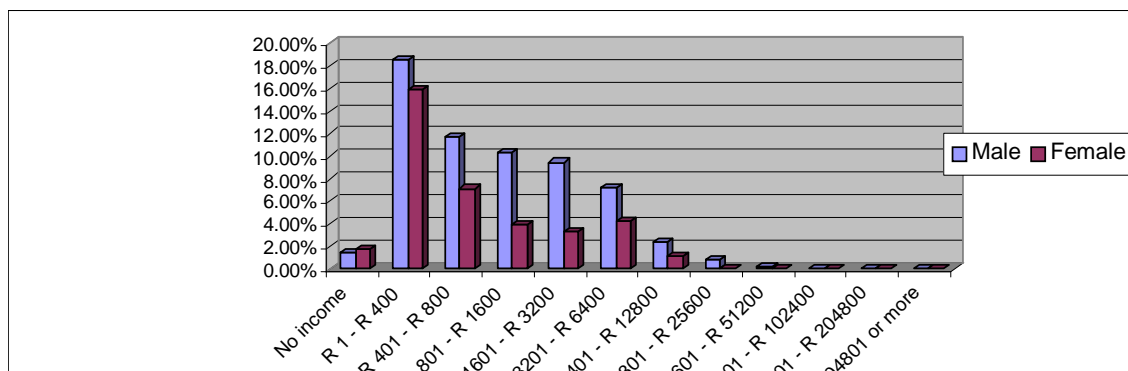


Figure 6: Individual level of income per month for persons between the age 15 and 65, 2001

Source: Stats SA (Census, 2001)

Industry	Employment distribution
Farming	26.99%
Mining	6.87%
Manufacturing	5.85%
Utilities	0.50%
Construction	2.80%
Trade	12.43%
Transport	4.37%
Business	4.46%
Social Services	17.59%
Private Household	0.00%
Other	13.40%

An analysis of the local economy of Magareng indicates that the contribution made by the mining and quarrying sector is far less than that recorded for the rest of the province as most of the mining and quarrying activities falls outside the municipal area. **The agricultural sector is the predominant income base of the municipal area.** This assumption is supported by the employment industry statistics which indicates that the agricultural sector is the largest employer in the municipal area, followed by the Social Services sector. (See Table13).

One can therefore assume that the local economy is profoundly based on agriculture.

1.5.2 Level of Income

The individual income of males and females in Magareng for 2001 is reflected in the figure. This figure indicates that females on average earn less than males while the highest percentage of individuals in the municipal area only earn between R1 and R400. This shows a clear gender discrepancy that exists in terms of levels of income as well as high levels of poverty.

According to Census 2001 (Stats SA) almost 67% of individuals between the age 15 and 65 earn less than R1600 per month while 3% had no income at all.

4.5.3 Employment

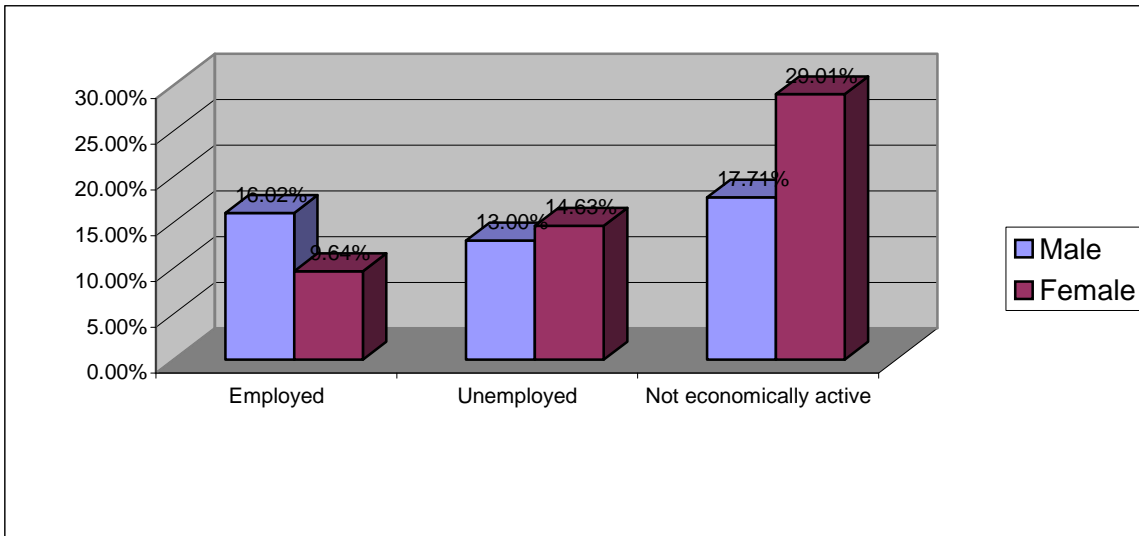
An analysis of the employment distribution in the various economic sectors indicates that most of the people working in Magareng are employed in the agricultural sector. The social services sector followed by trade also one of the highest employers in the area. The following is a breakdown of the employment sectors:

Table13: Employment per sector of the economy

Source: Stats SA (Census 2001)

If one compares the unemployment levels within the municipality, it is evident from the figure below that more females are unemployed or not economically active than men.

Figure 7: Employment Status in Magareng, 2001

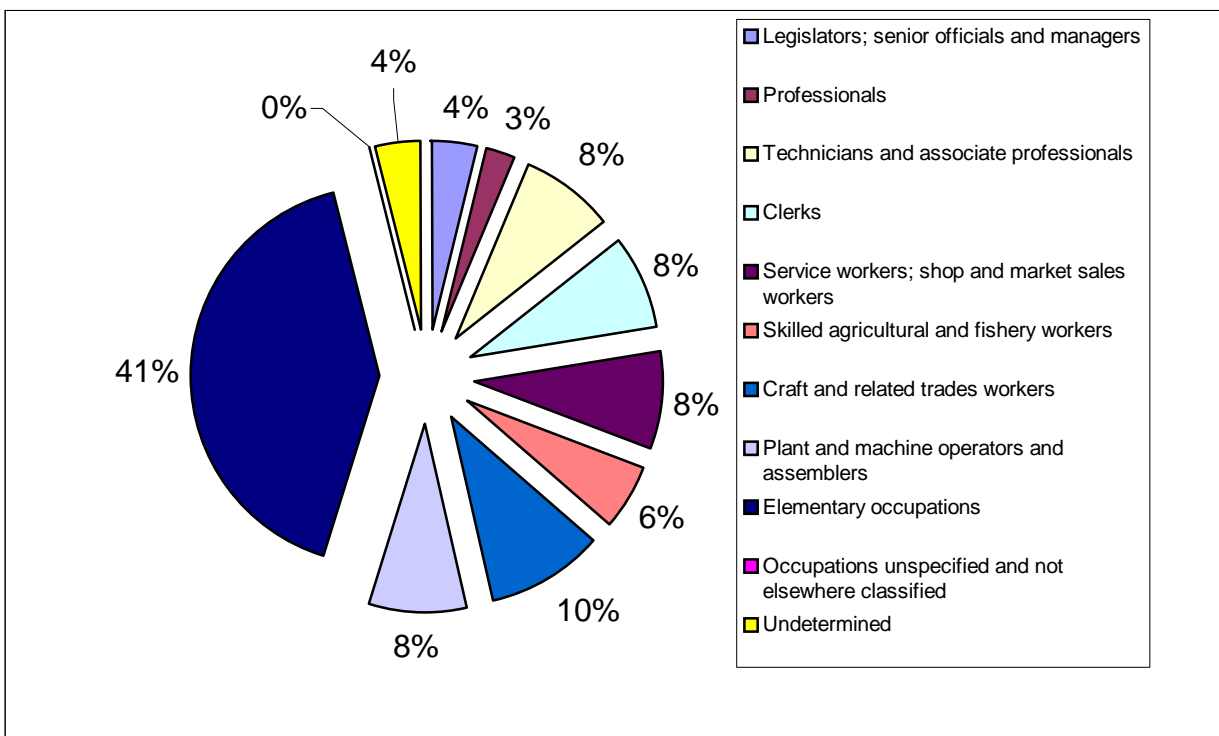


Source: Stats SA (Census, 2001)

According to Census 2001 27,8% of the total workforce is unemployed while 46,7% is not economically active. This implies that only 25,6% of the total workforce is employed. Again, this confirms the fact that poverty is high in the area. The figure overleaf indicates the occupation distribution in Magareng.

41% of the total employed population work in elementary occupations while 10% practise craft and related trades. Technicians, clerks, services workers and plant and machine operators are all equally employed in the area. The professional base of the district again confirms the fact that most of the people employed are within the agricultural sector where elementary occupations are practiced. The fact that the Social Services and Trade sectors are also some of the highest employers in the area again confirms the high percentage of people skilled in the technical and clerical professions.

Figure 8: Occupation distribution in Magareng, 2001



Source: Stats SA (Census, 2001)

4.5.4 Livelihood strategies

The following tables indicate the various livelihood strategies identified during the IDP Review Process. The first table distinguish between those strategies practiced by males and females while the second table indicates the various strategies per social group.

Table 14: Livelihood strategies for males and females

Male	Female
Crime	Washing
Church services	Selling vegetables
Gambling (R7 - R25)	Child support grant
Selling drugs and alcohol	Prostitution
Fishing	Depend on family
Pensions	Cannot work because of child caring responsibilities
Depend on family	Domestic workers
Hawking	
Mine workers	
Farm workers	
Professionals	
Business people	
Self employed	

Source: IDP Review Workshops (2003)

Table 15: Livelihood strategies per social group

Religious	People with disabilities	Aged	Business	Farm workers	Youth	Unemployed
•					•	

Source: IDP Review Workshops (2003)

It is alarming to note that community perceive crime to be a livelihood strategy for males and some of the social groups. Although the community agreed that crime was relatively low if compared to other areas in South Africa, they felt that petty crimes were on the increase as unemployment continues to be high. The levels of income indicated in these tables also correspond with the low levels of income confirmed by Census 2001 for the area. It is also interesting to note that many families depend on the social grant system as their only source of income.

Community Safety and Security

4.5.4.1 SAPS Facilities:

4.5.4.1.1 Office and detention centre

There is inadequate office space for the SAPS in Magareng. The SAPS envisages to erect a new office complex in MAGareng in the near future.

There is no fully-fledged prison in the area, despite the high crime rate. The holding cells have a capacity of 28 and are overcrowded most of the time. Most awaiting-trialists are kept in Kimberley – 75 km away. Often police vehicles are used to transport awaiting-trial prisoners. This exacerbates the shortage of vehicles for crime prevention and patrolling.

4.5.4.1.2 State Mortuary

Since 01 July 2007 the state mortuary has been taken over by the Department of Health in Kimberley. All corpses arising from unnatural causes have to be transported to Kimberley for post-mortems. It is, however, the responsibility of the bereaved family or next-of-kin to arrange for the removal of the mortal after the completion of the SAPS investigation.

4.4.4.2 Crime statistics from the SAPS - breakdown

Crime Problem Areas			
Ikhutseng	Warrenvale	Warrenton	Taverns
Witbooi Str	1ste Str	Uys Str	Channel O
Namelang Str	5de Str	Erasmus Str	Gaya's
Dichabe	6de Str	Magrieta Prinsloo	Landry's
Modirapula	Protea Str	Swanepoel Str	Blue Lagoon (Thanda)
Mocumi	Jansen Rylaan		Heartbreakers
Molefe	Transka Resort		Toko's
Leeuw			
Sebe			
Bosch			
Roman			
Methodist			
Botlholo			
Zone A, B & D			
Ext. 3			
Open field between Ikhutseng and N12			

Source: SAPS Warrenton 2007

4.5.4.3 Priority Crimes

Contact crimes	Economical crimes
Rape	Housebreaking - residential
Assault	Housebreaking - business
Robbery	Theft
	Stocktheft
	Theft from vehicles

Source: SAPS Warrenton 2007

4.6 Infrastructure development profile

4.6.1 Civil Infrastructure profile

4.6.1.1 Bulk infrastructure supply: Water Service

Water for the urban node is withdrawn from the Vaalharts irrigation canal and Vaal River that runs along the western boundary of Warrenton. The municipality has a permit to abstract 3572 MI of raw water annually from both water sources. No groundwater is used to supplement the preset source. Water-meters were installed and are maintained by the Department of Water Affairs and Forestry to monitor the consumption of the municipality at both abstraction points.

The raw water abstracted from the canal is flowing under gravity to a sump at the purification plant. During the down time of this feeder line, raw water is pump with electrical driven borehole pumps from the Vaal River to the raw water sump.

The water purification plant was constructed in 1998 on the western side of the Vaal River, north of the N18 road. The capacity of the plant is 350 KI/h. Raw water is abstracted from both sources and gravitates or is pumped to the sump at the purification plant. From the sump the water is pumped to the DCP from where it gravitates through the sedimentation pond, sand filters to the 0, 8 MI balancing reservoir. All the back wash water from the plant gravitates to a sludge dam. After sedimentation the water is pumped back to the raw water sump.

From the reservoir at the purification plant purified water is gravitating through a 500 mm diameter 1 300 m long sifon pipe through the Vaal River to a sump at the main water pump station. The main water pump station is equipped with two sets of electrical driven pumps and a water-meter of the municipality. One

set of pumps supplies purified water to an elevated reservoir in Warrenton. From this reservoir the water is distributed to the town. The second set of pumps supply water to an elevated storage tank near to Warrenton railway station, a 5, 2 MI concrete reservoir near Ikhutseng as well as a 4, 5 MI concrete reservoir near Warrenvale and the industrial area. The combined pumping capacity of the pumps is 350 MI/hour.

From the 4, 5 MI concrete reservoir water is pumped with two electrical driven pumps to an elevated press steel tank. This tank supplies water to Warrenvale and the industrial area. From the 5, 2 MI concrete reservoir water is pumped with four electrical driven pumps to two elevated press steel tank in Ikhutseng respectively.

4.6.1.2 Bulk Infrastructure Supply: Sanitation

The sewer outfall works is situated in the centre of the urban node. Due to the relatively flat topography, all sewerage must be pumped to the outfall works. The outfall works is 12 years old and was designed to treat 2 MI/day of raw sewerage. The treated effluent of the sewer outfall works drains via a natural watercourse through sections of Warrenton to the Vaal River. The quality of treated effluent is still good, although the present rate of inflow is 2, 4 MI/ day. Extensions to the sewer outfall works is thus essential and it is proposed that a new plant be erected on the western side of the Vaal river to accommodate both future demand but also to reduce the negative impact of the present locality of the plant on future developments.

Warrenton town is serviced by either septic tanks or French drains. These systems require that the municipality empty these tanks on a regular basis. The effluent from these septic tanks is transported by tanker to the sewer outfall works. All sewage from Warrenvale drains to a single sewer pump station that pumps the sewage to the sewer outfall works. A small sewer pump station receives the sewage from the southern areas of Ikhutseng and then pumps it into one of the main gravity sewer lines. All the sewage of Ikhutseng then drains to a single pump station that pumps the sewage to the sewer outfall works.

Groundwater contamination is presently experience with the septic and French drains operational in Warrenton. Urgent attention will therefore have to be paid to ensure that the drinking water is not affected.

4.6.1.3 Internal and connector infrastructure supply: Water

Warrenton

The distribution of water in Warrenton is done through a network of pipes with diameters from 50 mm to 160 mm. The pipes are mainly manufactured of asbestos cement and PVC. Ring feeds were incorporated in the layout. All the developed erven are equipped with a metered connection. The water-meters are monthly read and itemised bills are provided monthly to each consumer. Approximately 40 % of the network in Warrenton is in operation for more than 40 years. The condition of the pipes deteriorates rapidly and leaks occur frequently. This hamper the water service authority to provide an effective service and water are lost through leaking pipes. It is one of the main priorities of the municipality to upgrade the internal water reticulation network in the older areas of Warrenton.

Ikhutseng

Water distribution in Ikhutseng is done with one 150 mm diameter pipe. Through this pipe water is pumped from a 5, 2 MI reservoir to an elevated press steel tank. Utilising the distribution network water is pumped to a second elevated press steel tank. This operating methodology provides the following difficulties, viz.; the supply to the area is limited to the capacity of the supply pipe, 150 mm diameter and the associated electrical driven pumps.

The distribution of water to individual sites in Ikhutseng is done through a network of pipes with diameters from 50 mm to 200 mm. The pipes are mainly manufactured of PVC because the network is relatively new. Ring feeds are incorporated in the distribution. With the exception of 220 erven, all erven on the approved plan are equipped or can be provided with a metered water connection. The water-meters are monthly read and itemised bills are provided monthly to each consumer. Approximately 600 households in Donkerhoek and 250 households in Rabaadjie have only access to communal taps.

A number of unauthorised and unmetered or bypassed water connections where present in the area. With funds from the Municipal Support Programme a house-to-house survey was conducted and problem areas

were identified. The municipality has put in place a programme of remedying the situation. This will assist to improve the income base of the municipality and reduce the amount of water unaccounted for.

Warrenvale

The distribution of water in Warrenvale is done through a network of pipes with diameters from 50 mm to 160 mm. Ring feeds with asbestos-cement and PVC pipes were incorporated in the network. All erven on the layout plan are or can be provided with a metered water connection. The meters are read each month and itemised bills are provided to each consumer.

The 200 mm diameter connector pipe to Warrenvale is in a good condition. The capacity of the supply meets the current demand. Depending on the time frames for the provision of additional houses, the capacity of the electrical driven pumps, which supply water to an elevated tank, must be increased.

Rural areas

The Frances Baard District Municipality before the amalgamation process provided electricity, water infrastructure and VIP toilets as well as hygiene awareness training to communities living in the rural areas. Arrangements were made with the farmers whereby the District Municipality provided infrastructure to the farm workers and the farmers had to maintain these services. Contracts were signed with these farmers. Presently, the municipality is responsible for maintaining the water pumps at Nazareth, Moleko's farm, Sydney's Hope, Majeng and Windsorton Station. Bull Hill and Hartsvallei depend on the farmers to maintain the infrastructure.

4.6.1.4 Internal and connector infrastructure supply: Sanitation

All the erven in Warrenton have either a French drain or a septic tank. All erven in Warrenvale have waterbourne sewerage. All the surveyed erven in Ikhutseng have waterbourne sewerage, except 220 erven in Chris Hani which has only access to water and another 278 erven in Chris Hani which do not have access to water. The informal settlements called Donkerhoek (600 households) and Rabaadjie (250 households) have no sanitation service at all. These communities depend on the pit latrines.

3.7.1.5 Water and Sanitation Infrastructure Backlogs

It is clear from the above that the following infrastructure backlogs exist in the urban area of Magareng.

Household Growth

Because services such as water and sanitation supply are provided at a household level, the growth in households is more relevant than population growth. In many instances, the population may be static or declining BUT the settlement is increasing with the formation of new households.

Increasing numbers of households in the municipality are experienced because of a reduction in average household size and in-migration is taking place due to influx from the rural areas.

District	Municipality	Households 2001	Household growth p.a. 1996-2001	Household growth p.a. 2001-2010	Households 2005	Households 2010
SETTLEMENTS						
Frances Baard	Magareng	4 583	1.77%	1.50%	4 864	5 240
FARMS						
Frances Baard	Magareng	1 229	14.23%	2.00%	1 330	1 469

Water Backlogs: Households without water and sanitation

Ward	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
Water	159	0	239	33	182
Sanitation	250	0	466	33	152
Total					

Source: Magareng Survey Results (2007)

Other needs:

- Provision for new 800 sites

Electrical Infrastructure Profile

3.7.2.1 Bulk electrical supply

Eskom supplies 11kv bulk supply to a substation situated in Warrenton. From there the 11kv supply is distributed to 11kv transformers which steps it down to 380V networks in Warrenton CBD, Warrenton residential, Warrenvale and the surrounding plots. Supply in Warrenvale is by means of prepaid metering system and Warrenton CBD and residential is by means of credit meters. Some residences in Warrenton have also changed to pre-paid systems.

Moleko’s farm gets the bulk supply from Eskom and the municipality distributes it by means of a pre-paid system. The following areas get both the bulk and low tension supply directly from Eskom: Ikhutseng, Bull Hill, Sydney’s Hope and Hartsvalley. Windsorton station and Majeng have not yet been electrified. Windsorton station previously was supplied by Transnet. Transnet gets the bulk 11kv supply from the municipality and further distribute this to their own transformers and networks.

4.6.1.5 Internal reticulation

The municipality is responsible for electricity distribution to Warrenton, Warrenvale and Moleko’s farm. Presently there is no backlog in terms of electricity supply to any of these areas.

4.6.1.6 Backlogs in electrical supply

Most of the backlogs in electrical supply relates to areas in Ikhutseng and the rural areas not yet serviced by Eskom. It is estimated that the present backlog is as follows:

Ward	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
Electricity	163	0	197	33	110
Total					

Other needs

- 15 Windsorton station
- 800 planned new sites.

3.7.3 Land and Housing Profile

Government’s land reform programme comprises 3 components, namely:

- Land Redistribution and Agricultural Development (LRAD)
- Tenure upgrading
- Land Restitution.

There is also a commonage development programme targeting municipalities which has a shortage in municipal land used for communal agricultural purposes as well as a Settlement and Land Acquisition Grant whereby municipalities can be assisted to buy land for township establishment.

Several sets of legislation have been passed to protect land rights in South Africa. One of these is the Extension of Security of Tenure Act (ESTA) which is particularly applicable to farming communities. This act aims to reduce farm evictions and improve tenure security to farm workers.

The Department of Land Affairs administer the land reform process and therefore the municipality is not aware of all the land reform projects presently undertaken in the municipal area. However, the municipality is aware that the land restitution case of the Majeng community has been settled and that they are now in the planning phase of the project.

The housing delivery programme is administered by the Department of Housing and Local Government. Presently approximately 160 housing subsidies have been awarded annually to the municipality. According to the participants in the IDP workshops the following gives an overview of the housing profile in the various wards:

Table 16: Housing profile in each ward

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
20% informal houses	40% informal houses	30% informal houses	5% informal houses	10% informal houses
80% formal houses	60% stay in formal housing <ul style="list-style-type: none"> o 47% RDP houses o 18% old houses 	70% formal houses <ul style="list-style-type: none"> o Spoornet and municipal subsidy housing o RDP Housing 	95% formal houses	90% formal houses

Source: IDP Review Workshops (2003)

If one considers the profile sketched by the community and correlate that with the backlogs indicated in the IDP, the following housing backlogs therefore exist in the municipal area:

Table 17: Housing backlog in Magareng

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
360	112	264	33	124

Source: Magareng Survey 2007

Other needs:

- 800 sites

Social Infrastructure Profile

The following education facilities have been provided in Magareng:

Table 18: Education facilities in Magareng

Name of school	No. of learners	No. of educators	No. of Classrooms	Ratio	Ward
Mogomotsi High	1 322	39	30	1:34	1
Tlhatlogang (26 classrooms)	1005	32	28	1:31	1
Warrenton combined (28 classrooms)	1115	30	28	1:37	1
Rolihlahla Primary (20 classrooms)	907	28	23	1:30	3
Warrenvale (32 classrooms)	901	29	36	1:31	4
Warrenton High (8 classrooms)	147	8	10	1:18	5
Warrenton Primary (18 classrooms)	142	8	10	1:17	5
Realeboga Primary	126	4		1:32	5
Ditiro Primary	183	6		1:31	5
Nazareth House Primary	196	6	5	1:32	5
Sydney's Hope Primary	0	0			5
Breipaal Primary	68	2	2	1:34	5
ABET					
Warrenvale Senior Secondary School	25	2	2	1:12	4
Rolihlahla Primary School	75	3	3	1:25	3
Warrenton Combined	285	5	5	1:57	1
Totals					

Note: There are no schools in ward 2 but the schools in the other wards are close by and are therefore used by learners from this area.

Source: IDP Magareng Local Municipality (2002)

Table 19: Crèche facilities in Magareng

Name of crèche	Nr. Of	Nr. of	No. of classrooms	Ratio	Ward
----------------	--------	--------	-------------------	-------	------

	learners	educators			
Leratong	132	5	3	1:26	1
Ketsweletse Day Care	170	7	7	1:24	1
Lesedi Day Care	56	2	2	1:28	1
Legae La Bana	20	2		1:10	1
Tswelopele	152	5	5	1:30	3
Tshwaragano Creche	36	2		1:18	5
Hartsvillei	45	2	2	1:23	5
Donald Duck	33	2	3	1:17	4
Babelbekkies	40	2			5
Totals	464	19		1:24	

Source: IDP Magareng Local Municipality (2002)

The following health facilities have been provided for in Magareng:

Table 20: Health Facilities in Magareng

Facility	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
Hospital		-	-	-	Warrenton hospital (1)
Clinic		-	Pholong	Ikhutseng / Warrenvale	mobile
Surgery					3
Ambulances available *					Centralised in JKD
Dental Services **					
Optometry **	-	-	-	-	1

*** REMARKS:-**

Emergency service: An ambulance service the entire Magareng. It is utilised for both Magareng and Pokwane and is co-ordinated from Jan Kempdorp ±27 kilometers from Magareng

**** REMARKS:-**

Rotating optometry and dental service

Warrenvale: There is an existing structure but no staff to operate

Source: IDP Magareng Local Municipality (2002)

A number of welfare facilities have been developed in Magareng. The following is a summary of these facilities available to the community:

Table 21: Welfare Facilities in Magareng

Facility:	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
Shelter for street children	0	0	0	0	0
HIV/AIDS centre	0	0	0	0	
Old Age Home	0	0	1	0	0
Orphanage	0	0	0	0	0
Place of Safety	0	0	0	0	0

Source: IDP Magareng Local Municipality (2007)

A range of other social facilities have also been provided in Magareng:

Table 22: Other facilities in Magareng

Facility:	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
Police stations			Satellite		1
Libraries				1	1
Churches	9	10		7	6
Municipal offices / pay points			1	1	1
Cemeteries	-	1	-	1	6
Recreational facilities	-	-	2	4	4

Accommodation and resorts				1 resort	1 resort, 1 guest house, 2 hotels
---------------------------	--	--	--	----------	-----------------------------------

Source: Map Local Municipality (2001)

3.8 Environmental profile

Natural Environment

3.8.1.1 Climate

Information on the climate for the Magareng Municipality area are none existent but because there is no real difference in levels above sea and latitude, figures for Vaalharts and Hoopstad Weather stations may be used for this purpose. The figures for rainfall and the daily minimum and maximum are indicated in the tables below. The figures are for the 33-year period between 1951 and 1984.

Table 23: Rainfall for the period 1951 to 1984

Month	Monthly Average	Highest Monthly Maximum	Lowest Monthly Maximum
January	71	217	9
February	67	154	5
March	64	215	7
April	47	148	0
May	18	81	0
June	8	99	0
July	7	40	0
August	5	35	0
September	13	105	0
October	30	104	0
November	55	176	1
December	57	187	13
Total	442	759	245

Source: IDP Magareng Local Municipality (2002)

The average yearly rainfall depicted from the table varies between 442 and 759 mm. The table indicates the highest rainfall between January tot March and the drier periods between June and August for the period 1951 to 1984.

Table 24: Average temperature for Magareng for period 1951 to 1984

Month	Daily Maximum	Daily Minimum	Daily Averages
January	32,7	17,4	25,1
February	30,9	16,9	23,9
March	29,0	14,9	21,9
April	25,6	10,5	18,1
May	22,1	6,0	14,0
June	19,0	2,4	10,7
July	19,5	2,3	10,9
August	22,2	4,0	13,1
September	26,5	8,4	17,4
October	28,8	11,8	20,3
November	30,7	14,6	22,7
December	32,1	16,3	24,2
Average	26,6	10,5	18,5

Source: IDP Magareng Local Municipality (2002)

3.8.1.2 Natural Resources

The known natural resources in the Magareng Municipal area include the following:

- The Vaal River - which provides water that can be used for human consumption, agricultural and industrial purposes.
- Fertile soil - vegetables were produced as far back as 1878 to provide food to the mining community of Kimberley.
- Agricultural land for grazing and crop production
- Alluvial diamonds - on the banks of the Vaal River.
- Transka and cultural resorts as well as the weir for tourism development.
- Warm spring, heritage resources like old graves, fort, water wheel, etc.
- Spitskop dam
- Leeu River.

3.8.1.3 Disaster Management

The following are the biggest threats to the Magareng community.

- Gail storms causing damage to property
- Veld fires affecting the agriculture sector
- Drought causing diseases and low agricultural output
- River (floods), mud houses & rainstorm
- Accidents - N12 & train collision
- Agricultural area - fire, temporary settlement & thunder storms
- Health Hygiene - HIV/AIDS, TB & Diarrhea.

3.8.1.4 Risk Assessment

Risk assessment is the structured gathering of information about risk and the formulation of a judgement about risks. It combines risk estimation and risk evaluation.

Risk is the likelihood of an impact on people, the environment, property or a combination of some or all of these. Risk is determined by the probability or frequency of occurrence of a hazard and the magnitude of the consequences of the occurrence.

A hazard is a property or situation that in particular circumstances could lead to harm. It is also the intrinsic potential of an agent, process or activity leading to an incident. Hazards can be man-made, technical or natural.

Environmental risk arises when external forces could affect the viability of the organization and lead to suffering of the residents. It affects and can further be impacted upon by the landscape, catastrophies, and politics of an area.

See overleaf the Risk Assessment Matrix for Magareng Local Municipality:

Table Risk Assessment Matrix

			Consequence Severity				
Risk Issue	Rating Ratio	Likelihood / Frequency	Low	Medium	Moderate	Major	Critical
Gail Storms	2: 1 yr	Almost certain				X	
N12 Accidents	4: 1 yr	Likely			X		
Drought	1: 10 yrs	Possible			X		
Diseases / Epidemic	1: 5 yrs	Possible				X	X
Veld Fires	1: 10 yrs	Unlikely				X	
River Floods	1: 20 yrs	Rare		X			

3.1.3.5 Interventions In Response To Risk

Based on the matrix in table....above, the response of the municipality and all relevant authorities should be based on the correct judgement of the likelihood and severity of the risk in question. See table above:

Three types of interventions are as follows:

- **Tolerable risk:**
The municipality can monitor and manage the risk within its human and capital resources: egg. River Floods
- **Reduce the risk to as low and reasonable as possible (ALARP):**
The municipality should introduce mechanism to control and reduce the risk. For instance introducing fire breaks and creating awareness to deal with Veld fires. Purchasing fire-fighting equipment to control fire is also an option.
- **Intolerable risk:** this risk category requires urgent and significant steps to be taken in that the likelihood of occurrence is high and the impact of severity is major and critical. The incidence of gale storms and diseases that reach epidemic proportions are falling in this category. Measures should be developed to respond to these risks as a matter of urgency.

3.9 Developmental SWOT Analysis

STRENGTHS / OPPORTUNITIES

Agriculture:

- o Irrigation due to canal – also producing potatoes
- o Industrial area – 46 ha for citrus growing
- o Peanut oil factory, fruit processing and meat processing
- o Game farming, aloe farming – sisal production?
- o Bull hill, Hartsvallei: Chicken broiler, irrigation farming,

Tourism attraction

- Majeng : Panoramic view of the district, agricultural opportunity, graves of soldiers, 60 ha ploughed land (460 ha potential), grazing land, brick making, Goats and cattle, (botanical garden and game)
- crop and vegetable farming
 - o Chicken farming,
- N12 and N18 – centrality – B&B, Tourism centre with shopping complex and filling station
- Weir: fishing, tourism, water sport
- Transka Resort : Next to river host festivals, pleasure resort – swimming pool
- Nazareth & 14 streams – rock engravings, battle grounds, churches, bungalows for overnight and weir – tourist attraction
- Cultural resort: cultural event – hall, swimming pool with forts - conferences
- Forts next to railway line and river – heritage sites
- Spitskop dam: fishing with hotel – boat houses for entertainment
- Bird park – new development to be used by community
- Oupa's tavern onto old dam – B&B and restaurant
- Accommodation in the area : Rand Motel – close to station, Central hotel in town and B&B
- Auction pen – providing hawkers facilities and using feeding facilities on commonage – game

Key Facilities & Assets

- Warrenton - availability of banks and postal services to draw investment, however, dirt roads and bridge are a problem
- c Railway line – JHB, CPT, Mafeking, Botswana (Passenger services at Windsorton, Warrenton, 14 streams – B&B and Café and the utilising of the good shed)
- Vaalriver: Water extraction
- Mining: Diamonds (Incl alluvial) – small miners
- Commonage can also be used for mining
- Community bakery in Warrenton

Neighbouring assets:

- o Orange packing factory close by
- o Ganspan also have rich fishing resources
- o Kimberley draws tourists – with airport, shopping and is the capital of the NC
- Vaalharts irrigation scheme

WEAKNESSES / THREATS

- Unemployment and poverty
- Small town – few investment
- Lack of resources to marketing the area properly
- Low payment rate for services and lack of funding for development
- Outflow of money to other areas
- Poor soil condition around Warrenton
- Lack of specialised skills
- HIV/AIDS
- Dirt roads and single bridge
- Illegal dumping
- Crime
- Overgrazing – soil erosion
- Resource centres – lack information
- Lack of revenue and limited tax base
 - Soil in the area poses problems for irrigation

Source: IDP Rep Forum Review (2007)

CHAPTER 4: PRIORITY ISSUES

4.1 Local Development Priorities

4.1.1 Ward Priorities

The Ward Committees were consulted to make inputs into the new IDP. The consultation process resulted in the identification of Priority issues as outlined below:

Previous priorities

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
1. Housing	1. LED, Food Security, Job creation	1. Roads & Storm Water	1. Housing	1. Land
2. Health Facilities	2. Roads & Storm Water	2. Water	2. Sanitation	2. Housing
3. LED, Food security, Job creation	3. Sanitation	3. Housing	3. Roads & Storm water	3. Safety & Security
4. Roads & Storm Water	4. Health Facilities	4. Land -Planning & Surveying of sites	4. Land -Planning & Surveying of sites	4. Water
5. Waste Management	5. Housing	5. Health Facilities	5. Water	5. Health Facilities
6. Sports Facilities	6. Water	6. Safety & Security	6. Electricity-Street lights	6. Roads & Storm water
7. Water	7. Land	7. Waste Management	7. Health Facilities	7. LED, Food security, Job creation
8 Land	8. Educational Facilities	8. LED, Food security, Job creation	8. Safety & Security	8. Electricity
9. Electricity	9. Recreational Facilities	9. Electricity	9. LED, Food security, Job creation	9. Government Services
10. Sanitation	10. Rehabilitation of previously mined areas	10. Educational Facilities	10. Waste Management	10. Public Phones
11. Educational Facilities	11. Waste Management	11. Government Services	11. Public Transport	11. Cemeteries
12. Food & Security	12. Electricity	12. Public Transport	12. Recreational Facilities	12. Substance abuse
13. Social Development	13. Social Development	13. Recreational Facilities	13. Service Delivery	13. Public Transport
14 Public Transport	14. Safety & Security	14. Sanitation	14. Educational Facilities	14. Recreational Facilities
15 Government Facilities	15. Public Transport	15. Social Development	15. Government Facilities	15. Sanitation
16. Service Delivery	16. Government Services		16. Social Development	16. Educational Facilities
	17. Service Delivery			17. Waste Management
				18. Service

				Delivery
--	--	--	--	----------

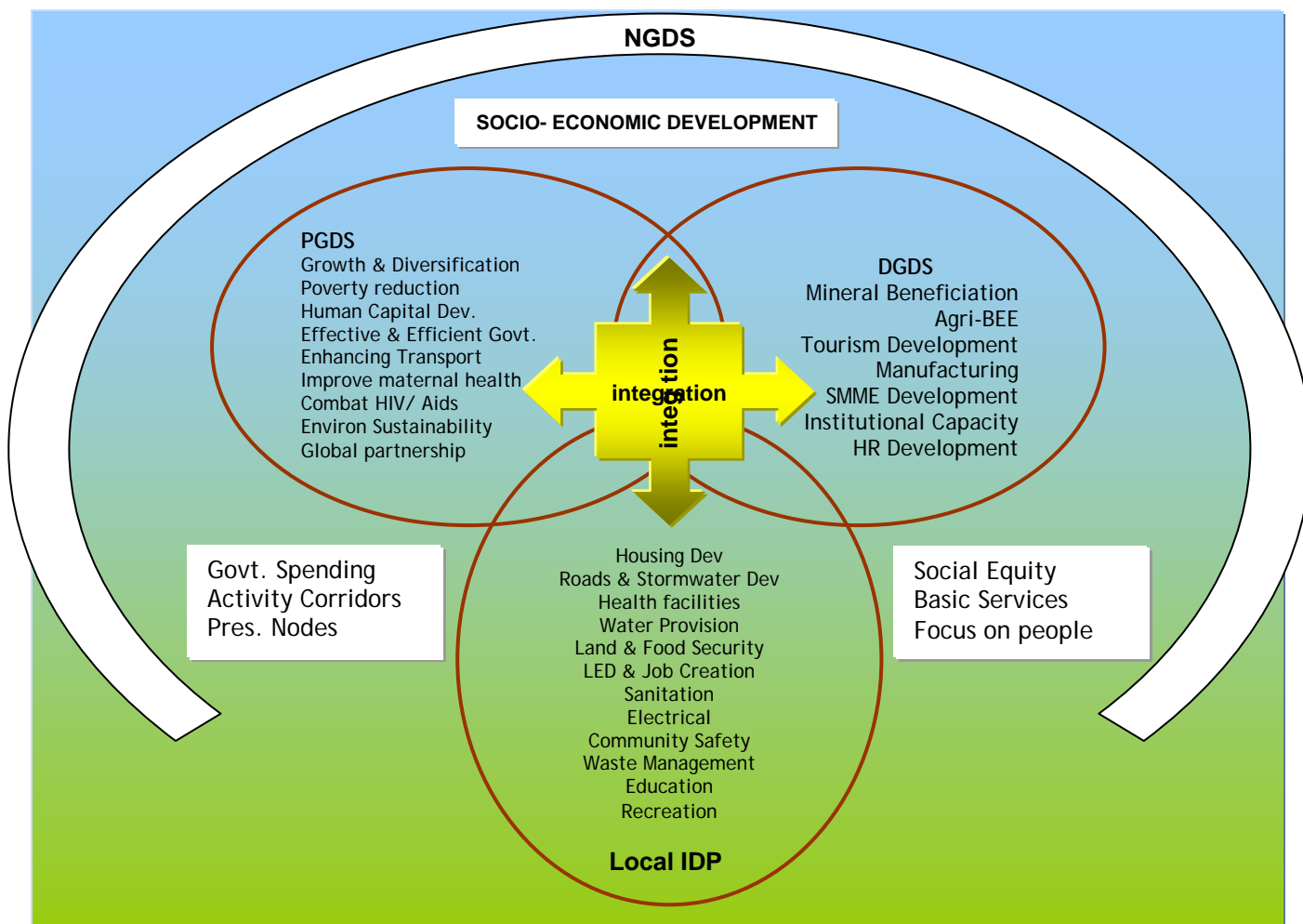
4.1.2 Municipal-wide Priorities

A prioritisation process was undertaken to arrive at the municipal-wide priorities. Based on the ward ranking in Table . Above the priority with the least total was given preference above the one with a bigger total. Issues with equal score were decided by vote to determine the ranking. The outcome is outlined in the table below

Table ...25: Priority issues

PRIORITY ISSUES	WARD RANKING					TOTAL	MUNICIPAL-WIDE RANKING
	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5		
1. Housing	1	5	3	1	2	12	1.
2. Roads & Storm Water	4	2	1	3	6	16	4
3. Health Facilities	2	4	5	7	5	23	5
4. Water	7	6	2	5	4	24	6
5. Land	8	7	4	4	1	24	7
6. LED, Food Security & Jobs	3	1	8	9	7	28	8
7. Sanitation	10	3	14	2	15	44	9
8. Electricity	9	12	9	6	8	44	10
9. Safety & Security	12	14	6	8	3		11
10. Waste Management	5	11	7	10	17	50	12
11. Recreational Facilities	6	9	13	12	14	54	13
12. Public Transport	14	15	12	11	13	65	14
13. Government Services	15	16	11	15	9	66	15
14. Social Development	13	13	15	16	0	57	16
15. Service Delivery	16	17	0	13	18	64	17

4.1.3 Harmonisation of Strategies at Local, District, Provincial and National Levels



FigureLinkages between the Strategies of Government Spheres

Magareng Municipality recognises the need to integrate and align its priority issues with the strategies and plans adopted by the district, provincial and national government partners. Accordingly the priority issues identified, have a strategic link with the overall direction and trajectory of government in addressing the socio-economic challenges of the citizenry (See figure). Also the priority issues, strategies and objectives seek to address the following national and provincial development targets targets:

- Annual Economic growth of 4% - 6%
- Halving the unemployment rate by 2014
- Reducing households living in absolute poverty by 5% per annum
- Improvimg the literacy rate by 50% by 2014
- Reducing infant mortality by two-thirds by 2014
- Reducing maternal mortality by two-thirds by 2014
- Providing shelter for all by 2014
- Providing clean water to all in the province by 2009
- eliminating sanitation problems by 2009
- reducing crime by 10 % by 2014
- stabilising the prevalence rate of HIV/Aids and reversing it by 2015
- redistributing 30% of productive agricultural land to PDI's by 2015
- conserving and protecting 6.5% of valuable biodiversity by 2014
- providing adequate infrastructure for economic growth and development by 2014

4.2 Output Prioritisation

The Representative Forum identified the desired outcomes. These outcomes are informed by the development profile sketched in the previous chapter. The list of desired outcomes that were identified where both focused on locality as well social groups.

Besides prioritising the critical issues within the municipal area, it is also necessary to prioritise the outputs that need to be delivered. This is to ensure that resources are dedicated to those outputs that are of critical importance. The Steering Committee distinguished between those projects that are to be implemented in the short term and those to be implemented in the medium to long term. This will enable the municipality or any other service agent to prioritise those outputs, which are critical in their service delivery plans.

CHAPTER 5: STRATEGIC FRAMEWORK

5.1 Overview of the Strategic Framework

Local Government is required in terms of the Constitution of South Africa to:

- Provide democratic local government
- Deliver basic services in a sustainable and affordable manner to all communities
- Promote social and economic development
- Encourage the involvement of communities.

In order to achieve the mandate of local government, local government has adopted a process of strategic planning which constitutes the IDP. This process focuses on what is needed to address the priority issues in the short term and ensuring that the resources of government, other service agencies and the private sector are aligned towards addressing these priority issues. It is therefore necessary to have a proper understanding of the current reality before priority issues can be identified. Once the priority issues have been identified, it is necessary to set clear objectives of what needs to be achieved in the short term. The Vision and 5-year objectives identify the direction for implementation and describe what needs to be achieved. The vision has a longer-term implementation timeframe whereas the objectives focus on the short term.

Once clear objectives have been identified, it is necessary to focus on delivery. The Strategies, Outputs and Activities spell out the manner in which the objectives, and eventually the Vision, will be achieved and therefore focus on implementation. The development programmes or action plan constitutes a summary of the outputs that will be delivered in the coming 5-years (Volume III - Action Plan).

5.2 Development Vision

The vision for Magareng was developed by the IDP Representative Forum and was adopted by council as the development vision for the area. The current vision is more of a simplification and improvement of the previous one as contained in the IDP 2001 - 2006. The thrust, however, remains the same:

Our Vision:

“MAGARENG WILL BE A VIABLE AND PROSPEROUS LOCAL MUNICIPALITY, FULLY RESOURCED TO ENSURE SUSTAINABLE, INTEGRATED AND AFFORDABLE SERVICE DELIVERY TO THE COMMUNITY”

Our Mission:

We intend to realize our vision through:

1. Town marketing for investment attraction
2. Tapping into latent and under-utilised natural resources
3. Skills development and capacity-building
4. Promoting uniformity
5. Team work and partnership
6. Effective internal and external communication
7. Promotion of sustainability
8. Investing in modern equipment and technology for reliable service delivery
9. Forging partnerships with interested development protagonists
10. Implementation of the millennium delivery targets
11. Implementation of the Batho Pele principles
12. Supporting the indigent households in the community
13. Redistribution of key resources to the previously disadvantaged community
14. 10. Creating a conducive environment for business development
15. 11. Alignment of development with district, provincial and national strategies

Our Values:

The Municipality has adopted values which underpin the image, decorum and culture of the organisation as it interacts with its residents. We intend to uphold the following values:

- Striving for excellence
- Teamwork
- Timeliness
- Mutual Respect
- Professionalism
-

5.3 Strategies for Institutional Transformation

It is also important to focus on the institutions which need to deliver. For this reason a proper assessment was made of the delivery capacity of the municipality. A set of institutional restructuring strategies was adopted to improve service delivery in future:

5.3.1 Institutional restructuring strategy 1: Structural development

Magareng Local Municipality is currently organised in 5 departments. All staff has been accommodated in this new structure. It was however felt that the structure creates areas where duplication may occur in terms of responsibility and therefore a new organisational structure was developed that gives rise to the following:

5.3.1.1 Consolidated management centre: Office of the Municipal Manager

With the proposed structure a centralised management unit (situated in Warrenton) is created which also includes some centralised functions. **This management unit is co-ordinated by the Office of the Municipal Manager. The Municipal Manager will also act as Head: Corporate Services / the vacancy for Head: Corporate Services should be filled.**

5.3.1.2 Focused and efficient service entities: 4/5 Departments

The proposed organisational structure is based on the principle of functional grouping of homogeneous activities. Hence, 4 departments are proposed, each embracing similar activities. This resulted in all components now being synergised, instead of having separate objectives and operating as separate entities. Specialisation will also be possible, bringing about more efficient utilisation of all resources; at the same time, decentralised units are proposed at service delivery level to enhance developmental local government. The principle of maximum span of control at management levels has also been applied, keeping the diversity, complexity, volume and dispersion of activities in mind; hence the provision of sufficient management/supervisory units to cope with managerial responsibilities and providing more opportunities for delegation. **The current departments of Public Works and Electricity need to merged / retained as suggested by the current structure (figure....)?????**

5.3.1.3 Area Co-ordination: Decentralised offices

The decentralised functions and activities will be rendered within the other offices (Warrenvale and Ikhutseng) with the intention that these services be rendered as close as possible to the end user. Communication and channels of command will be direct between Heads of Departments and its functional staff at the decentralised offices. **There is a need to install computer software to link the different offices electronically to the main office.**

5.3.2 Institutional restructuring strategy 2: Community and development focused delivery

The mandate of Local Government is to act as a catalyst for development within the municipal area. This implies that focus should shift from a mere mediocre services delivery perspective to a much more responsive, needs orientated service delivery. Municipalities should thus ensure that choices are created for the consumer whilst ensuring that services are delivered in a sustainable, effective and efficient way.

To achieve the above mandate, the municipality needs to streamline its organisational arrangements towards addressing consumer needs whilst ensuring that the maximum output is delivered with the least input. This can only be achieved through proper restructuring but also through the establishment of clear

relationships to facilitate co-operation and co-ordination between all structures of the municipality. Another key requirement is the assigning of clear responsibility and accountability. This implies that delegated authority needs to be implemented. Effective communication and decision-making will also be of utmost importance and therefore procedural arrangements, principles, policies and by-laws need to be put in place to govern effectively.

There are concerns in respect to poor administrative and decision-making arrangements which impacts directly and indirectly on poor service delivery. The municipality is committed to design, and where necessary, establish new administrative and political mechanisms for decision-making and service delivery. This is one of the reasons why a new organogram has been proposed. Another aspect that will also receive attention is the implementation of systems to improve service delivery. One such aspect is the introduction of a project management approach to service delivery.

At the heart of the project and programme management approach is creating high-performance integrated project teams that operate in a co-ordinated manner across functional boundaries within the organisation. The actions and performance of the teams are co-ordinated and integrated by a project manager, who maintains a continuous focus on the customer's needs, irrespective of whether it is an external or internal customer. Moreover, the project and programme managers ensure that the goals and objectives of the project deliverables are aligned, and remain aligned, with the strategic objectives of the organisation.

The IDP sets forth a series of development programmes which addresses the critical developmental issues identified by the community. Each of these programmes will have to be managed by programme managers. The respective portfolio committees of council have been identified to fulfil this role. These portfolio committees of council will therefore take charge of the development programme that relates to its mandate. It will be the responsibility of these programme managers or portfolio committees to report to council on progress made with implementation of these development programmes. The portfolio committee will also be responsible to assign certain responsibilities to departments in order to ensure effective and efficient delivery.

Table 26: Action Plan: Community and Developmental focused delivery

Objective	Outputs	Responsibility	Timeframe	Budget
To improve communication internally and externally	Regular management and dept meetings	MM and HODs	July 2007 - continuous	Internal
To ensure smooth running of the organisation	Introduce performance management to staff	Induction training - Admin	October 2007	Training budget
	Draw up year programme of meetings of council	MM/ Mayor	Every July	Internal
	Regular report back to community - constituency meeting and ward com meetings	Mayor, all councillors, MM & HODs	Monthly - continuous	Internal
To ensure clear responsibility and accountability in the organisation	Review Job descriptions	MM	October 2007	SALGA
	Delegated authority	Council & MM	July 2007	SALGA
	Finalise performance management agreements with senior managers	MM	July 2007 - annual; continuous	Internal
	Introduce Performance contracts for other staff members	Council & MM	January 2008 - annual	SALGA
To sufficiently resource the municipality to	Buy essential equipment as identified by Heads	MM Fin com	July 2007 - continuous	Internal

Objective	Outputs	Responsibility	Timeframe	Budget
execute its mandates	of Departments			
Optimal utilisation of office space	Renovate old buildings currently not utilised to its optimum	Public Works	September 2007	Transitional grant
Functional Portfolio Committees (PC)	Restructuring of PCs Schedule meetings 1 week after Council meeting with proper agendas and minutes	Mayor	Jan 2007 - monthly	Internal
	Capacity building programme for councillors and officials	HR Manager	Continuously	SAIga; DHLG
Active ward committees	Induction training Restructuring of WC Scheduled meetings	HR Manager; Ward Committee Co-ordinator	April 2007 onwards	Training
To effectively manage our assets	Develop Asset register	Treasurer All HODs	May 2007	Internal
	Maintenance plan	Mechanical workshop	April 2007	
	Website; Intranet Internet & policy	Admin	May 2007	Budget

5.3.3 Institutional restructuring strategy 3: Skills development and employment equity

The skills profile of the municipal organisation will need to change to support the new developmental approach. The starting point for this process is the development of a competency framework to support the new strategy and an analysis of the gap between current capability and the required capability and how to address this. The municipality is busy compiling its workplace skills plan in which the need for skilling the workforce will be addressed.

Council is also busy compiling its employment equity plan that focuses on addressing imbalances in terms of representation within the municipality. Although the plan is still in draft format, certain principles have already informed new appointments. All new employees will be evaluated against the objectives and strategies put forward in this plan, once adopted. The following outputs will be delivered to improve the institutional capacity of the municipality:

Table 27: Action plan: Skills development and Employment Equity

Objective	Outputs	Responsibility	Timeframe	Budget
To improve the institutional capacity	Fill critical vacant positions	Admin	Municipal Manager: June 2007	Internal
			Chief Finance Officer: June 2007	
			Traffic Officer: May 2007	
			Electrician - July 2007	
	Compile skills development plan Training of staff	HR	July 2007	Internal

Source: IDP Review Workshops (2003)

5.3.4 Institutional restructuring strategy 4: Citizen focused delivery

Local government has generally been too inwardly focused. The bureaucratic system focused on inputs rather than outputs or outcomes. Efforts to make the municipality more responsive to its citizens have been led by the creation of ward committees and extensive consultation with community representatives through the establishment of the IDP Representative Forum in the formulation of an IDP. Council will ensure that its Performance Management System monitor customer satisfaction.

Table 28: Action plan: Citizen focused delivery

Objective	Outputs	Responsibility	Timeframe	Budget
Improve our service standards	Avoid postponement of council meetings through timeous distribution of agenda	Municipal Manager & HOD's	April 2007	Internal
	Client/consumer satisfaction survey	MM & Treasurer	July 2007	Internal
	Cost-Benefit Analysis of services	Treasurer	May 2007	Internal

Source: IDP Review Workshops (2003)

Institutional restructuring strategy 5: Financial viability

Council realised that the long-term viability of this council is based on a good and sound financial position. It is therefore necessary to adopt strict financial control mechanisms that will improve the levels of income through improved revenue collection, credit control and debt collection strategies whilst minimising expenditure through stricter implementation of financial policies. Another important measurement will be the appointment of the Treasurer. The following action plan has been adopted to address the financial situation of the municipality:

Table 29: Action plan: Financial viability

Objective	Outputs	Responsibility	Timeframe	Budget
To ensure sound financial management and achieve an unqualified audit	Proper internal control and policy measures	Treasurer	April 2007	Internal and MSP - R100000
	Introduce performance management and review job descriptions to enhance efficiency and service delivery	HR and Admin	July 2007	Internal and MSP - R200000
	Implementation of financial controls	CFO	April 200 onwards	Internal and R50000
	Prioritise expenditure Monthly cash flow statements Ledger statements	All HODs	April 2007 onwards	Internal
	Capacity building of staff on financial matters	HR & CFO	May 2007	R150000 - DM
	Monitoring log books and time sheets	MM & All HODs	March 2007	Internal
	Verify accounts and tariffs applied	CFO	Sept 2003 continuous	Internal
To be financially sustainable	Increase income - debt collection	CFO	July 2003 Continuous	Internal
	Expenditure control	CFO	July 2003 continuous	Internal

Objective	Outputs	Responsibility	Timeframe	Budget
	Awareness campaigns to establish payment culture for quality services -	Mayor & Finance Committee Chairperson	April 2007 onwards	Internal
	Monitor performance and client satisfaction with accounts	Treasurer	April 2007	Internal
	Implementing costing measures and improve work efficiency	All HODs	May 2007 onwards	Internal
	Credit control - tariffs applied correctly (meter reader check land use and Revise tariff structures and policy)	CFO	May 2007	Internal

Source: IDP Review Workshops (2003).

5.3.6 Institutional restructuring strategy 6: Policy and Bylaws review

It is required of council to review its current policies and bylaws and to amend, realign or rescind them where appropriate. Council is currently in the process of rationalising its bylaws. This will still take some time as many new demands have been instilled by the new dispensation and new bylaws will therefore have to be promulgated to accommodate the new demands.

Most of the policies needed to successfully administer the organisation have been reviewed and adopted by Council. Procedures have also been clarified to improve co-ordination within the organisation. Where necessary, Council has a process of formulating and adopting policies on a continuous basis to improve the functioning of the organisation. Critical policies have been targeted to address in the short term in each of the action plans adopted to ensure institutional restructuring.

Table 30: Status of policies

ITEM	CURRENT STATUS
Human Resource Policy: Employment Equity Plan Skills Development Plan	Not in place Not reviewed since 2005/06
Language Policy	Not in place
Integrated Development Plan	Revised annually since 2003
By-laws and Regulations	Not in place. District Municipality busy drafting general by-laws and regulations for local municipalities
Municipal Code of Conduct	In place
Guidelines for community participation	Not in place
Performance Management System	Incomplete
Delegation of Powers	Not in place
Competitive bidding system and procurement procedures	In place
Credit control, debt collecting and financial regulations	Credit control and debt collection in place but financial regulations not in place
Declaration of interest by Councillors and Employees	In place
Sexual Harassment Policy	Not in place
HIV/AIDS policy	In place
Environmental Management Policy	Not yet approved
LED Plan	In place

Source: Magareng Local Municipality (2003)

5.3.7 Institutional restructuring strategy 7: Performance management

Closely linked with ensuring development takes place within the municipal area, is the introduction of integrated performance management systems across the organisation. This is both a requirement of the

Municipal Systems Act and a powerful tool for building a high performing organisation and bridging the gap between planning and implementation. Such a system will need to link strategic objectives with operational, team and individual performance. The performance management system currently being developed by council will assist with implementing this strategy while appointments of top management will also be based on performance agreements with Council. Performance appraisal will in future be extended to line function management, supervisors and the rest of the organisation.

Table 31: Action Plan: Performance Management

Objective	Outputs	Responsibility	Timeframe	Budget
To regularly monitor and evaluate the performance of municipality	Appoint consultants to review PMS Appoint PMS Committee Compile regular performance reports	MM	June 2007	Internal - MSP Programme
	Submit performance report to Council for evaluation on monthly basis	MM	After review of PMS	Internal

Source: IDP Review Workshops (2003)

5.4 Development Programmes

In order to address the priority issues identified for the municipal area, one needs to adopt a strategy(s) for delivery. These strategies need to be structured in terms of the Vision of the area and have to set forth a series of achievable objectives. Each objective then has a set of alternatives (strategies), supported by outputs and activities to ensure that it is achieved.

A set of development programmes has been adopted as the strategic plan for development of this municipal area. These development programmes are discussed in detail in the next few chapters and the outputs adopted are also elaborated upon. Each development programme is dealt with in a separate chapter. More detail is contained in Volume III - Five Year Action Plan.

CHAPTER 6: DEVELOPMENT PROGRAMME: LOCAL ECONOMIC DEVELOPMENT, FOOD SECURITY AND POVERTY ALLEVIATION

6.1 Core issues

The livelihood analysis identified some critical issues in terms of the economy that need to be addressed in the short term. This analysis was followed by an in-depth analysis into the causes of some of these issues. According to the findings, the following critical issues with related causes were identified:

- **High unemployment rate:** A great percentage of the residents of Magareng do not earn a proper income. This can be ascribed to the fact that there is a lack of job opportunities within the municipal area. Participants felt that there are also a high number of job seekers living in the area as more people tend to come and live in Magareng from the farms and surrounding areas while high population growth rates also contribute to this factor. The high number of retrenchments from farms and the mines also contributes to the ever-increasing demand for jobs.
- **Lack of investment:** The small economy does not justify businesses or industries to invest in Magareng. However, participants felt that Magareng Municipality does not have a marketing plan to emphasize the potential of the area and this also contributes to the lack of investment. There are also no incentives for industries to encourage investment in the area.
- **Lack of entrepreneurship:** In spite of the limited job opportunities that are available and the high unemployment rate there is also a lack of entrepreneurship. People do not see opportunities to employ themselves and may be a friend or two. A reason cited is the lack of business support, limited access to start-up capital and the lack of information about possible ventures. Some do not know how to begin or operate a business. Another reason is the dependency syndrome created through past policies. People therefore do not take initiative to start something or do anything; they live with an attitude of government should meet their needs.
- **Lack of business support:** SMMEs experience a great difficulty to have access to start-up capital or loans at banks. There is also limited access to business support services. A lack of access to procurement opportunities for emerging entrepreneurs also hampers the development of this sector. People do not have exposure to the greater scope of the corporate world or technology and therefore the lack of creativity and diversity. Low levels of education and a lack of training also contribute to the current economical situation and lack of entrepreneurship. A lot of SMMEs and entrepreneurs fail due to a lack of proper business and financial management.
- **Lack of proper business centres:** Most of the businesses are located in Warrenton. This increases the necessity of people to cross the N12 route from Ikhutseng or Warrenvale. Participants felt that a lot of business opportunity is also missed by not capitalising on the N12 route passing through the area. It was therefore proposed that a business centre should be developed on the eastern side of the N12 which can focus on through traffic and tourists visiting the area. Many of the tourism attractions in the area can be upgraded and a tourist information centre at this new centre can promote tourism activities in the area.
- **Lack of food security:** Participants at the workshop felt that people are living in dire poverty. Some need to do crime to ensure a living. The lack of food security in the area is a problem. The reasons offered were centred around the small erf sizes which hampers people to have a proper vegetable garden, the lack of equipment and seed to produce their own vegetables as well as the lack of skills and know-how. There is

also only a few emerging farmers established in the area while some felt that the soil quality is poor in the area to encourage and support food production.

6.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal with this development programme is to ensure that we will have diversified and improved economic growth, increased income and job opportunities and improved the livelihoods of the poor. The following outcomes are desired:

Outcome desired
Sustainable livelihoods
Dynamic economic growth

In order to achieve the desired outcomes, the following development objectives, strategies and outputs have been adopted:

Objective	Strategies		Outputs	
LED1 To reduce unemployment	LED1.1	Draw investment to the area	LED1.1.1	Proper infrastructure available to investors
			LED1.1.2	Incentive scheme operational
			LED1.1.3	Regeneration study implemented
			LED1.1.4	Marketing strategy implemented
	LED1.2	Develop SMMEs	LED1.2.1	Reskilling of workforce
			LED1.2.2	SMME products properly marketed
			LED1.2.3	Business support implemented
			LED1.2.4	Local procurement policy implemented
	LED1.3	Reduce retrenchments	LED1.3.1	Reskill farm workers and miners
			LED1.3.2	Emerging farmers established
			LED1.3.3	Small miners established
	LED1.4	Proper business centres established	LED1.4.1	N12 shopping centre established
			LED1.4.2	Hospitality industry strengthened
LED1.4.3			Local buying awareness programmes implemented	
LED2 Food security and reduction in poverty levels	LED2.1	Food security	LED2.1.1	Food gardens established
			LED2.1.2	Emerging farmers supported
			LED2.1.3	Women and youth involved in agriculture
			LED2.1.4	Productive land secured
	LED2.2	Reduce poverty	LED2.2.1	Job opportunities increased (See LED1)
			LED2.2.2	Literacy and numeracy levels improved (See Education)
			LED2.2.3	Improved access to basic infrastructure

Objective	Strategies	Outputs	
		LED2.2.4	Improved access to information

CHAPTER 7: DEVELOPMENT PROGRAMME: HOUSING

7.1 Core Issues

- **Informal housing:** A vast number of informal houses occur in Magareng. The drastic increase in urban population contributes to this problem. People cannot build permanent house because of a lack of properly planned sites with infrastructure. The number of households is growing faster than the population.
- **Too few housing subsidies allocated:** The housing backlog requires more subsidies to be allocated in order to eradicate the housing backlog. Housing subsidies are also not provided for differently-abled persons. The differently abled people feel that they are discriminated against and are not taken into consideration. The rest of the community thinks that they are incapable to have their own house and running a normal household.
- **Housing subsidy poorly administered:** There are too many unfinished and poorly constructed houses. Improved administration and training to local builders are required to improve the situation in future.

7.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is to increased access to formal housing.

Outcome desired
Increased safety and security
Improved security of tenure
Increased convenience
Access to opportunities
Environmental sustainability
Increase economic development
Healthy community

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
H1 To improve access to proper housing	H1.1	Secure sites and services for housing development	H1.1.1	Properly plan and survey sites (See land)
			H1.1.2	Install services to planned sites (See Infrastructure)
	H1.2	Increase number of subsidies allocated	H1.2.1	Housing strategy adopted
			H1.2.2	Housing subsidies co-ordinated
	H1.3	Improve quality of housing	H1.3.1	Establish housing support centre
			H1.3.2	Training programme conducted
			H1.3.3	Quality control implemented
	H1.4	Building of new houses	H1.4.1	New houses built
	H1.5	Finish unfinished houses	H1.5.1	Unfinished houses finished

CHAPTER 8: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - WATER PROVISIONING

8.1 Core issues

- **Lack of household connections:** Not all households of Magareng have access to water on site yet. They need to make use of communal taps. Communal taps are not metered and a lot of water is wasted because no one takes responsibility to close the communal taps. The existing bulk capacity also limits the addition of new household connections. Phase 2 upgrading of the purification plant is therefore required before new connections can be installed. The increased influx of people to the town also put more demand on water supply.
- **Poor water accounting:** It is very difficult for council to collect revenue effectively and makes it impossible to apply the Indigenous Policy of free water in those areas where water is not measured. Illegal connections also contribute to the problem of poor accounting. Many of the older pipes in Warrenton are leaking and therefore a lot of water is wasted. Bulk metres and valves are also not available at all strategic points in the network.
- **Poor bulk water supply:** Water shortages are experienced in dry seasons. Boreholes supplying rural areas also dry up and water needs to be transported to those communities. This is a result of limited storage capacity.
- **Poor maintenance of water infrastructure:** Internal capacity is limited to properly maintain the water network. The small income of the municipality also hampers effective maintenance.
- **Wastage of water:** Awareness should be increased to conserve water. Wastewater should also be utilised more effectively like watering of vegetable gardens.

8.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to ensure that all communities have access to water. The following development outcomes are desired:

Outcome desired
Improved hygiene and well-being of people

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IW1 Upgrading and maintenance of water	IW1.1	Improved planning of water supply networks	IW1.1.1	WSDP implemented
			IW1.1.2	Increased staff capacity to properly plan water service network

Objective	Strategies		Outputs	
infrastructure	IW1.2	Proper maintenance and upgrading of infrastructure and reservoirs	IW1.2.1	Improve internal capacity for maintenance (See IW1.1.2)
			IW1.2.2	Address non-payment of services and bypass to secure funding for maintenance
			IW1.2.3	Replacement of old network
			IW1.2.4	Limit wastage of water
			IW1.2.5	Installation and maintenance of fire hydrants
			IW1.2.6	Rehabilitation of existing concrete reservoir in Warrenvale
IW2 Improve bulk water network	IW2.1	Improve capacity of water purification plant	IW2.1.1	Implementation of Phase II of upgrading of purification plant
	IW2.2	Increase storage capacity	IW2.2.1	Building of additional reservoir
	IW2.3	Secure water supply to farm areas	IW2.3.1	New pump for Moleko's farm
			IW2.3.2	Additional storage tanks
IW3 increase water distribution to households	IW3.1	Installation of individual water connections	IW3.1.1	Water connections installed

CHAPTER 9: DEVELOPMENT PROGRAMME: HEALTH AND HIV/AIDS

9.1 Core issues

The livelihood analysis indicated that people is starting to acknowledge that HIV/AIDS is a factor to be reckoned with. The lack of information makes it difficult to understand the current health status of the community. In spite of this, the community felt that the health status of residents is poor. The two main issues that the community identified concerning the health situation are HIV/AIDS and its associated issues as well as the lack of access to health facilities for certain selected areas. The following issues have been identified as some of the causes for the tow main health priorities:

- **High HIV/AIDS prevalence and the rapid spreading of the disease:** The high levels of HIV/AIDS prevalence is ascribe to the fact that it is spreading rapidly. HIV/AIDS is spread through a *lack of knowledge* about the disease. People *do not test* themselves for HIV/AIDS and is therefore not informed on their HIV status. Voluntary Testing and Counselling Services have been introduced to assist with this problem. Some people *do not recognize the symptoms* of the disease and therefore are not informed about their HIV status. Another reason for people not testing themselves is because they are scared that the community will *reject and discriminate* against them and some counsellors do not respect the confidentiality of information shared. Due to a lack of information and education on HIV/AIDS, people are denying the disease. HIV/AIDS is also spreading fast because people have *unprotected sex*. People do not use condoms and do not stay with one partner. Transsexual work also increase the high prevalence of HIV/AIDS. The disease is also spread because of drug and alcohol abuse. This is mainly ascribed to the fact that limited recreation activities are provided for in the area.
- **Lack of support for HIV/AIDS patients:** Because of the rapidly spreading of HIV/AIDS a lot of people are affected daily with the disease. A major problem is the lack of support and care. Most of the families do not want to take care of the patients. Reasons for this is the fact that some cannot afford looking after these family members while others are not properly trained to care for the patients. Others feel that they are scared that the community would reject them. Despite the fact that there is an increase in HIV/AIDS prevalence, there are only a few home-based care facilities developed in Magareng. These facilities cannot cope with the large demand. There is thus a need for more such facilities that can care for these patients and give family support and training as well as some counselling in this regard. Another problem is HIV/AIDS orphans which do not have close family that can look after them. Counselling services for HIV/AIDS patients are also limited.
- **Health facilities are overcrowded:** Communities expressed their concerns with the fact that health facilities are presently insufficient to cope with the demand. Some of the clinics are understaffed while the operational hours forces people to visit these facilities only during working hours. This is not suitable for all residents especially those who work. The overcrowding at some clinics is also ascribed to the fact that there is an increase in patients. On the other hand there are some residents that abuse the free service rendered by clinics and hospitals.
- **Poor treatment of patients:** The community raised concern over the poor treatment received from health personnel at some of the clinics and hospital. Medicine is not always available while full-time doctors are not always available. The number of beds in the hospital can also not cope with the demands. Proper equipment is also not always available to sufficiently treat patients.

- **Increase in health problems:** Communities are of the opinion that health problems are on the increase in the community. They feel that poor hygiene and malnutrition are some of the contributing factors to this. Problems are experienced with street children and some of the disabled not looking well after themselves.

9.2 Development Outcomes, Objectives, Strategies and Outputs

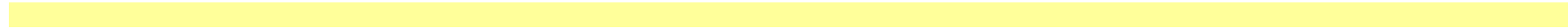
The overall goal is to reduce the number of HIV infections and reduce the impact of HIV/AIDS on individuals, families and communities while making health services more accessible and sufficient to all communities. The following development outcomes are desired:

Outcome desired
A more healthy society

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
HHIV1 To improve the health of the community	HHIV1.1	Improve access to health services	HHIV1.1.1	Increase operating Hours at Clinics
			HHIV1.1.2	Ensure enough medicine, beds and equipment available
	HHIV1.2	Improve Hygiene in the community	HHIV1.2.1	Well maintained dumping site
			HHIV1.2.2	Awareness on personal hygiene
			HHIV1.2.3	Care centre for physically challenged, Mentally ill and Orphans
	HHIV1.3	Nutrition levels increased	HHIV1.3.1	Food parcels distributed
			HHIV1.3.2	Food security programmes implemented
			HHIV1.3.3	Awareness Campaigns
	HHIV2 To reduce the prevalence of HIV/AIDS	HHIV2.1	Reduce the high rate of substance abuse	HHIV2.1.1
HHIV2.1.2				Awareness campaigns
HHIV2.1.3				Reduce Unemployment
HHIV2.2		Promote responsible sexual behaviour	HHIV2.2.1	Awareness campaigns
			HHIV2.2.2	Reduce Unemployment
HHIV3 To proper care for those infected and affected by HIV/AIDS	HHIV3.1	Proper counselling services	HHIV3.1.1	Develop code of ethics
			HHIV3.1.2	Pre and post Counselling services available
	HHIV3.2	Functional support groups	HHIV3.2.1	Secure funding for support programmes
			HHIV3.2.2	Awareness Campaigns
	HHIV3.3	Improve nutrition of people with HIV/AIDS	HHIV3.3.1	Food parcels distributed
			HHIV3.3.2	Food security programmes implemented
	HHIV3.4	Care for HIV/AIDS orphans	HHIV3.4.1	Care centre for Orphans, mentally ill and physically challenged established

Objective	Strategies		Outputs	
			HHIV3.4.2	Increase child support grant for orphans
			HHIV3.4.3	Circle of support (Khomanani) implemented



CHAPTER 10: DEVELOPMENT PROGRAMME: LAND

Core issues

- **Lack of integration of areas:** The past planning practises gave rise to large areas left undeveloped between different communities. There is thus a need to integrate the spatial area of the municipality by filling in these undeveloped areas.
- **Need to properly plan for informal settlements:** The influx of people to the town creates an ever-increasing demand for new residential sites. No forward planning is taken to timeously plan for the demand. This give rise to informal settlements being developed on pieces of ground left undeveloped. Some of these areas not suitable for residential development and this will lead to people having to be resettled in future.
- **Lack of land for emerging farmers:** There is still a bid demand for emerging farmers to be established in the municipal area. The high land prices limit the opportunity for emerging farmers to access land.
- **Poor control of commonage land:** Commonages of the municipality can be better utilized although ownership will remain communal, thus hampering investment from individuals in these areas.
- **Identification of land for cemeteries:** The increase in deaths creates a demand for new cemeteries. Land needs to be identified that can be used for a central cemetery.

10.2 Development Outcomes, Objectives, Strategies and Outputs

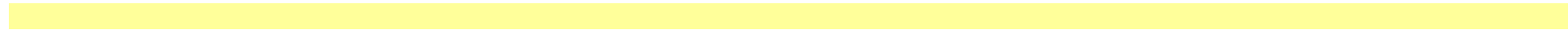
The overall goal is to improve access to land. The following development outcomes are desired:

Outcome desired
Security of tenure

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
L1 Improve access to land	L1.1	Integration of Magareng	L1.1.1	Vacant areas surrounding existing townships surveyed
			L1.1.2	Areas planned that are suitable for residential development
			L1.1.3	Survey areas approved
			L1.1.4	Services installed to new sites (See Infrastructure)
			L1.1.5	Sites transferred to new owners

Objective	Strategies		Outputs	
	L1.2	Development of informal areas	L1.2.1	Informal areas properly planned
			L1.2.2	Informal areas surveyed
			L1.2.3	Services installed to new sites (See Infrastructure)
			L1.2.4	Sites transferred to new owners
	L1.3	Availability of agricultural land to emerging farmers	L1.3.1	Agricultural land secured
			L1.3.2	Commonage made available to emerging farmers
			L1.3.3	Skills improved of emerging farmers
			L1.3.4	Start-up funding secured for emerging farmers
			L1.3.5	Support programmes implemented for emerging farmers
	L1.4	Suitable land for cemeteries	L1.4.1	Land set aside for cemetery use



CHAPTER 11: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - ELECTRICITY

11.1 Core issues

- **Bulk supply insufficient:** Communities residing in Ikhutseng are complaining about the number of power failures experienced, in particular in winter time in the area. They are of the opinion that the bulk supply and high and medium voltage distribution network is insufficient to cope with the demand.
- **Poor electricity distribution:** Not all households have got access to electricity. The reasons offered are the limited capacity of the municipality to plan properly for future demands and as such the present distribution networks are insufficient to cope with the demands. Another reason is the fact that two service agents are supplying electricity in the area. Eskom is supplying electricity to Ikhutseng and the rural areas whereas the municipality is supplying electricity to Warrenton, Warrenvale and Moleko’s farm. Disabled participants felt that the supply of electricity do not cater for their special demands.
- **Low maintenance of infrastructure:** The majority of the workshops participants felt that there is a lack of maintenance of infrastructure in the municipal area. This is due to the fact that council doesn’t have proper maintenance equipment as well as a lack of staff.
- **Lack of streetlights and proper maintenance of it:** Participants felt that streetlights are important to improve safety and security in the area. However, not all areas have got access to streetlights. They also felt that the high mast lights were too costly to maintain as special equipment is required. The municipality does not have this equipment and therefore some of these lights are not regularly maintained. Streetlights on the other hand get more easily vandalized.

11.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to ensure electricity will be accessible to the majority while existing infrastructure will be well maintained. The following development outcomes are desired:

Outcome desired
Effective and efficient energy source available to all

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IE1 Improve access to electricity	IE1.1	Upgrade bulk supply of electricity	IE1.1.1	New 11 kv substation for Warrenton
	IE1.2	Expand municipal	IE1.1.2	Master plan for electricity

Objective	Strategies		Outputs	
		distribution network	IE1.1.3	Expand network to Warrenvale (300)
			IE1.1.4	Expand network to Majeng (2500)
			IE1.1.5	Expand network to Windsorton Station (15)
			IE1.1.6	Expand network to New CBD
			IE1.1.7	Improve internal capacity
	IE1.2	Upgrade existing electrical network of municipality	IE1.2.1	Phase 3 upgrading of Warrenton network
	IE1.3	Encourage ESKOM to expand existing distribution network	IE1.3.1	Expand network in Ikutseng
	IE1.4	Negotiate future license with REDS	IE1.4.1	Negotiate future license with REDs
	IE1.5	Install area lighting	IE1.5.1	N12 street lighting
			IE1.5.2	Warrenvale area lighting
			IE1.5.3	Moleko's farm area lighting
			IE1.5.4	Majeng area lighting
			IE1.5.5	Windsorton Station area lighting
			IE1.5.6	Ikutseng Street lighting
	IE1.6	Regular maintenance of electrical network	IE1.6.1	Regular maintenance of electrical network and street/area lights
			IE1.6.2	Buy new cherry picker truck

CHAPTER 12: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - SANITATION

12.1 Core issues

- **Access to sanitation:** Some households do not have access to proper sanitation system. These areas are mainly those that have not yet been formalised or which cannot be connected due to the capacity problems existing with the current sewer treatment plant. The rural areas also do not all have VIPs yet. The present bucket system is being replaced and these households will have proper access to sanitation.
- **Sewer treatment plant needs to be relocated:** the treatment plant is currently located close to the residential areas and communities are complaining about the negative impact it has on these areas. It is therefore proposed that the treatment plant should be relocated to a more appropriate location to enable new development to take place.
- **Low maintenance of infrastructure:** The majority of the workshops participants felt that there is a lack of maintenance of infrastructure in the municipal area. This is due to the fact that council doesn't have proper maintenance equipment as well as a lack of committed staff. The lack of communication between ward committees and council also contributes to the poor standard of infrastructure.

12.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to improve access to proper sanitation and to ensure that the existing infrastructure will be well maintained. The following development outcomes are desired:

Outcome desired
Improved living conditions of all communities

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IS1 To ensure access to sanitation	IS1.1	Increase current network capacity	IS1.1.1	Relocate sewage treatment plant
			IS1.1.2	Expand reticulation infrastructure to areas not yet serviced
			IS1.1.3	New sewage truck bought
	IS1.2	Reduce pit toilets and bucket systems	IS1.2.1	Properly plan and survey sites in town (see Land)
			IS1.2.2	Install waterborne sanitation system to newly planned areas (See IS1.1.2)

Objective	Strategies		Outputs	
			IS1.2.3	Assist farmers to provide improved sanitation system to farm workers
			IS1.2.4	Provide VIPs to Majeng, Nazareth, Moleko's Farm, Sydney's Hope, Windsorton Station
	IS1.3	Proper maintenance of sanitation network	IS1.3.1	Maintenance of sanitation network
IS2 To reduce existing groundwater contamination	IS2.1	Eliminate French drains currently in place	IS2.1.1	Install sewerage network

CHAPTER 13: DEVELOPMENT PROGRAMME: EDUCATION, SKILLS AND INFORMATION SUPPORT

Core issues

- **High levels of illiteracy and innumeracy:** Magareng experience a high percentage of unemployment and people that earn low wages. This contributes to the high level illiteracy and innumeracy that occurs in the area. The location of education facilities, particular access to these facilities. The rural areas also contribute to the high level of illiteracy and innumeracy.
- **Some school facilities overcrowded:** Some of the schools area also overcrowded due to the lack of enough class rooms and teachers. The lack of funding by the Department of Education to develop proper school infrastructure leads to schools having to share facilities. The high increase of learners to towns also necessitates larger school facilities being developed.
- **Lack of specialised education:** Special education facilities are not available locally for the disabled. Technical subjects cannot always be conducted at all schools due to the lack of equipment.
- **Further education and training too expensive:** Bursaries are limited for some subjects and is only available to the best achievers. There is no FET facility in Magareng which necessitates learners to visit other areas. Due to a lack of money, these learners are forced not to continue with their studies.
- **Lack of access to information:** Operating hours of libraries are insufficient and facilities are overcrowded. The existing library in ward 4 is inadequately equipped to cope with demand. Outcome Based Education requires better-resourced libraries. Access to the disabled is also limited. Libraries are not well signed and therefore people are not always aware where it is located and how to use it.

13.2 Development Outcomes, Objectives, Strategies and Outputs

The emphasis of this development programme is to increase the education and skills levels of people within the municipal area through achieving greater access to education and training facilities as well as libraries.

Outcome desired
Decreased illiteracy and numeracy levels
Improve skills of people

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
ED1 Improve access to quality education	ED1.1	Reduce overcrowding of schools	ED1.1.1	Develop new school in rural area
			ED1.1.2	Develop new school to reduce overcrowding at Mogomotsi
	ED1.2	Employ qualified teachers and conduct special subjects	ED1.2.1	Review school funds for poor communities
			ED1.2.2	secure resources for special subjects
	ED1.3	Reduce vandalism at schools	ED1.3.1	Implement proper security
	ED2 Improve literacy rate	ED2.1	Improve access to libraries	ED2.1.1
ED2.1.2				Mobile library for rural areas
ED2.1.3				Sufficient equipment for Libraries
ED2.2		Improve Literacy	ED2.2.1	awareness campaign on reading
			ED2.2.2	Abet Courses
			ED3.1.1	Sponsorship Programmes Increased
ED3 Improve access to further education	ED3.1	Increase access to bursaries	ED3.1.2	Pass rate Improved
			ED3.2	Local training Facility
	ED3.2.2	Marketing Facility		

CHAPTER 14: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - ROAD AND STORMWATER

14.1 Core issues

- **No proper road signs and markings:** Road signs and markings are in a poor condition. In some areas the signs have been vandalised or removed by accidents and have not yet been replaced. The markings on the road surfaces are also in a poor condition. Pedestrian crossings are also poorly indicated which leads to an increase in road accidents.
- **Single lane bridge over Vaal River is insufficient:** The bridge currently linking Warrenton with the rest of the areas to the west of the Vaal River along the N18 route is insufficient as it only accommodates single land traffic and cannot cope with the increase in traffic experienced. Pedestrians are not well catered for to cross the river via the bridge.
- **Lack of proper road infrastructure:** Some areas do not have proper road infrastructure and communities are left stranded. Some of the existing road infrastructure is also in a very poor condition which also makes some areas inaccessible for vehicles. Reasons offered is the lack of proper planning and funding to improve road infrastructure. Heavy vehicles also contribute to the poor road conditions.
- **Low maintenance of infrastructure:** The majority of the workshops participants felt that there is a lack of maintenance of the road infrastructure in the municipal area. This is due to the fact that council doesn't have proper maintenance equipment as well as a lack of trained staff. The lack of funding to maintain some of the road networks was also raised as a concern.
- **Stormwater problems:** Stormwater problems are experienced in most of the urban areas where no proper stormwater systems have been developed. In rainy seasons the roads are inaccessible, leaving many communities stranded. This also increases the rapid deterioration of the road surface as stormwater is presently channelled in the road itself, taking away the gravel surface. In areas where stormwater systems have been installed, poor maintenance leads to insufficient handling of stormwater run-off. The increase in stormwater runoff also leads to soil erosion in some areas.

14.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to ensure that all communities are easily accessible and that existing road and stormwater infrastructure will be well maintained. The following development outcomes are desired:

Outcome desired
Effective and efficient road network

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IR Upgrading and maintenance of road network	IR1.1	Improve road signs and markings	IR1.1.1	Road signs and markings improved
	IR1.2	Improve pedestrian crossings at river	IR1.2.1	Encourage the upgrading of bridge in town
	IR1.3	Improve storm water drainage	IR1.3.1	Stormwater Masterplan developed
			IR1.3.2	Stormwater channels installed with upgrading of roads
			IR1.3.3	Address underground water problem in town
	IR1.4	Regular maintenance of road network	IR1.4.1	Road Maintenance Plan developed as part of the Road Infrastructure Masterplan (See IR1.3.1)
			IR1.4.2	Buy and maintain equipment
			IR1.4.3	Roads and sidewalks maintained
			IR1.4.4	Improved internal capacity
	IR1.5	Build new roads not serviced	IR1.5.1	Road Infrastructure Masterplan developed
			IR1.5.2	Upgrading of bus and taxi roads
			IR1.5.3	New road and stormwater infrastructure built



CHAPTER 15: DEVELOPMENT PROGRAMME: SAFE AND SECURE ENVIRONMENT

15.1 Core issues

- **High crime levels:** Magareng currently experiences high level of criminal activities. One of the reasons for this is because of the high unemployment rate. People tend to criminal activities to enable them to survive. The lack of streetlights or area lighting as well as the absence of the police force in some areas contributes to an increase in crime level. The lack of recreational facilities encourages the youth to join gangs which are involved in criminal activities.
- **High number of accidents on N12 road:** Many road accidents involving pedestrians occur on the N12 road. Some of the reasons are the lack of proper pedestrian crossings, the lack of area lighting and the high speeds of vehicles passing through the area.
- **The lack of emergency services to address potential disasters:** Magareng has neither fire brigade nor ambulance service based locally. There is thus a problem to respond timeously to emergencies. The area is mostly subjected to flooding and veld and home fires. A proper disaster management plan is thus necessary to ensure that contingency plans are in place.

15.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is that the majority of residents will be living in a safe and secure environment.
The following development outcomes have been formulated:

Outcome desired
Create a safe and secure environment

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
ENV1 To reduce crime and unsafe conditions in the area	ENV1.1	Reduction in crime	ENV1.1.1	Crime hot spots identified
			ENV1.1.2	Community involvement increased in crime prevention
			ENV1.1.3	SAPS sufficiently resourced
			ENV1.1.4	Unemployment reduced (See LED)
			ENV1.1.5	Sport and recreational activities increased (See Sport and Recreation)
	ENV1.2	Reduce number of accidents on N12 road	ENV1.2.1	Road crossings properly identified
			ENV1.2.2	Awareness campaigns launched
			ENV1.2.3	Businesses developed in Ikutseng (See LED)
			ENV1.2.4	Speed control implemented on N12 road
	ENV1.3	Reduce natural disasters	ENV1.3.1	Stormwater management implemented (See roads)
			ENV1.3.2	Disaster Management Plan Implemented
			ENV1.3.3	Fire brigade locally available
			ENV1.3.4	Fire hydrants maintained (See Infrastructure)
	ENV1.4	Law enforcement implemented	ENV1.4.1	Vehicle registration and road worthiness implemented
			ENV1.4.2	Drivers licenses issued
ENV1.4.3			Traffic control implemented	



CHAPTER 16: DEVELOPMENT PROGRAMME: SOCIAL DEVELOPMENT

16.1 Core issues

- **Orphans and street beggars not cared for:** There are a lot of street beggars wondering around in urban areas. Information from the Social Services Department suggest that the street beggars in Magareng are people who have a home somewhere but are forced by their economic situation to be on the streets. Currently there are insufficient support facilities to take care of street beggars. Reasons offered for the increase in begging children is the poor financial position of families and an increase in child abuse and neglect of children. The latter is also contributed to the fact that some parents are working elsewhere and children needs to stay alone while some parents abuse drugs and alcohol. The increase in orphans due to an increase in accidents and HIV/AIDS also creates social problems as family members cannot always take care of these children.
- **Buildings inaccessible for those who are differently abled:** Most of the buildings in Magareng are inaccessible for those who are differently abled. There are no rails provided outside and inside buildings while paths do not exist for wheelchairs. Many ablution facilities do not make provision for the differently abled people. The current RDP housing also do not accommodate the needs to the disabled. There is also no special training facility or skills development centre to assist the disabled to become more integrated into society. Specialised transport is also not easily accessible for the disabled, thus isolating them from the rest of the community.
- **Lack of proper care for the elderly:** The aged are complaining that pension is not sufficient to cover all their expenses. They are also lacking entertainment and support from the community. Some are also not having proper food, medicine and daily exercise which impacts negatively on their health. Some of them are also abused by the youth, particularly on pension day when they get robbed from their pension money. They also feel that they can make a contribution to society but that their skills are not used effectively.
- **Social problems:** A high percentage of social problems are experienced within Magareng. Problems like drug and alcohol abuse, family abuse and teenage pregnancies occur. Reasons for these problems are due to the high level of unemployment as well as the lack of sport and recreation facilities. There is no child protection unit that can deal effectively with child abuse cases. Stress was also identified as one of the main reasons for an increase in social misbehaviour. Participants felt that family members are more stressed due to the harsh financial situation.

16.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is to ensure that the majority of residents will be living in a safe, healthy and secure environment with strong social support networks.

The following development outcomes are desired:

Outcome desired
Increased participation of vulnerable groups

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
SD1 Proper care for homeless children	SD1.1	Prevent children from running away from home	SD1.1.1	Awareness campaigns on substance abuse and abuse of children
			SD1.1.2	Follow-up workshops with parents and children
			SD1.1.3	Information sessions on family planning
			SD1.1.4	Parent training courses
			SD1.1.5	Youth delinquency
	SD1.2	Proper care for orphans	SD1.2.1	Plan for care centre for orphans to be established
		SD1.2.2	Set up support groups for orphans	
		SD1.2.3	Establish vegetable gardens for family members taking care of orphans	
SD 2 Proper care for differently abled	SD2.1	Improve accessibility to facilities	SD2.1.1	Improve access to municipal facilities
			SD2.1.2	Implement by-laws
			SD2.1.3	Secure Special RDP Housing Subsidies
	SD2.2	Ensure access to sufficient equipment for disabled	SD2.2.1	Wheel chairs and other resources accessible to disabled
			SD2.2.2	Special transport available to disabled
	SD2.3	Integrate differently-abled into society	SD2.3.1	Awareness campaigns introduced
			SD2.3.2	Special training programmes and workshops locally hosted
			SD2.3.3	Support group established
SD2.4	Improve access to social grants to differently abled	SD2.4.1	Encouraged compilation of register of differently abled	
		SD2.4.2	Encourage the improved access to social grants	
SD 3 Reduce juvenal delinquency	SD3.1	Provide sport and recreation activities	SD3.1.1	Different sporting codes
			SD3.1.2	Entertainment for youth
	SD3.2	Improve self image of the youth	SD3.2.1	Motivational talks hosted
			SD3.2.2	Professional sport development programme implemented
	SD3.3	Improve parenting skills	SD3.3.1	Training programmes for parents encouraged
			SD3.3.2	Support group for parents encouraged
			SD3.3.3	Awareness campaigned launched on importance of family planning
SD3.3.4			Awareness of access to child maintenance improved	
SD4 Reduce drug, child and women abuse	SD4.1	Awareness increased	SD4.1.1	Encourage awareness programmes on drug, women and child abuse and human rights
			SD4.2.1	Encourage strict law enforcement
	SD4.2	Improved law enforcement and support	SD4.2.2	Improved support services by SAPS, DoH, DoSD and justice

Objective	Strategies		Outputs	
SD5 Proper care for the elderly	SD5.1	Increase entertainment for the elderly	SD5.1.1	Entertainment programmes implemented
			SD5.1.2	Support groups established
			SD5.1.3	Access to transport increased
	SD5.2	Increase access to food, medicine and exercise	SD5.2.1	Safe-guarding pensions of the elderly
			SD5.2.2	Homebased care programme implemented for the elderly
			SD5.2.3	Feeding scheme implemented for elderly
			SD5.2.4	Promote primary health care services available to elderly
			SD5.2.5	Special sport programme for elderly implemented

CHAPTER 17: DEVELOPMENT PROGRAMME: ACCESSIBILITY AND TRANSPORT

17.1 Core issues

- **Poor road conditions:** Most of the roads in Magareng are in a poor condition due to a lack of proper maintenance. Overloading of heavy vehicles also contributes to the deterioration of the road network.
- **Lack of rural transport:** A major problem that occurs in Magareng is the lack of transport in the rural areas. The majority of taxis don't operate in rural areas because of bad roads conditions and people stay far from main roads. Not all farmers are willing to provide transport on a regular basis for the farm workers because it is taking a lot of time and is very expensive.
- **Transport not suitable for those who are physical challenged:** There are a great number of people who are differently abled that is dependant on public transport. Only a few buses and taxis have made changes to accommodate people with disabilities, as these amendments are very expensive. There is therefore a need to receive subsidies by government to make the necessary changes.
- **Lack of proper shelters and taxi ranks:** Not all pick-up and drop-off areas have proper developed shelters. There is also a need for a taxi rank that can accommodate both short and long distance taxis.

17.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal with this development programme is to have improved accessibility and transport to rural communities and the disabled. The following development outcomes have been formulated:

Outcome desired
Improved accessibility

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
PT1 Improved access to public transport	PT1.1	Improve transport to rural areas	PT1.1.1	Consult with taxi associations
			PT1.1.2	Upgrade and maintain road infrastructure (See Infrastructure)
			PT1.1.3	Ensure proper regulation of taxi industry
			PT1.1.4	Improve road worthiness of taxis (See Safe Environment)
	PT1.2	Develop proper taxi ranks and shelters	PT1.2.1	Consult with taxi associations to apply for establishment of taxi rank

Objective	Strategies		Outputs	
			PT1.2.2	Feasibility study implemented
	PT1.3	Ensure accessibility for disabled	PT1.3.1	Negotiate with taxi association
			PT1.3.2	Lobby for special vehicle for disabled



CHAPTER 18: DEVELOPMENT PROGRAMME: PARKS, SPORT AND RECREATION FACILITIES

18.1 Core issues

- **Existing facilities not properly maintained:** The lack of management and human resources at the sport and recreation facilities throughout Magareng makes it very difficult to maintain these facilities. Most of the facilities are not fenced off to keep people out and are therefore exposed to vandalism.
- **Lack of a diversity of sport codes:** Residents of Magareng especially those from disadvantage areas are complaining that there is a lack of sport and recreation facilities in their area. Because of this, it is difficult to introduce new sport codes to the community. A lack of management concerning the development of sport and recreation is at the order of the day and people are not motivated to introduce new sporting codes to the communities.
- **Poorly developed public open spaces:** Public open spaces in general are not developed within Magareng because of a lack of funds. Open areas have been left undeveloped and some have been occupied by informal settlement.
- **Lack of entertainment facilities:** Because of a lack of funding limited entertainment facilities have been established in Magareng. People are very interested to visit entertainment facilities but they can't afford it. The most general place that residents visit on a regular basis due to a lack of alternative facilities is taverns in their neighbourhood.
- **Poorly developed and maintained cemeteries:** There is an ever-increase demand for new cemeteries. Land is therefore required in future for a new cemetery as the existing is very rocky. The existing cemeteries area also not well developed. Some do not have proper ablution facilities and / or fences. There is also poor control over the burial of the dead and people are digging graves just where they want to. The difference in service levels aggravates the situation.

18.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal with this development programme is to have improved access to sport and recreation facilities and well maintained parks and cemeteries. The following development outcomes have been formulated:

Outcome desired
Improve the quality of life
Create a healthy society
Enhance the cultural values within communities
Unified community

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
SR1 Improve condition of parks and sport and recreational facilities	SR1.1	Acquire ownership of these facilities	SR1.1.1	Feasibility study
			SR1.1.2	Secure investor/partner
			SR1.1.3	Marketing facilities
	SR1.2	Proper maintenance of sports facilities	SR1.2.1	Conduct courses in marketing & sports management
			SR1.2.2	Proper equipment
	SR1.3	Cater for different sporting codes	SR1.3.1	Apply For funding
			SR1.3.2	Develop multi-purpose facilities
			SR1.3.3	Sport council functional
			SR1.3.4	Promote women& disabled sport
	SR2 To ensure sufficient capacity of cemeteries and proper maintenance	SR2.1	Secure new site	SR2.1.1
SR2.1.2				Fencing, roads and public amenities developed at new sites
SR2.1.3				Masterplan developed and implemented
SR2.2		Maintenance and management of cemeteries	SR2.2.1	Increase institutional capacity
			SR2.2.2	Compile cemetery register
			SR2.2.3	Fencing and public amenities developed at existing cemeteries

CHAPTER 19: DEVELOPMENT PROGRAMME: INFRASTRUCTURE - WASTE MANAGEMENT

19.1 Core issues

- **Illegal dumping:** Residents of Magareng is of the opinion that many people dump waste illegally on open areas. The reasons offered is the lack of waste bins and the irregular service currently received from the municipality. Building material, in particular, gets dumped everywhere as people are not having access to transport to remove these materials.
- **Waste collection not done regularly:** The municipality has only one heavy vehicle that needs to service the urban node. Sometimes the vehicle is broken and then waste is not collected.
- **Poor management of dumping sites:** The municipality does not have sufficient equipment to properly maintain the dumping sites in the area. This lead to pollution as waste gets blown away from the dumping area.
- **No recycling:** There are presently no recycling initiatives in place. This can create some job opportunities for people taking initiative. However, recycling depots or buy-back centres are not based locally and this hampers initiative. Currently there is only one businessman that will buy waste.

19.2 Development Outcomes, Objectives, Strategies and Outputs

This development programme aims to achieve a clean and healthy environment. The following development outcomes have been formulated:

Outcome desired
Clean and healthy environment

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IWM1 Proper waste management	IWM1.1	Reduce illegal dumping	IWM1.1.1	Provide bulk containers at strategic locations and plastic bags to residents
			IWM1.1.2	Raise awareness
			IWM1.1.3	Implement by-laws
	IWM1.2	Expand and improve waste removal service	IWM1.2.1	Improve internal capacity and equipment
			IWM1.2.2	Expand waste collection service to new areas
IWM1.3	Improve management of	IWM1.3.1	Compile waste management plan	

Objective	Strategies		Outputs	
		dumping sites	IWM1.3.2	Upgrade equipment
			IWM1.3.3	Well maintained dumping site
	IWM1.4	Introduce recycling of waste	IWM1.4.1	Awareness campaigns implemented on recycling of waste
			IWM1.4.2	Buy-back centres established
			IWM1.4.3	Develop policy on recycling



CHAPTER 20: PROJECT LINKAGE

Priority Issue	Strategy	Objective	Projects	Responsible Department
1. Housing				
2. Roads & Storm Water				
3. Health Facilities				
4. Water				
5. Land				
6. LED, Food Security & Jobs				
7. Sanitation				
8. Electricity				
9. Safety & Security				
10. Waste Management				
11. Recreational Facilities				
12. Public Transport				
13. Government Services				
14. Social Development				
15. Service Delivery				
16. Disaster Management				

REFERENCES

- Magareng Local Municipality, 2002. *1st Edition IDP 2002 - 2007: Magareng Local Municipality*: Unpublished document, Warrenton, South Africa.
- Magareng Municipality 2nd Edition IDP, 2001 -2006
- Magareng Municipality Revised Budget 2006/07
- The Presidency, 2000. *Local Government: Municipal Systems Act, No 32 of 2000*. Government Gazette Volume 425, No 21776 of 20 November 2000, State Press, South Africa.
- Local Government Municipal Finance Management Act (...)
- The Presidency, 1998. *Local Government: Municipal Structures Act, No 117 of 1998 (as amended)*. Government Gazette Volume 402 No 19614 of 18 December 1998, State Press, South Africa.
- Department of Provincial and Local Government, 2001. *Local Government: Municipal Planning and Performance Management Regulations, Regulation No 7146 of 2001*. Government Gazette Volume 796, No 22605 of 24 August 2001, State Press, South Africa.
- Frances Baard District Municipality: 2005 *Consolidated LED Strategy* and Growth and Development Summit Report
- Northern Cape Provincial Growth and Development Strategy 2004 - 2014

CHAPTER 22: IMPLICATIONS OF THE IDP FOR THE ORGANISATION

Ensuring effective implementation

The biggest challenge to any plan is to make it work. Implementation usually receives less attention than the planning activity itself. However, if implementation fails, all else fails.

The planning approach adopted for the IDP already incorporates certain aspects of implementation like resource allocation and performance management. The IDP also tries to give a guideline for development and does not deal with every detail of implementation. A lot of the detailed planning will therefore have to be done after the adoption of the IDP. This chapter tries to identify the critical steps that need to follow the planning and approval process.

20.2.1 Refining the IDP for implementation

The IDP has set forth a series of development programmes that addresses the key issues within the municipal area that need to receive attention in the short term. For each of these development programmes a set of objectives, outputs and activities have been identified that will enable the municipality or any other service provider to address the core issues in future. Although this strategic framework indicates the direction for implementation, a lot still needs to be done to ensure effective and efficient implementation. A process of programme and project management is required to refine the development programmes of IDP.

20.2.2 Statutory Plans

Local government is required to comply with various planning requirements required in terms of other sets of legislation. The IDP acts as the principal strategic planning document for the municipal area and therefore all other planning documents will have to be based on the objects of the IDP.

20.2.2.1 Water Services Development Plan

The Water Services Act requires of a Water Services Authority to compile Water Services Development Plans. There is presently a draft document that needs to be reviewed and adopted by the Council.

20.2.2.2 Integrated Waste Management Plan

The municipality is currently busy compiling an Environmental Management Policy. The integrated Waste Management Plan will be compiled once clear guidelines and funding have been made available by the National Department.

20.2.2.3 Integrated Transport Plan

Integrated Transport Plan is currently being compiled by the Provincial Government. This document will be adopted by the municipality once the final draft has been tabled to council.

20.3 Restructuring Requirements

All planning and decision-making needs to be based on the content of the IDP, as the IDP is the only strategic planning document of the local municipality and binds council in exercising its legislative authority. It binds also any other persons in as far as certain duties or rights have been passed as a by-law.

The Municipal Systems Act is furthermore very clear that the SDF also prevails over a plan that has been compiled in terms of the Physical Planning Act, 1991. Therefore any land use change application will from now on be assessed in terms of its compliance with the objectives, principles and strategies adopted in the SDF.

The Municipal Systems Act is explicit in that it requires of a municipality to give effect to its IDP and be consistent with it. This implies that any deviation from it will have to be reported on an annual basis as part of the Performance Management System. The municipality will therefore need to adopt a system where compliance with the IDP will be measured and reported against.

Internal competency to clearly understand the implications of the IDP will have to be built in future. People will have to be empowered to share the common Vision and Mission of the organisation and of that of the municipality as a whole.

20.4 Review of the IDP

Section 3 of the Municipal Planning and Performance Management Regulations, 2001 states that only a member or committee of council may introduce a proposal for amending the municipality's IDP. Any proposal must be accompanied by a memorandum setting out the reasons for the proposal and must be aligned with the District framework adopted in terms of Section 27 of the Municipal Systems Act, 2000.

An amendment is enacted by a decision of council after sufficient notice (at least 21 days) has been given to both the council members and members of the public. It will thus be required of council to timeously involve members of the public via ward committees, sector forums, cluster meetings and the media to invite comment before an amendment is passed.

Besides minor amendments that may be required from time-to-time, council will also have to review the effectiveness of the development programmes and service plans adopted to address the priority issues within the municipal area on an annual basis. This process needs to be guided by the reports derived from the PMS. A system of participatory planning will have to be followed in order to ensure that the IDP does bring about the necessary changes envisaged with the development programmes and service plans objectives. The following programme for review is proposed:

Table 32: Review Programme of IDP

Action	Timeframe	Responsibility
Performance Management - Reporting on achievement of KPIs set for each development programme	Monthly reports to Management and Portfolio Committees	All Departments
Performance Management - Reporting on achievement of KPIs set for each development programme	Reports submitted to Council end of: September December March June	Portfolio committees
Performance Management - Reporting	Reports submitted to Council end of:	Municipal Manager

Action	Timeframe	Responsibility
on achievement of KPIs in Strategic Scorecard	September December March June	
Review indicators - Use report on deviations from KPIs to inform the review of KPIs	After reports on KPIs have been tabled to Council.	Management makes recommendations to Portfolio Committees
Annual Reporting to public on strategic scorecard in citizen report version	Annual reporting to public: June	Mayor
Annual Review - Use reports on KPIs prepared for September, December and March to inform review process. Ascertain whether the objectives are still relevant to address the critical issues. Assess the ability of the strategies and outputs adopted to achieve the objectives and review where required. Amend the KPIs and budget accordingly. Update various components of the IDP with changes effected through the review process.	Jan - March every year	Portfolio Committee Heads of Departments Mayor Council IDP Representative Forum
Advertise notice for public comment	After review of IDP has been effected	Corporate Services
Review comments received	Incorporate comments received	Portfolio Committees Heads of Departments
Compile Annual Budget based on reviewed IDP	March to May every year	Heads of Departments Treasurer
Adopt Annual Budget and reviewed IDP	June every year	Council

Action	Timeframe	Responsibility
Advertise notice of adoption and submit copy of reviewed IDP to MEC	After adoption	Corporate Services

Source: Magareng Local Municipality (2003)

Name of Municipality: Frances Baard District Municipality

Magareng Local Municipality NO IDP SUBMITTED

Cross Cutting Issues			
Key Area	Evaluation	Improvement Measure	Sector Information and who will take this further at the Tech DIGF
A. Municipal Transformation and Institutional Development			
Constitutional Mandate, Powers and Functions How does the municipality describe its assigned powers and functions, which does it perform and which has it given to an agency, which can it not perform, if it cannot perform all functions – does it have a plan for the future Are there any entities and how are these functions overseen?			
Local Economic Development(Group 3) Spatial Analysis and LTGDS Is this a deep and rigorous analysis that's shared by DM, Province, National Policies How is it aligned to the NSDP Principles How is it aligned to the PDGS Profile and Principles Is this spatial analysis translated into a Spatial Development Framework Does the SDF include guidelines on a Land Use Management System Is there use of credible Statistics (In this, look for whether there is a gap which can be supported by national govt)			
Service Delivery(Group 1)			
Is the plan for the delivery of services logical, sound, based on statistics, backlogs			
What are the targets specified by the IDP over one, three and five years, generally and for the following:			

Bucket eradication			
Energy – Electricity			
Water and Sanitation			
Refuse removal			
Housing			
How is service delivery and the provision of Free Basic Services linked to the Indigent Register Is there an Indigent policy (clear definition of who is poor) Are the support programmes for indigents catered for in Tariffs and the budget			
How is the Expanded Public Works Programme being used			
What action is being taken to meet the 2014 MDG targets Is this aligned and linked to provincial and national programmes?			
Is there a plan to spend the MIG Funds over the next one to three years (DORA)			
How is the integrated capital Investment plan over one, three and five years broken down into viable projects with budgets			
Is there a business mapping over the three to five years, scoping, EIAs, etc.			
What's the total cost of the plan and is it sound			
Does the plan address O&M and does it address old infrastructure (SAICE Report)			
Is the plan inclusive of the national and provincial infrastructure sector plans Education Transport – roads Health, etc			
Does the IDP reflect the capacity and capability to deliver on this plan, within the municipality What External partnerships do they have Are any Service Delivery Facilitators			

present What role does the District Municipality play			
How does the municipality show that they have the capacity and capability to develop and deliver on an Integrated Capital Infrastructure Plan			

Municipal Transformation and Institutional Development(Group 2)

Organogramme, vacancy rates, Section 57 Managers			
What is the Human Resource Development and retention Strategy			
Do they have a Skills Development Plan, Including WSP			
Is there a Budget Office			
What Evidence is there of a Performance Management System			
Where is the IDP driven from? Is this the MM or close to the MM?			
What is the assessment of the capacity and capability of the municipality to implement the IDP and projects therein			
Is there an Equity plan and is there any emphasis on Youth, Gender and people with disabilities			
Evidence of Policies – Supply Chain Management, Indigent Support Policy Asset Management policy			

LOCAL ECONOMIC DEVELOPMENT (Group 3)

How has the municipality considered spatial issues relevant to economic development through the use of NSDP principles. Is the comparative advantage clearly set out?			
How does the municipality understand the strategic link between governance and LED			

What is the competitive and comparative advantage of the municipality Is the analysis of the comparative advantage and competitive advantage linked to ASGISA			
What is the municipality doing to intensify enterprise development Are there specific plans for this linked to 2010 opportunities			
What is the municipality doing to invest in second economy in line with ASGISA			
How does the IDP address the issue of skills development in line with ASGISA principles			
What is the institutional capacity to deliver on LED. Is it sufficient			
If not, what resources are required to address institutional capacity for LED	Non compliant. Only a list of projects in the information received.		
Who are the social partners who are collaborating with the municipality on LED	Non compliant. Only a list of projects in the information received.		

FINANCIAL VIABILITY AND MANAGEMENT (Group 4)			
Is there capacity and capability in the treasury			
Is there clear Identification of National and provincial allocations and resources. Clear identification of own resources.			
Is there a Service Delivery Budget Implementation Plan – if applicable from 07 or 08			
Is there evidence of a Revenue management and Billing System			
Is there an Expenditure reports informing allocations			
Are there Budgets for all aspects, including 5 KPAs			
Is there a Response to Audits and Izimbizo outputs?			
Is there a Debt recovery plan			

Budget and IDP link: Important to indicate whether spending of capital budgets is i.t.o. of priority projects identified in the IDPs. Also the linkage of capital expenditure to the strategic interventions as identified in the spatial development frameworks			
--	--	--	--

Good Governance and Community Participation (Group 5)			
Does the municipality have Functional Structures (i.e. Ward, Standing Committees and CDW's)?			
What are the linkages with other governance structures?			
Does the municipality have an effective Communication strategy, Participatory and Decision –making strategies?\			
Focus on Gender, People with Disabilities and Youth , interfaith organisations and civil society			
Is there evidence of Sector Engagement Mining, agriculture, manufacturing, Retail, Banks, transport, ICT			
Is there any evidence that the IDP has been informed by the community			
Is there a plan to get both the budget and IDP approved by the community			
Is there a Code of Conduct for officials and political office bearers			
Evidence - Does the municipality prepare an annual report that includes the annual performance report and submit to the Auditor General as required by the MFMA			

REVIEW SUMMARY OF MAGARENG LOCAL MUNICIPALITY

The following priority actions have been identified by the Review Team:

No	Priorities and Actions moving forward	Support Entity	Timeframe
KPA 1: Municipal Transformation and Institutional Development			
1			
2			
3			
KPA 2: Local Economic Development			
1			
2			
3			
KPA 3: Basic Service Delivery and Infrastructure Investment			
1			
2			
3			
KPA 4: Financial viability and financial management			
1			
2			
3			
KPA 4: Good governance and community participation			
1			
2			
3			