

**MAGARENG**



**MUNICIPALITY**

# **DRAFT IDP REVIEW 2011/2012**

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**Mayoral Remarks**

## **Acknowledgements**

The members of the IDP Representative Forum and the IDP Steering Committee participated actively in the IDP to ensure that the process was participative and inclusive of all protagonists involved in development in the area. The Magareng Local Municipality wishes to acknowledge the contributions made by the individual members of the ward committees, our community development workers, the district municipality and the Independent Development Trust, our communities from different wards as they took part in their Local Area Planning and would like to thank them for their active participation and commitment throughout the process.

The sector departments that took part in the process of our IDP for the alignment of 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.

## **Revision Status**

This IDP review document marks the last review of the Second Edition of the Integrated Development Plan of Magareng Local Municipality for 2006 to 2011 that was adopted by the current Council in 2006 and constitutes the IDP of this municipality until a new Council is elected later in 2011.

Council needs to review the IDP at least once every year, as required in terms of Municipal Systems Act, No 32 of 2000 or as the circumstances occurs or changes it can be amended. Any amendments to the IDP document will only be effected by a resolution of Council.

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.

## Glossary

AG	Auditor General
Asgi-SA	Accelerated and Shared Growth Initiative of South Africa
CBD	Central Business District
CIP	Consolidated Infrastructure Plan
DEAT	Department of Environmental Affairs and Tourism
DME	Department of Minerals and Energy
DGDS	District Growth and Development Strategy
DM	District Municipality
DPLG	Department of Provincial and Local Government
EMF	Environmental Management Framework
FBDM	Frances Baard District Municipality
IDP	Integrated Development Plan
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act (Act 56 of 2003)
MLM	Magareng Local Municipality
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act (Act 32 of 2000)
MTAS	Municipal Turn Around Strategy
MStrA	Municipal Structures Act (Act 117 of 1998)
NGDS	National Growth and Development Strategy
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
PMS	Performance Management System
PDI	Previously Disadvantaged Individual(s)
PGDS	Provincial Growth and Development Strategy
TLC	Transitional Local Council
TRC	Transitional Rural Council
WSDP	Water Services Development Plan

# 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:

- Link, integrate 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 the single and inclusive strategic planning document for the municipal area. 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 legislation 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.

By preparing IDP the municipality is informed about the problems and issues affecting its area and with the available resources and information we will be able to develop and implement appropriate objectives, strategies and conceptualize projects to address the issues and the service backlog in our area.

With IDP we will be able achieve the following

- speeding up delivery of projects and services
- ensuring more effective use of scarce resources
- attract additional funds externally
- strengthening democracy and transformation
- promoting intergovernmental coordination
- improve planning and implementation

### **1.3 Approach to the IDP Formulation and Review processes**

#### **1.3.1 Formulation of the IDP**

The process adopted for the compilation of an IDP needs to encourage *consultation* and *participation* of a wide spectrum of interested and affected parties. The approach should therefore allow residents, communities, stakeholders, service providers and specialists to make a contribution to the content of the plan. Secondly, the plan should be *strategic*, therefore focusing on addressing priority issues, ensuring that limited resources are used effectively and efficiently and that strategic choices are made. Thirdly, the plan should be *implementation orientated*. This implies that the plan should be concrete and specific in terms of the outcomes and outputs to be achieved while it needs to take into consideration the inputs required to make it happen. There should therefore be a close link between planning and budgeting.

It was therefore necessary to adopt an approach that allowed for all of the above mentioned processes to culminate into the integrated planning process required for the compilation of the IDP. It was decided that the framework set out in the IDP Guide Pack will be used.

#### **Review of the IDP**

Objectives for IDP review

Like the preparation of the IDP it is a legal requirement as stated in Section 34 of the Municipal Systems Act No. 32 of 2000 to review the IDP on an annual basis for the following reasons:

- Address the MEC of Cooperative Government and Human Settlements comments
- Taking into consideration the changing circumstances
- Close any gaps that have been identified
- Incorporate inputs and opinions of stakeholders left behind in the planning process
- Addressing the legal loopholes and technical aspects
- Incorporating or alignment with the Provincial and District Growth and Development strategy.

The review of the IDP focused on the achievements made and what changes need to be made to the IDP in order for it to remain relevant. The approach was therefore focused on the evaluation of the performance of the municipality in achieving its objectives, strategies and outputs chosen to address the various priority needs of the community.

The approach adopted for the review is therefore much more self-centred in the beginning to establish the institutional weaknesses with implementation where after a more participative approach was followed in order to update and where necessary review in total the objectives, strategies and outputs chosen by the organisation to address the priority needs.

**An overview of the IDP Process**

**1.4.1 Formulation process**

The formulation process comprises various activities / 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 1: 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**

According to the Municipal Systems Act, No 32 of 2000, the process plan needs to be aligned with the Framework Plan of District Municipalities. The Process Plan of Magareng Local Municipality was compiled by the IDP Steering Committee taking into consideration the Framework Plan of the District. The process plan was adopted by the Council and was used to inform the IDP formulation process.

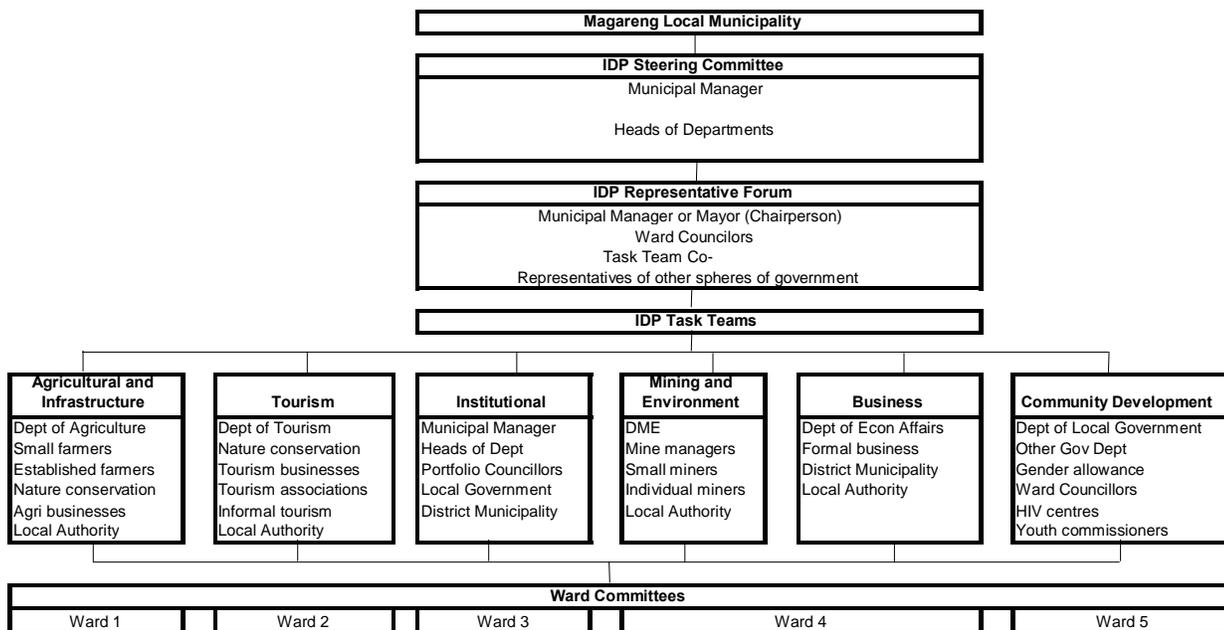
**1.4.1.1.2 Establishment of Participatory and Administrative Mechanisms**

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

An *IDP Representative Forum* (IDPRF) was established to involve stakeholder in the process. The IDPRF consisted of the Municipal Manager or Mayor who acted as chairperson, Ward Councillors and task team co-ordinators 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.

*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 2001
- Community survey 2007
- Organogram of Magareng Local Municipality
- Water Services Business Plan
- Budget of Magareng Municipality
- IDP
- Systems Act
- Structures Act
- LA 21
- Maps

Information was gathered through:

- Ward Councilors
- Ward Committees
- Officials of Magareng Municipality
- Community Representative Forum
- Meetings.

The information collected during the analysis phase were used to sketch the background to the municipal area and to identify ward priorities. The latter was used to inform the next phase of the IDP process.

#### **1.4.1.3 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 groupings were 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 deals with the refinement of the project proposals developed in the previous phase. The projects that were proposed by the IDPRF 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 comprises 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 draft IDP was compiled by the IDP Manager and was tabled to 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.

#### *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.

The PGDS and DGDS was also used in this process.

#### *1.4.1.5.4 Review of comments received*

No comments received from community and MEC's office.

#### *1.4.1.5.5 Approval and adoption of IDP*

The final IDP was tabled to Magareng Local Municipality for approval on 31 March 2008. 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.

### **Review Process**

#### **1.4.2.1 Phase 1: Preparatory**

The review process focused on the improvement of the IDP. The department of Housing and Local Government is emphasising on the quality and credibility of the IDP documents so for Magareng we have suggested that our IDP plan will be standard in nature and only changes will be highlighted in the revised documents.

The first step was to review the Process Plan to enable the council to review the IDP in the timeframe that was available. It was decided that the IDP Steering Committee would still be the main vehicle driving the IDP Review Process internally, while the IDP Representative Forum will be used as the participation structure in the review process. An introductory workshop was held with the IDP Steering Committee and the IDP Representative Forum to explain the review process and the requirements associated with it.

#### **1.4.2.4 Phase 2: Re-Analysis of the current situation**

The re-analysis phase concentrated on the alignment and reconciliation of information pertaining to the current situation of the local municipality. Heads of Departments were requested to update the area's development profile in terms of the improvement of service levels achieved in the last year. It was also necessary to update the demographic and economic profile with statistics of Census 2001.

#### **1.4.1.6 Phase 3: Review of Objectives, Strategies and Projects**

During this phase members of the IDP Representative Forum were involved to assist with the review of the objectives, strategies and projects chosen to address the priority issues identified in the IDP. The IDP priority issues were obtained from the community representative forum and the ward based IDP meetings.

It was also expected of other service agents and other spheres of government to make presentations on the initiatives they will undertake in the area. This information was used to inform the review of the objectives, strategies and projects.

#### **1.4.1.7 Phase 4: Integration**

The integration phase focused on the refinement of the projects developed in the previous phase by the IDP Steering Committee and the compilation of the various components of the IDP, as required by the Municipal System Act, No 32 of 2000.

The first step was to identify targets and budgets for each of the outputs (projects) that were proposed in the previous phase. As the municipal officials will have to drive the process of implementation of the IDP, it was felt that they had to agree to these Key Performance Indicators that will determine the performance of the organisation and individuals at the end of the day. It was for this reason that only the IDP Steering Committee was used to complete the action plans. As the IDP do not only cover the mandate of the municipality, it was also necessary to involve other service agents and technical advisors in the completion of the action plans.

The action plans were then used to compile those components of the IDP that are informed by the objectives, strategies and projects proposed in the action plans. However, it is acknowledged that the revised IDP will again not comply with the legal requirements of the Act. The municipality is in the process of compiling its Performance Management System while it is awaiting the water services development plan, workplace skills plan and Integrated Transport Plan. The district has assisted in developing the integrated waste management plan for the municipal area and the environmental management plan. Other sector plans like a housing strategy will also receive attention in future once the internal capacity and resources allows for it.

#### **1.4.1.8 Phase 5: Approval**

The draft revised IDP was advertised for public comment on 4 April 2008. Copies of the plan were also made available to members of the Council. The plan was also made available to the IDP Assessment Committee of the Province. The comments received on the draft revised document were considered by the Municipal Manager and the final revised IDP was tabled at a Special Council Meeting on 31 March 2008 for adoption by Council. Council adopted the IDP and submitted a copy to the MEC: Housing and Local Government for alignment with sector departments.

### ***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. Only the IDP Task Teams did not comprise the full spectrum of envisaged stakeholders as not all service providers participated at these meetings.

##### **1.5.1.2 Public Participation**

Magareng municipality is committed to the development and the upliftment of all its residents in its area of jurisdiction through integrated development planning process hence the establishment of IDP Representative Forum and the ward based forum with the ward committee members. The forum consists of councillors, senior officials, political parties, businesses and local community structures like CBO's and NGO's. The IDP steering committee was also formed and is attended by senior officials and at some levels the service providers to give technical advice.

The process also allows continuous community feedback on municipal issues and participatory meetings to obtain community inputs and comments as well as to communicate progress on the developments done by the municipality. However there is still a challenge to get the participation of the local banking sector and businesses in the process.

About five ward based IDP representative forum meetings and one steering committee meeting were held with these respective forums to ensure proper consultation and participation of relevant 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 councillors.

#### **1.5.1.4 Alignment with other IDP's**

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.

### **Review Process**

#### **1.5.2.1 Organisational Arrangements**

The review process did not require any additional organisational arrangements to be put in place.

#### **1.5.2.2 Action Programme and Resource Allocation**

The IDP Review process was condensed into a limited timeframe. However, other commitments from stakeholders, in particular municipal councillors and officials, resulted in some time delay.

## 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 Kimberley and Christiana as well as the N18 route to Vryburg passes through the centre of Warrenton. The Railway line, that connects Gauteng with the Northern and Western Cape Province, runs through Magareng Municipality with a railway station at Warrenton, Fourteen Streams and Windsorton station. The railway line also connects the Northern Cape and North West Province.

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, Moleleko'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 km<sup>2</sup> in extent and accommodates approximately 20,433 people (Community survey 2007). 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 constitutes Ward 4. Ward 5 is made up of Warrenton town, which was previously a predominantly White area, and the surrounding rural areas.

#### *Organisational structure*

##### **Political structure**

Magareng Local Municipality adopted the 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. The following is the name of councillors and the subcommittees in Magareng:

Mayor/Speaker as well as ward 1 clr: Hon. Gladys Makena  
Clr Ben Macomo (ward 2 clr)  
Clr Elizabeth Manopole (ward 3 clr)  
Clr Elfrida Mpitso (ward 4 clr)  
Clr Joseph Moleele (ward 5 clr)  
Clr Ouma Majola (PR clr)  
Clr Hans Visagie (PR clr)  
Clr Jan Louw (PR clr)  
Clr Willie Johnson (PR clr)

## **SUB COMMITTEES AND CHAIRPERSONS**

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 these meetings from time to time. The following Portfolio Committees have been established:

Finance committee: Clr Willie Johnson  
LED and planning committee: Clr Elfrieda Mpitso  
Corporate service committee: Clr Elizabeth Manopole  
Technical committee: Clr Ben Macomo

In addition the municipality has the following consultative structures:

Local Labour Forum: Cllr. Moleele  
HIV/AIDS Committee: Cllr. Elfrieda Mpitso

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

- It exercise 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:
  - The level, quality, range and impact of municipal services
  - 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.

The administrative centre for Magareng is based in Warrenton and there are presently 4 departments, with the Office of the Municipal Manager as the Administrative Head, namely:

- **MUNICIPAL MANAGER / ACCOUNTING OFFICER**

Mr Shadrack Mere

- **DEPARTMENTAL HEADS**

Head: LED and Planning:

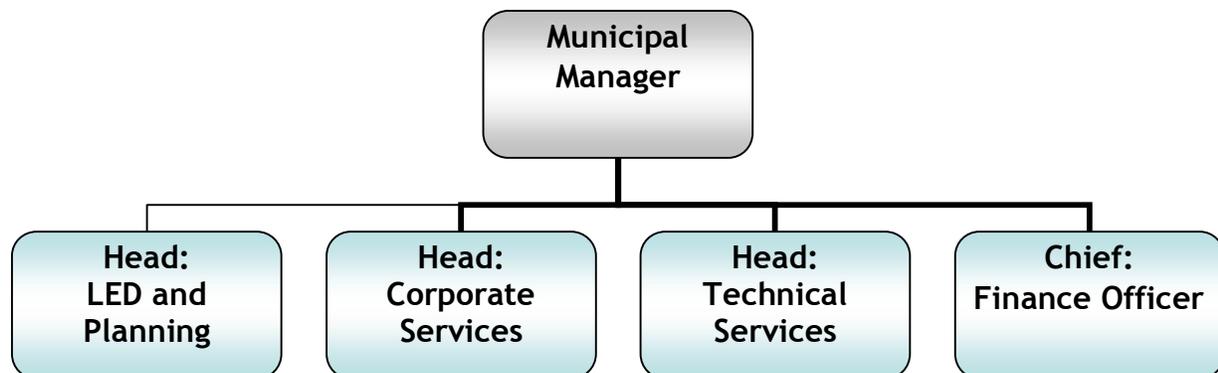
Chief Finance Officer:

Head: Technical Services :

Head: Corporate Services:      Vacant

The Municipal Manager and Heads of Departments have been appointed by the Council on a section 56 contract basis. The municipality currently employs 141 employees. A large number of positions are currently vacant. Critical positions will only be filled gradually as the financial position of Council improves.

*Figure 2 Organogram of the current Top Structure:*



### 2.2.2.1 Department Administration/Corporate services

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 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 is currently being designed and will be implemented once adopted by Council.

The Corporate Services Department is responsible for the internal organisational support services, namely Human Resource, Administration, Council Services, Public Relations, PMS, Legal 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, and 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.

#### **2.2.2.2 Department: LED and Planning**

The Department is responsible for:

- Local Economic Development,
- Marketing and investment attraction,
- Job creation and poverty alleviation,
- SMME development and promotion,
- Tourism development and promotion,
- Integrated Development Planning,
- Youth advisory centre,
- Land acquisition and disposal,
- The compilation of policies and planning documents,
- Arrangements for campaigns and promotions.

#### **2.2.2.3 Department: Finance**

This department is responsible for the proper management and accounting of council finances and advising council on its financial position.

- The department has 3 divisions, namely:
- Income,
- Expenditure and
- Financial management and Budget Office
- Supply Chain 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 and budget office* 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.

#### **2.2.2.4 Department: Technical Services**

The Department: Technical Services is the largest and comprises eight divisions:

- Water
- Sanitation
- Waste management
- Traffic
- Environmental Health
- Parks and cemeteries
- Workshop
- Community services
- Electricity
- 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 storm water.
  
- 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.
  
- The *Electricity Division* 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.

#### **2.2.3 Community participation**

Chapter 4 of the Municipal Systems Act No. 32 of 2000 emphasizes the community participation of the local citizens to take part in the affairs of the municipality as they are the custodians of the services rendered to them. Public inputs, comments and participation is of great importance to ensure that development efforts undertaken by the sector departments in their area address the real needs and that it is supported and implemented by local community.

It is against this background that the IDP representative forum consisting of councillors, senior officials , political structures in the area, the stakeholders, ward committee members, community development workers, business sector, rate payers, NGO's and CBO's was established to take part in the planning processes and budget of the municipality.

#### Actual Public Participation Process: September 2010-February-2011

Date	Ward Meeting	Comments
18/11/2010	1	Successful
17/11/2010	2	Successful
16/11/2010	3	Successful
15/10/2011	4	Successful
21/02/2011	5	Successful

#### Local Area Planning Meetings(ward representative forums)

Date	Ward Meeting	Comments
18/11/2010	1	Successful
17/11/2010	2	Successful
16/11/2010	3	Successful
15/10/2011	4	Successful
21/02/2011	5	Successful

### 2.3 Mandate, powers, functions and services rendered

#### **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 organizations 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.

#### **2.3.1 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.

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 latter notice, the following Local Municipality functions will be performed by the District Municipality on behalf of the local municipality.

Schedule 4 Part B Air pollution.

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 may 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 1: Environmental Health functions*

	Air pollution	Child care facilities	Control of public nuisances	Control of under-takings 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
	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

*Table 2: Municipal Planning Functions*

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

*Table 3: Transport related functions*

	Municipal airports	Public transport	Pontoons, ferries, jetties	Fences and fencing	Traffic parking and
SQ	No	No	No	Yes	Yes
	Yes	Yes	Yes	Yes	Yes

Service Provider		Private operators			
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Source: Frances Baard District Municipality

Table 4: 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
	No	Yes	Yes	Yes	Yes	Yes, incl DM function	Yes
Service Provider	Frances Baard DM						

Source: Frances Baard District Municipality

Table 5: 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
	Yes	Yes	Yes	Yes	Yes	Yes

Source: Frances Baard District Municipality

### Provision of Basic Services

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.

The provision of basic services is one of the national KPI for local government set by the National Minister in conjunction with the MEC for local government and on an annual basis the state president on his state of the nation address emphasizes on our communities being provided with basic services and this services are water, sanitation, electricity and solid waste removal.

At this stage our council has approved the reviewed drafts of indigent and credit control policies, we do not have debt control plan in place and we still have to link our indigent policy to the free basic services.

### Water provision

All residents of Magareng in excluding farming areas receive 6kl of water free and the indigents receive extra 6kl of water free. Majeng is getting water from the borehole and jojo tanks.

**Challenge:** The provision of basic services is still a challenge for Magareng to provide for our rural communities.

### Electricity

Only indigents beneficiaries are receiving 50 kW of electricity free both the residents' services by Eskom and municipality as service providers.

### Sanitation

The same as electricity we are only able to provide basic sanitation to the registered indigents beneficiaries on the system.

## 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 6: Service Providers for Civil Infrastructure*

Service	Warrenton	Warrenvale	Ikhutseng	Moleko's Farm	Rural areas: Bull Hill, Hartsvallei, Sydney's Hope, Majeng, 14 Streams, Nazareth and Farms
<b>Electricity</b>					
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
<b>Water and Sanitation</b>					
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
<b>Roads and Streets</b>					
Streets	Magareng	Magareng	Magareng	Magareng	Owner
<b>Waste Management</b>					
Landfill sites	Magareng	Magareng	Magareng	Owner	Owner
Door-to-door collection	Magareng	Magareng	Magareng	Owner	Owner

*Source: Magareng Local Municipality*

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

*Table 7: Other Service Providers active in the municipal area*

Social Group	Departments supporting a Social Groups	NGOs supporting a Social Group
<b>Disabled</b>	Departments of Health, Social Development	NGO or Supporting group(Itireleng)

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

Source: IDP Review Workshops

### ***Financial Aspects***

The following is a breakdown of the existing operational and capital budget of council for the next financial year.

#### **2.4.1 Operating Expenditure and Revenue by Source for 2010/2011**

The following tables (schedules 1 - 2) indicate the breakdown of the operational and capital budget for the 2011/2012 financial year. See annexure "A"

## 2.5 Institutional SWOT analysis

### STRENGTHS

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

### OPPORTUNITIES

Investments and growth  
Business development  
Natural Resources  
N12 Development Route

### WEAKNESSES

Limited tax base  
Limited skills  
No delegations of authority  
Lack of machinery and equipments  
Lack of office space  
Poor institutional arrangements  
Lack IT management  
Limited customer satisfaction  
Lack of business plans to access funding  
Limited teamwork

### THREATS

Poverty & Unemployment  
Lack of rental housing stock  
Poor service payment  
HIV/AIDS  
Poor road conditions  
Brain drain and lack of local spending  
Illiteracy and numeracy

Source: IDP Review Workshops

## 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: DEVELOPMENT OVERVIEW

### *3.1 Background to the Study Area*

Magareng Municipality is situated in the Northern Cape Province and lies within the boundaries of the Frances Baard District Municipality. It constitutes one of five local municipal areas within the district and accommodates almost 7% of the district population (Census 2001).

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 Kimberley and Christiana as well as the N18 route to Vryburg passes through the centre of Warrenton. The Railway line, that connects Gauteng with the Northern and Western Cape Province, runs through Magareng Municipality with a railway station at Warrenton and Windsorton station. The railway line also connects the Northern Cape and North West Province.

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 Bulhill, 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 area of jurisdiction is approximately 1542 km<sup>2</sup> in extent and accommodates approximately 20,433 people (Community survey 2007). 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 constitutes Ward 4. Ward 5 is made up of Warrenton town, which was previously a predominantly White area, and the surrounding rural areas.

### *3.2 Spatial Profile*

#### **3.2.1 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.

#### **3.2.2 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 Warrenton 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 Warrenton and the N12, which forms the western boundary of the area. The area has access to a basic level of infrastructure.

### **3.2.3 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 Warrenton. 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 tourists' attractions.

### **3.2.4 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 Leeuw River forms part of the southern border of the municipal area.

### **3.3.5 Majeng Land Restitution Project**

OneWorld has been engaged with the Majeng community over the past two years in developing an Integrated Development and Business Plan for the area. The process has been intensive and challenging, especially for the community who have waited this long for their dream to come to fruition. The community was presented with both conventional and unconventional options in their decision making processes. The intention was to ensure that sustainable development practice informs the choices made by the community. The key aspects below are aligned to the recommendations that emerged during the business development process and will be captured in the business plan document due at the end of April 2009.

1. The development of an off-grid human settlement at Majeng for 800 households: An off grid development allows for incremental development of the community; and not a mass injection that is out of sync with the area and has associated high site establishment costs.
2. The development of road infrastructure for the human settlement: the Majeng settlement will require road infrastructure which should also be aligned to the human settlement development.

3. An off grid biolitic system for sanitation purposes has been proposed which presents other off-grid opportunities too; for example bottled gas.
4. Solar power to meet the energy requirements of the settlement, including street lighting requirements. Solar power will also be used for heating geysers for hot water in the households.
5. The people of Majeng thrive on subsistence farming and water for agriculture is critical. A repair of the crop irrigation system and the various canals within the Majeng area is recommended. In the event specialist opinion suggests it is not viable to repair, new systems will have to be installed to support farmers at Majeng.
6. A water reservoir and a water purification plant were mentioned as items on the municipality's plan; this will supplement the rainwater harvesting initiatives of the inhabitants.
7. Development of a community Multipurpose Centre around which various community services provision can be aligned. A museum is also suggested to boost the tourism opportunities of the area.

### 3.3 Demographic profile

#### 3.3.1 Population Size and Ethnic Composition

Magareng has a total population of 20 433 in 2007. 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 8: Ethnic profile of Magareng Local Municipality, 2001*

	Black African	Coloured	Indian/Asian	White	Total
Male	6,827	1,728	76	1,114	9,745
Female	7,602	1,762	61	1,264	10,688
<b>Total</b>	<b>14,429</b>	<b>3,490</b>	<b>137</b>	<b>2,378</b>	<b>20,433</b>
<b>Percentage of Total Population</b>	<b>71.97%</b>	<b>17.48%</b>	<b>0.52%</b>	<b>10.03%</b>	<b>100.00%</b>

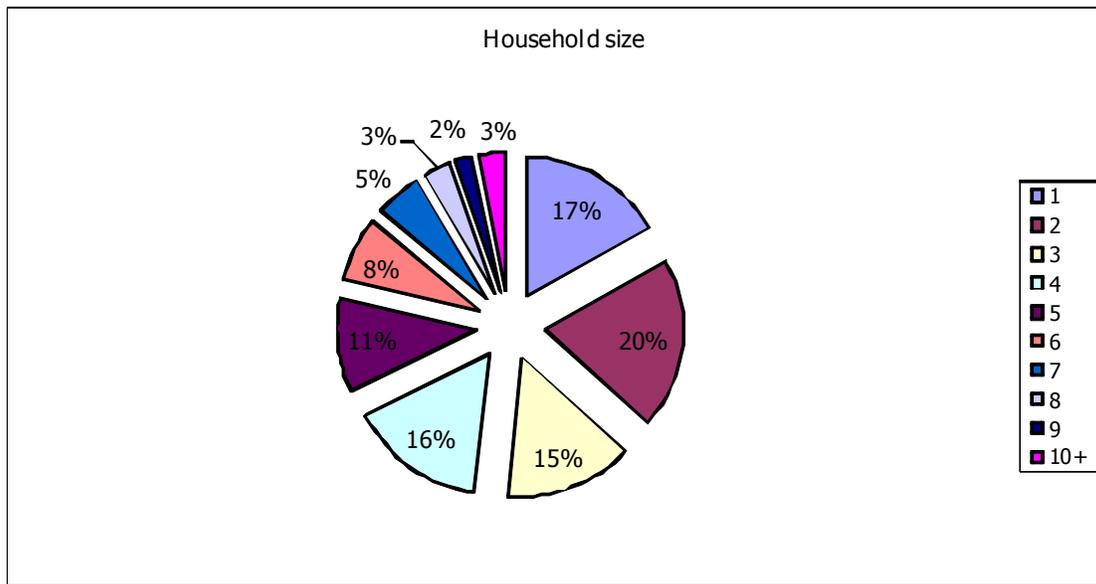
*Source: Stats SA (Community survey, 2007)*

The total population of Magareng is 20 443 as per (Community survey 2007) 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

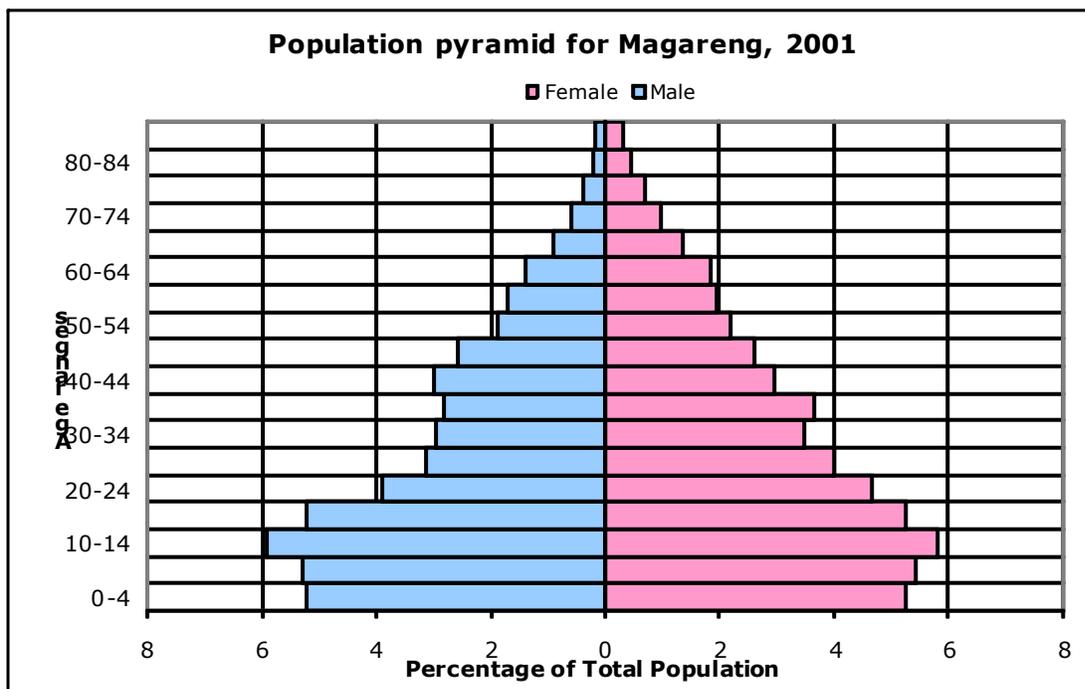


Source: Stats SA (Census, 2001)

### 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.

### **3.3.3 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) and even in the community survey of 2007. Depicted from the population pyramid above, it is clear that the females dominate in the older than 20years 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.

## ***3.4 Human Development profile***

### **3.4.1 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 diseases.

Awareness Campaigns, such as Aids Awareness, Direct Observed Treatment Support (DOTS) and Protein Enrichment Malnutrition Scheme are in place to address these problems. The health services infrastructure profile is discussed later in this section.

### **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.

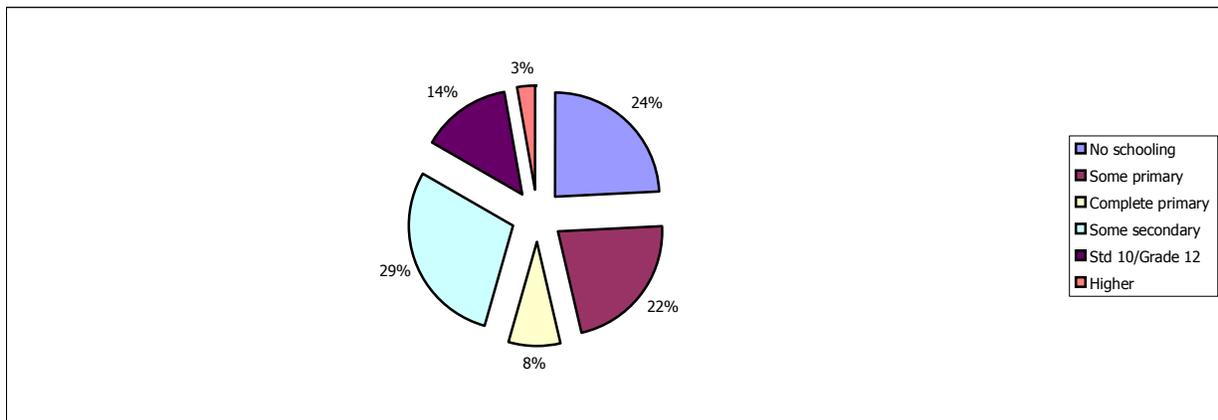
On the other hand, it is positive to see that 29% of people older than 20 years in this area has some form of secondary education qualification while 14% has a grade 12 qualification. Only 3% of this portion of the population has a higher education qualification.

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)

### 3.5 Social Development profile

#### 3.5.1 Social Groups

During workshops held with the IDP Representative forum, the following main social groups were identified: People with disabilities, aged, youth, unemployed, business, religious and farm workers. Participants in the workshop also agreed that there is a group of people living with HIV/AIDS and those that are affected by it.

However, nobody felt comfortable to assist with the identification of their assets and vulnerabilities. Participants in the workshop have however identified some of the needs that exist for this group.

For each of these social groups an analysis was done using the Sustainable Livelihoods Framework. This information informs the priority issues identified and therefore the specific interest group needs are also addressed with the priority issues identified for Magareng.

Although participants did not have access to scientifically researched data to inform the statistics presented in these tables, the information given by the participants gives a good indication of the perception that community members have around service delivery and access to services in these communities. The reader is therefore advised to interpret the data rather than quoting from it.

Below are the strengths and weaknesses from the different social groups of Magareng that were identified during an IDP review workshop:

Table 9: Strengths and Weaknesses of Social Groups in Magareng

Social Group	Strengths (Assets)	
<p>Disabled 10% of total population</p>	<ul style="list-style-type: none"> <li>• 50% brick housing</li> <li>• 50% has access to water</li> <li>• 50% has access to electricity</li> <li>• Most stay with family</li> <li>• Have access to hospital, clinics and home based care facilities</li> <li>• Some have Grade 9 - 12</li> <li>• Some have been working but got disabled through an accident</li> <li>•</li> </ul>	
<p>Aged 20% of total population</p>	<ul style="list-style-type: none"> <li>• 90% Formal housing</li> <li>• 70% has access to water</li> <li>• 70% has access to electricity</li> <li>• Have access to community halls, hospital, clinics, home based care, geriatric centre and meals on wheels</li> <li>• Most have Grade 5 - 7</li> <li>• Most women have skills like gardening, cooking, sewing &amp; knitting. Men can weld, do plumbing while others are bricklayers or painters.</li> <li>• Most have access to pensions while others are small farmers</li> </ul>	
<p>Youth 75% of the total population</p>	<ul style="list-style-type: none"> <li>• 10% Brick house</li> <li>• 70% stay with families</li> <li>• Have access to a stadium, community hall, resort and tennis courts</li> <li>• Most have matric (80%)</li> <li>• Some have higher education - technikon and college</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 20% Informal houses</li> <li>• Lack further education facilities</li> <li>• Have access to a Library - but not well equipped</li> <li>• No proper developed sport and recreation facilities</li> <li>• Have access to roads - but they are in a poor condition</li> <li>• Stress</li> <li>• Frustration</li> <li>• High pregnancy rate</li> <li>• High HIV/AIDS rate (42%)</li> <li>• High TB rate (35%)</li> <li>• Lack technological skills</li> </ul>
<p>Farm workers</p>	<ul style="list-style-type: none"> <li>• Some have brick houses</li> <li>• Most have access to water while some have electricity</li> <li>• Some have access to a cemetery</li> <li>• Most have access to agricultural land and livestock</li> </ul>	<ul style="list-style-type: none"> <li>• Some have mud houses</li> <li>• Most have only a pit latrine</li> <li>• No clinic</li> <li>• No spaza shops</li> <li>• 30% are literate</li> <li>• High levels of TB</li> </ul>
<p>Unemployed</p>	<ul style="list-style-type: none"> <li>• Land</li> <li>• Some have matric while others have tertiary education</li> <li>• 30% are skilled</li> </ul>	<ul style="list-style-type: none"> <li>• Roads - poor condition</li> <li>• Schools - not enough</li> <li>• Clinics - not adequate</li> </ul>
<p>Business</p>	<ul style="list-style-type: none"> <li>• Most have housing, electricity, water</li> <li>• Most have access to community</li> </ul>	<ul style="list-style-type: none"> <li>• Some experience high blood pressure</li> </ul>

Social Group	Strengths (Assets)
	halls, stadium, schools, library, infrastructure, churches, municipal pay point and railway station. <ul style="list-style-type: none"> <li>• Most have grade 10 - 12</li> <li>• Most are in good health</li> <li>• Some operate taxis, shops, taverns, bottle store and sell equipment</li> <li>• Others farm, keep livestock and mine for diamonds.</li> <li>•</li> </ul>
<b>Religious</b>	<ul style="list-style-type: none"> <li>• Some have access to community halls, schools, stadium and churches</li> </ul>

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 10: Desired outcomes and vulnerabilities identified in Magareng for certain social groups*

Social Group	Desired outcomes	Threats (vulnerabilities)
<b>Disabled</b>	<ul style="list-style-type: none"> <li>• Support groups</li> <li>• Awareness programmes</li> <li>• ABET &amp; Skills training</li> <li>• Access to buildings, pavements</li> <li>• Disabled toilets</li> <li>• Special transport locally and for attending special facilities elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment</li> <li>• Lack of support services</li> <li>• Alcohol abuse</li> </ul>
<b>Aged</b>	<ul style="list-style-type: none"> <li>• ABET</li> <li>• Access to social services</li> <li>• Old age home</li> <li>• Safe and reliable transport</li> <li>• Food security</li> <li>• Retirement planning</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of income</li> <li>• Chronic illness</li> <li>• Social pensions insufficient</li> <li>• High cost of medical care and living</li> </ul>
<b>Youth</b> 75% of the total population	<ul style="list-style-type: none"> <li>• 10% Brick house</li> <li>• 70% stay with families</li> <li>• Have access to a stadium, community hall, resort and tennis courts</li> <li>• Most have matric (80%)</li> <li>• Some have higher education - technikon and college</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 20% Informal houses</li> <li>• Lack further education facilities</li> <li>• Have access to a Library - but not well equipped</li> <li>• No proper developed sport and recreation facilities</li> <li>• Have access to roads - but they are in a poor condition</li> <li>• Stress</li> <li>• Frustration</li> <li>• High pregnancy rate</li> <li>• High HIV/AIDS rate (42%)</li> <li>• High TB rate (35%)</li> <li>• Lack technological skills</li> </ul>
<b>Farm workers</b>	<ul style="list-style-type: none"> <li>• Some have brick houses</li> </ul>	<ul style="list-style-type: none"> <li>• Some have mud houses</li> </ul>

Social Group	Desired outcomes	Threats (vulnerabilities)
	<ul style="list-style-type: none"> <li>• Most have access to water while some have electricity</li> <li>• Some have access to a cemetery</li> <li>• Most have access to agricultural land and livestock</li> </ul>	<ul style="list-style-type: none"> <li>• Most have only a pit latrine</li> <li>• No clinic</li> <li>• No spaza shops</li> <li>• 30% are literate</li> <li>• High levels of TB</li> </ul>
<b>Unemployed</b>	<ul style="list-style-type: none"> <li>• Land</li> <li>• Some have matric while others have tertiary education</li> <li>• 30% are skilled</li> </ul>	<ul style="list-style-type: none"> <li>• Roads - poor condition</li> <li>• Schools - not enough</li> <li>• Clinics - not adequate</li> </ul>
<b>Business</b>	<ul style="list-style-type: none"> <li>• Most have housing, electricity, water</li> <li>• Most have access to community halls, stadium, schools, library, infrastructure, churches, and municipal pay point and railway station.</li> <li>• Most have grade 10 - 12</li> <li>• Most are in good health</li> <li>• Some operate taxis, shops, taverns, bottle store and sell equipment</li> <li>• Others farm, keep livestock and mine for diamonds.</li> </ul>	<ul style="list-style-type: none"> <li>• Some experience high blood pressure</li> </ul>
<b>Religious</b>	<ul style="list-style-type: none"> <li>• Some have access to community halls, schools, stadium and churches</li> </ul>	

Source: IDP Review Workshop

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)
<b>Disabled</b>	<ul style="list-style-type: none"> <li>• Support groups</li> <li>• Awareness programmes</li> <li>• ABET &amp; Skills training</li> <li>• Access to buildings, pavements</li> <li>• Disabled toilets</li> <li>• Special transport locally and for attending special facilities elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment</li> <li>• Lack of support services</li> <li>• Alcohol abuse</li> </ul>
<b>Aged</b>	<ul style="list-style-type: none"> <li>• ABET</li> <li>• Access to social services</li> <li>• Old age home</li> <li>• Safe and reliable transport</li> <li>• Food security</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of income</li> <li>• Chronic illness</li> <li>• Social pensions insufficient</li> <li>• High cost of medical care and living</li> </ul>

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

## 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
Floods	Prostitution
	Rape
	Domestic violence
	Unemployment
	Poor economy

Source: IDP Review Workshop

### 3.6 Economic development profile

#### 3.6.1 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 19,8% 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 2,8%.

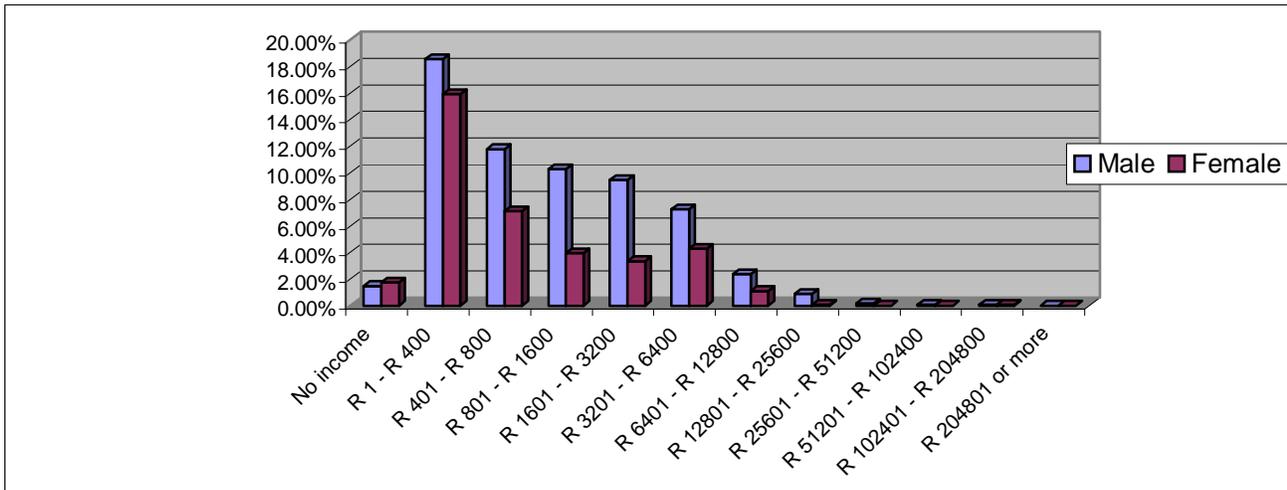
If one however analyse the local economy of Magareng, the contribution made by the mining and quarrying sector will be far less than that recorded for the rest of the province as most of the mining and quarrying activities falls outside the municipal area. Although there is no research that can support these conclusions drawn, participants in the IDP review workshops felt that agricultural sector was 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. One can therefore assume that the local economy is profoundly based on agriculture.

#### 3.6.2 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 R1080.00. 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.

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



Source: Stats SA (Census, 2001)

### 3.6.3 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:

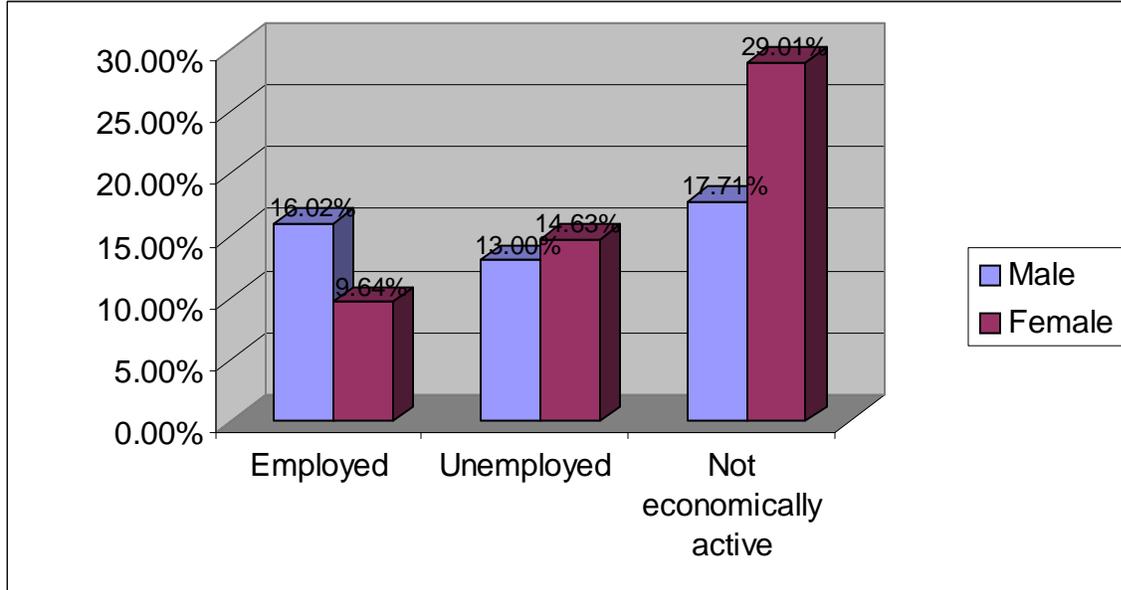
Table 13: Employment per sector of the economy

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%

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

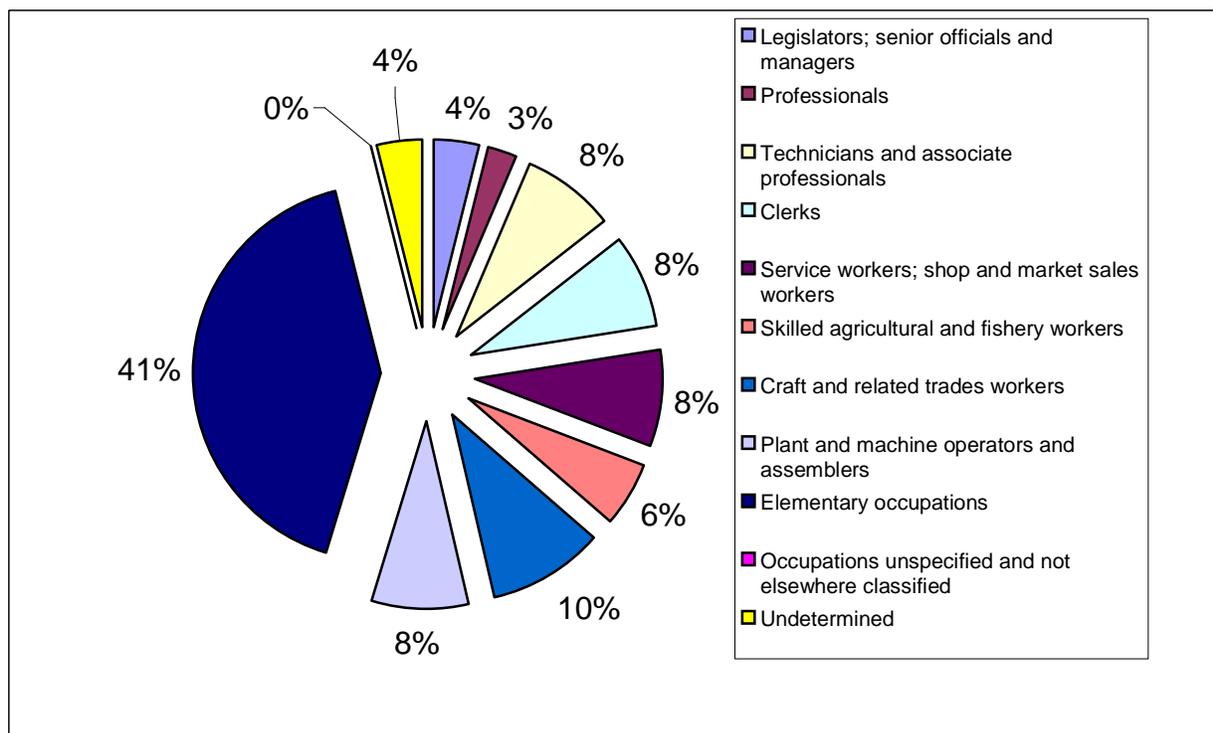


Source: Stats SA (Census, 2001)

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)

### 3.6.4 Livelihood strategies

The following tables indicate the various livelihood strategies identified during the IDP Review Process. The first table distinguishes 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 and grants
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

Table 15: Livelihood strategies per social group

Religious	People with disabilities	Aged	Business	Farm workers	Youth	Unemployed
<ul style="list-style-type: none"> <li>• Hosting events</li> <li>• Selling food</li> <li>• Gospel shows</li> <li>• Offerings</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Pensions - R920 per month</li> <li>• Depend on family</li> <li>• Depend on others to buy goods</li> </ul>	<ul style="list-style-type: none"> <li>• Pensions</li> <li>• Depend on family</li> <li>• Beg and steal</li> <li>• Borrow</li> </ul>	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Savings</li> </ul>	<ul style="list-style-type: none"> <li>• Salary = R400 per month</li> <li>• Small businesses</li> <li>• Farming</li> </ul>	<ul style="list-style-type: none"> <li>• Robbery</li> <li>• Borrow money from loan institutions</li> <li>• Fraud - take out loans on pensioners' names</li> <li>• Sell recycling material</li> <li>• Hawking</li> <li>• Prostitution</li> <li>• Depend on family - &lt; R100 per month of pension money used by youth</li> <li>• Income &lt;870 per month</li> <li>• Choir festivals</li> </ul>	Depend on family - < R230.00 grant

Source: IDP Review Workshops

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. This confirms the plight of the aged to increase their pensions.

### 3.7 Infrastructure development profile

#### 3.7.1 Civil Infrastructure profile

##### 3.6.1.1 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 Ml 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 pumped 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 Kl/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 Ml 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 siphon 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 Ml concrete reservoir near Ikhutseng as well as a 4,5 Ml concrete reservoir near Warrenvale and the industrial area. The combined pumping capacity of the pumps is 350 Ml/hour.

From the 4, 5 Ml 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 Ml concrete reservoir water is pumped with four electrical driven pumps to two elevated press steel tank in Ikhutseng respectively.

#### **3.7.1.2 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 Ml/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 Ml/ 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 experienced 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 so the septic tanks will have to be replaced to curb the problem.

#### **3.7.1.3 Internal and connector infrastructure supply: Water**

##### **1.2.1.1 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 but now the municipality is in a process of upgrading and we are now in the 2<sup>nd</sup> phase and it will go in phases like that. 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.

#### **1.2.1.2 Ikhutseng**

Water distribution in Ikhutseng is done with one 150 mm diameter pipe. Through this pipe water is pumped from a 5,2 Ml 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. 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 250 households in Rabaadjie and 150 in Warrenvale 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.

#### **1.2.1.3 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 asbes-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.

#### **1.2.1.4 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.

#### **3.7.1.4 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 waterborne sewerage. The informal settlement called Rabaadjie (250 households) have no sanitation service at all. These communities depend on the pit latrines and they are just holes that have been dugged up.

### **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:

- 1693 newly developed sites
- All newly planned areas. This will include the area of Majeng presently accommodating 300 families which will develop in future into a residential area of approximately 800 households and
- We are also looking at planning another 1000 sites in the next financial year.

## **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. The electrical network also is very old therefore needs to be upgraded.

### **3.7.1.5 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.

### **3.7.1.6 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.

- 1693 planned new sites
- Majeng and
- The newly planned CBD as well as to new development areas

## **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 business plan for Majeng is due to be submitted but up to so far we have not received it due to the reluctance of the sector departments commitments to the process.

The housing delivery programme is administered by the Department of Housing and Local Government. 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	10% informal houses	30% informal houses	10% informal houses	30% informal houses
60% formal houses 20% old structures	60% stay in formal housing <ul style="list-style-type: none"> <li>o 47% RDP houses</li> <li>o 18% old houses</li> </ul>	70% formal houses	80% formal houses	70% formal houses

Source: IDP Review Workshop

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
500	200	700	500	800

Source: Magareng IDP workshops

#### **Social Infrastructure Profile**

The following education facilities have been provided in Magareng:

*Table 18: Education facilities in Magareng*

Name of school	Nr. of learners	Nr. of educators	Ratio	Ward
Mogomotsi High 30 classrooms	1 008	43	1:32	1
Tlhatlogang (26 classrooms)	963	34	1:31	1
Warrenton combined (28 classrooms)	1 043	29	1:35	1
Rolihlahla Primary (20 classrooms)	1042	32	1:37	3
Warrenvale (32 classrooms)	883	28	1:32	4
Warrenton High (8 classrooms)	116	7	1:17	5
Warrenton Primary (18 classrooms)	248	11	1:22	5
Ditiro Primary	183	6	1:31	5
Nazareth House Primary	196	6	1:32	5
<b>ABET</b>				
Warrenvale Senior Secondary School	25	1	1:25	4
Tlhatlogang Primary School	50	4	1:12	1

Rolihlahla Primary School	88	4	1:25	3
Magareng	46	1	1:46	5
<b>Totals</b>	<b>6203</b>	<b>167</b>	<b>1:31</b>	

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. There is still a need for a second high school in Ikhutseng to assist the overcrowding at Mogomotsi high school.

Source: IDP Magareng

*Table 19: Crèche facilities in Magareng*

Name of crèche	Nr. of learners	Nr. of educators	Ratio	Ward
Leratong	54	2	1:27	1
Ketsweletse Day Care	170	7	1:24	1
Lesedi Day Care	36	2	1:18	1
Legae La Bana	20	2	1:10	1
Tswelopele	148	4	1:37	3
Tshwaragano Crèche	36	2	1:18	5
Hartsvallei	40	2	1:20	5
<b>Totals</b>	<b>504</b>	<b>19</b>	<b>1:24</b>	

Source: IDP Magareng

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		Ikhutseng	Pholong	Warrenvale	mobile
Surgery					3
Ambulances available *					
Dental Services **					2
Optometry **	-	-	-	-	2

**\* REMARKS:-**

Emergency service: An ambulance service is available and it is utilised for both Magareng and Pokwane and is co-ordinated from Jan Kempdorp ±27 kilometers from Magareng. The department of health will have to do more with regard to our clinics and hospital. The staff is very limited and they can only handle a certain number of patients per day resulting in other patients not been helped and at times those that does not get help are the critical ones.

**\*\* REMARKS:-**

Rotating optometry and dental service

Warrenvale: The municipality has given some of its rooms to accommodate the clinic as a result a clinic is needed with staff to accommodate those people there and the nearby farms.

### 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 21: 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

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 22: 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

### **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

### **3.8.1.3 Disaster Management**

The following are the biggest threats to the Magareng community.

River (floods), mud houses & rainstorm

Accidents - N12 & train collision

Agricultural area - fire, temporary settlement & thunder storms

Health Hygiene - HIV/AIDS, TB & Diarrhea.

### 3.9 Economic SWOT analysis

## STRENGTHS / OPPORTUNITIES

- 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
- Agriculture:
  - Irrigation due to canal – also producing potatoes
  - Industrial area – 46 ha for citrus growing
  - Soil in the area poses problems for irrigation
  - Peanut oil factory, fruit processing and meat processing
  - Game farming, aloe farming – sisal production?
  - Chicken farming, community bakery in Warrenton
- 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
- Accommodation in the area : Rand Motel – close to station, Taxes Lodge in town and B&B's
- Auction pen – providing hawkker facilities and using feeding facilities on commonage – game farm
- Warrenton - availability of banks and postal services to draw investment, however, dirt roads is a problem
- 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, tourism attraction (botanical garden and game)
- Bull hill, Hartsvallei: Chicken broiler, irrigation farming, crop and vegetable farming
- Neighbouring assets:
  - Orange packing factory close by
  - Ganspan also have rich fishing resources
  - Kimberley draws tourists – with airport, shopping and is the capital of the NC
- Vaalharts irrigation scheme

## WEAKNESSES / THREATS

- Unemployment and poverty
- Small town – limited investment
- Low payment rate for services and lack of adequate funding for development
- Outflow of money to other areas
- Poor soil condition around Warrenton
- Duplication and lack of skills
- HIV/AIDS
- Dirt roads and single bridge
- Illegal dumping
- Crime
- Overgrazing – soil erosion
- Resource centres – lack information
- Lack of revenue generated from mining

Source: IDP Review Workshops

## CHAPTER 4: PRIORITY ISSUES

### 4.1 Local Development Priorities

The following Key Performance Areas inform the outcomes desired by Magareng municipality:

- Institutional transformation
- Basic service delivery
- Local Economic Development
- Financial Viability and Management
- Good governance

The IDP Representative forum identified their desired outcomes. These outcomes are informed by the development profile sketched in the previous chapter. The list of desired outcomes that were identified for the 2011/2012 are as follows:

#### 5.4.1 Municipal-wide Priority issues 2011/2012

Priority issue	Desired Outcome
1 Housing	Acceptable shelter for those living in shacks
2. roads and storm water	Proper roads with storm water
3 Health facilities	Upgrading of hospital and new clinic for Warrenvale
4 Water provision	Provide onsite water connection to all households and to farmers
5 Land distribution	Surveying of more land for new development and grazing land to farmers
6. LED, food security and job creation	To draw investments, create jobs, develop SMME's and town marketing
7. Sanitation provision	To have the sewer plant relocated and provide acceptable sanitation to those without sanitation
8. Electrical provision	To strengthen the current network and expand the service to newly planned sites
9. Safety and security	To have safe and secure town, street lighting a
10. Waste management	Clean town and environment , eradicate illegal dumping
11. Recreational facilities	Upgrading of sports ground and green open spaces
12. Public transport	To have transport and regulate taxis in the area
13. Government services	To have services brought to people
14. Social development	Moral regeneration and motivational talks
15. Service delivery	Effective and efficient basic service delivery
16. Disaster management	Disaster management plan for veld fires and storms

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 citizens.

Also the priority issues, strategies and objectives seek to address the following national and provincial development targets:

- Annual Economic growth of 4% - 6%
- Halving the unemployment rate by 2014
- Reducing households living in absolute poverty by 5% per annum
- Improving 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***

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. Participants in the IDPSC felt it necessary to distinguish 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
- >Financial viability

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.

### *5.2 Development Vision*

The starting point for any strategic approach is a challenging and commonly owned vision of where we are going. The vision for Magareng was developed by the IDP Representative Forum and was adopted by council as the development vision for the area.

## **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-utilized 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. Creating a conducive environment for business development.
15. 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.

##### **5.3.1.2 Focused and efficient service entities: 4 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.

##### **5.3.1.3 Area Co-ordination: Decentralised offices**

The decentralised functions and activities will be rendered within the satellite 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.

See annexure “B” for Municipal Top Structure

### 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.

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 23: Action Plan: Community and Developmental focused delivery*

Objective	Outputs	Responsibility	Timeframe	Budget
To improve communication internally and externally	Regular management and departmental meetings	MM and HODs	Continuous	Internal
To ensure smooth running of the organisation	Induction training - Admin	HR manager	When required	
	Regular report back to community - constituency meeting and ward com meetings	Mayor, all councillors, MM & HODs	Quarterly	Internal
	Performance contracts	Council & AMM	July 2011	Internal
To sufficiently resource the municipality to execute its mandates	Buy essential equipment as identified by Heads of Departments	MM Fin com	December 2011	Internal

Objective	Outputs	Responsibility	Timeframe	Budget
Optimal utilisation of office space	Renovate old buildings currently not utilised to its optimum	Technical HOD	December 2011	Training budget
	Capacity building programme for councillors and officials	HR Manager	Continuously	
Active ward committees	Capacity building of ward committees		July 2011	Training

Source: IDP Review Workshops

### 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 24: Action plan: Skills development and Employment Equity*

Objective	Outputs	Responsibility	Timeframe	Budget
To improve the institutional capacity	Compile skills development plan Training of staff	HR Manager	July 2011	Internal

Source: IDP Review Workshops

### 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. Magareng Local municipality is committed to development and the upliftment of all residents within its area through IDP plan and strategic plan of the Council. Council will ensure that its Performance Management System monitor customer satisfaction.

*Table 25: Action plan: Citizen focused delivery*

Objective	Outputs	Responsibility	Timeframe	Budget
Improve our service standards	Reduce number of meetings	MM	July 2011	Internal
	Client satisfaction survey	CFO	Sept 2011	Internal
	Costing our services	CFO	March -June 2011- phases	Internal

Source: IDP Review Workshops

### **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. The following action plan has been adopted to address the financial situation of the municipality:

#### **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 26: Status of policies*

<b>ITEM</b>	<b>CURRENT STATUS</b>
Human Resource Policy: Employment Equity Plan Skills Development Plan Recruitment and selection policy Skills retention policy Succession policy	In place
Language Policy	Not in place
Municipal Code of Conduct	In place
Guidelines for community participation	Not in place
Performance Management System	In process
Delegation of Powers	Not in place
Competitive bidding system and procurement procedures	In place
Credit control, debt collecting and financial regulations	In place
Declaration of interest by Councillors and Employees	In place
Sexual Harassment Policy	In place
HIV/AIDS policy	To be developed
Environmental Management Framework	In process
LED and Investment Policy	Not in place

Source: Magareng Local Municipality

#### **5.3.7 Institutional restructuring strategy 7: Performance management**

Closely linked with ensuring development takes places 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 a performance agreement with Council. Performance appraisal will in future be extended to line function management, supervisors and the rest of the organisation.

*Table 27: Action Plan: Performance Management*

#### ***5.4 Priority issues and 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 the next chapters, chapter 6-18.

## Chapter 6 Housing Objectives

### 6.1 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.

**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. This is now giving an indication that the consumer education has to be strengthened and awareness on different housing programme be implemented.

**Housing subsidy poor administered:** Participant felt that there are too many unfinished and poorly constructed houses, most of the unfinished houses have been built and only few have to be built. Improved administration and training to local builders are required to improve the situation in future.

### 6.2 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
Secured families

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

Objective	Strategies		Outputs	
H1 To improve access to proper housing	H1.1	Secure more sites and services for housing development	H1.1.1	Properly plan and survey sites
			H1.1.2	Install services to planned sites
	H1.2	Increase number of subsidies allocated	H1.2.1	Housing strategy adopted
			H1.2.2	Housing subsidies co-ordinated
	H1.3	Building of new houses	H1.3.1	New houses built

## CHAPTER 7: INFRASTRUCTURE ROADS AND STORMWATER

### 7.1 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 lane traffic and cannot cope with the increase in traffic experienced. Currently the project of building a new bridge has been planned funded and has to be implemented by SANRAL, tender has been advertised and the actual building will start in May 2011.

**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 community feels 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.

**Storm water problems:** Storm water problems are experienced in most of the urban areas where no proper storm water 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 storm water is presently channelled in the road itself, taking away the gravel surface. In areas where storm water systems have been installed, poor maintenance leads to insufficient handling of storm water run-off. The increase in storm water runoff also leads to soil erosion in some areas.

### 7.2 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 storm water infrastructure will be well maintained. The following development outcomes are desired:

<b>Outcome desired</b>
Effective and efficient road network and storm water facilities

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

<b>Objective</b>	<b>Strategies</b>	<b>Outputs</b>
------------------	-------------------	----------------

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	Storm water Master plan developed
			IR1.3.2	Storm water 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 Master plan
			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 Master plan developed
			IR1.5.2	Upgrading of bus and taxi roads
IR1.5.3			New road and storm water infrastructure built	

## CHAPTER 8: HEALTH AND HIV/AIDS

### 8.1 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 two 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, ambulances

**Poor treatment of patients:** The community raised concern over the poor treatment received from health personnel at some of the clinics and hospital. 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.

## 8.2 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
Improved service delivery

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	
		HHIV3.4.2	Increase child support grant for orphans	

Objective	Strategies	Outputs
		HHIV3.4.3   Circle of support (Khomanani) implemented

## CHAPTER 9: INFRASTRUCTURE-WATER PROVISIONING

### 9.1 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 3 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. Some areas the water flow is not sufficient and at certain times of the day there is no water instead its only air that passes through the water meter thus making the accounts of consumers high.

**Lack of 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 utilized more effectively like watering of vegetable gardens.

### 9.2 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:

<b>Outcome desired</b>
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 infrastructure	IW1.1	Improved planning of water supply networks	IW1.1.1	WSDP developed
			IW1.1.2	Increased staff capacity to properly plan water service network
	IW1.2	Proper maintenance and upgrading of infrastructure and reservoirs	IW1.2.1	Improve internal capacity for maintenance
			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

Objective	Strategies		Outputs	
			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 10: LOCAL ECONOMIC DEVELOPMENT, FOOD SECURITY AND POVERTY ALLEVIATION

### 10.1 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 Warrenton. Participants felt that a lot of business opportunity is also missed by not capitalizing 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.

### 10.2 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 SMME's	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 centre established	LED1.4.1	N12 shopping plaza 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
			LED2.2.2	Literacy and numeracy levels improved
			LED2.2.3	Improved access to basic infrastructure
			LED2.2.4	Improved access to information

## CHAPTER 11: INFRASTRUCTURE DEVELOPMENT -SANITATION

### 11.1 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. Currently we do not have buckets in our area.

**Sewer treatment plant needs to be relocated:** The treatment plant is currently located close to the N12 business node and residential area 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:** While busy with the IDP ward road shows majority of the 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, enough budget, proper maintenance equipment as well as a lack of committed staff.

### 11.2 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
Relocate the current sewer plant to another area as well as increasing its capacity
Maintain the infrastructure

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	2 <sup>nd</sup> sewage truck bought
	IS1.2	Reduce pit toilets	IS1.2.1	Properly plan and survey sites in town
			IS1.2.2	Install waterborne sanitation system to newly planned areas
			IS1.2.3	Assist farmers to provide improved sanitation system to farm workers

Objective	Strategies		Outputs	
			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 in the long term

## CHAPTER 12: INFRASTRUCURE DEVELOPMENT -ELECTRICITY

### 12.1 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 and some areas are still informal settlements and will have to be formalised and then services can be installed. 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, the town electrical infrastructure is in a very bad condition which poses a danger to the community and to the municipality itself. This is due to the fact that council doesn't have electrician, 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.

### 1.2.2 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
Community safety be prioritised

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 kw substation for Warrenton
	IE1.2	Expand municipal distribution network	IE1.1.2	Master plan for electricity
			IE1.1.3	Expand network to Warrenvale (300)
			IE1.1.4	Expand network to Majeng (800)
			IE1.1.5	Solar power for 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 Ikhutseng
	IE1.4	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	Ikhutseng Street lighting
IE1.5	Regular maintenance of electrical network	IE1.6.1	Regular maintenance of electrical network and street/area lights	

## CHAPTER 13: SAFE AND SECURE ENVIRONMENT

### 13.1 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 no fire brigade or 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.

### 13.2 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
			ENV1.1.5	Sport and recreational activities increased
	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
			ENV1.2.4	Speed control implemented on N12 road
	ENV1.3	Reduce natural disasters	ENV1.3.1	Stormwater management implemented
			ENV1.3.2	Disaster Management Plan Implemented

Objective	Strategies		Outputs	
			ENV1.3.3	Fire brigade locally available
			ENV1.3.4	Fire hydrants maintained
	ENV1.4	Law enforcement implemented	ENV1.4.1	Vehicle registration and road worthiness implemented
			ENV1.4.2	Employ more traffic officers
			ENV1.4.3	Traffic control implemented

## CHAPTER 14 INFRASTRUCTURE- WASTE MANAGEMENT

### 14.1 Core issues

**Illegal dumping:** 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.

### 14.2 Development Outcomes, Objectives, Strategies and Outputs

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

<b>Outcome desired</b>
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 dumping sites	IWM1.3.1	Review and implement waste management plan
			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

Objective	Strategies		Outputs	
			IWM1.4.2	Buy-back centres established like food for waste
			IWM1.4.3	Develop policy on recycling

## CHAPTER 15: PARKS, SPORTS AND RECREATIONAL FACILITIES

### 15.1 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.

**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 poor control over the burial of the dead and people are digging graves just where they want to. The problem will be dealt with once the new graveyard get operating.

### 15.2 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	SR1.1	Acquire ownership of these facilities	SR1.1.1	Feasibility study
			SR1.1.2	Secure investor/partner

Objective	Strategies		Outputs			
recreational facilities			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	New site secured	
SR2.1.2				Fencing, roads and public amenities developed at new sites		
SR2.1.3				Master plan developed and implemented		
SR2.2		Maintenance and management of cemeteries	SR2.2.1	Increase institutional capacity		
			SR2.2.2	Compile cemetery register		

## CHAPTER 16: PUBLIC TRANSPORT

### 16.1 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 taxi's.

### 16.2 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
Regulated transport

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
			PT1.1.3	Ensure proper regulation of taxi industry
			PT1.1.4	Improve road worthiness of taxis
	PT1.2	Develop proper taxi ranks and shelters	PT1.2.1	Consult with taxi associations to apply for establishment of taxi rank
			PT1.2.2	Feasibility study implemented
	PT1.3	Ensure accessibility for disabled	PT1.3.1	Negotiate with taxi association

## CHAPTER 17: ONE STOP CENTRE FOR GOVERNMENT SERVICES

### *17.1 Core Issues*

**Lack of government departments locally:** there is lack of the different government departments for the people to go to like the home affairs for birth, death and marriage registrations as well as other departments. Most of our people are unemployed and they do not have money to travel outside Magareng to access this services

### *17.2 Development Outcomes, Objectives, Strategies and Outputs*

The overall goal is to get one stop centre for government services.

Outcome desired
Improved service delivery
Increased convenience
Access to government departments

## CHAPTER 18: SOCIAL DEVELOPMENT

### 18.1 Core issues

**Orphans and street children not care for:** There are a lot of street children wondering around in urban areas. Currently there is limited shelter for these children with the necessary support and education facilities. Reasons offered for the increase in homeless children is the poor financial position of families and an increase in child abuse and neglected 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.

**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.

### 18.2 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

Objective	Strategies		Outputs	
	SD1.2	Proper care for orphans	SD1.1.5	Youth delinquency
			SD1.2.1	Plan for care centre for orphans to be established
			SD1.2.2	Set up support groups for 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 low cost 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	Improved law enforcement and support	SD4.2.1	Encourage strict law enforcement
			SD4.2.2	Improved support services by SAPS, DoH, DoSD and justice
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	Home based 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 19 Project Log Frames

Key Performance area		Housing provision							
Overall Goal		To provide the homeless households with RDP houses							
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2013/2013		
To provide houses for Ikhutseng	IH/ 01	100 low cost houses by end of 2011	100 houses per year built for infill area	Provision of housing (Infill area)	Ikhutseng	546,000.00			Dept COGHSTA
	IH/02	1000 low cost houses by end of 2014	200-300 houses per year	Provision of houses	Newly developed sites ikhutseng		30,000,000	6,000,000	Dept COGHSTA
	IH/03	300 housing units	100 per year	Housing development	Warrenvale		546,000.		Dept COGHSTA
	IH/04	50 rental housing units		Rental housing	Warrenton			200,000	

Key Performance area	<b>SANITATION</b>								
Overall Goal	Improve access to proper sanitation and ensure maintenance of existing infrastructure								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2012/2013		
To eradicate pit toilets	s/01	To have dry sanitation to provided at the informal settlement	1683	Construction of Dry sanitation systems	Ikhutseng Warrenvale Majeng	6000,000			COGHSTA
	S/02	Constructct waste water treatment works		Construction of waste water treatment works	Warrenton	70,000,000	20,000,000	45,000,000	COGHSTA MIG
	S/03	Feasibility study	1	Sanitation feasibility study	Warrenton	1000,000		1000,000	

Key Performance area	<b>WATER PROVISION -URBAN</b>									
Overall Goal	Sustainable water provision and improved hygiene									
						Financial Area			Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2012/2013	2013/2014		
	W/01	Feasibility study	1	Feasibility study	Warrenton		800,000		800,000	FBDM
	W/02	Expansion of water purification works	1	Upgrading of water works plant	Warrenton		50,000,000		50,000,000	FBDM
	W/03	Storage water	1	Construction of new water storage	Warrenton	1,500,000		4,000,000	4,000,000	
	w/04	Zoning of water network	1	Zoning of water distribution network	Warrenton		2,000,000		2,000,000	
	w/05	Refurbish water network phase 3	1	Upgrading of water network phase 3	Warrenton		5, 000, 000		5,000,000	

Key Performance area	ELECTRICITY PROVISION									
Overall Goal	To enhance the provision and maintenance of infrastructure									
						Financial Area			Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2011/2012	2012/2013		
Upgrading of electrical network	Elec/01	To have network upgraded		Upgrading of electrical network	Magareng		5,000,000	15,000,000	20,000,000	FB DM
Electrification of newly developed sites	Elec/02	To have newly developed sites electrified		Electrification of sites	Ikhutseng					Eskom
Electrification of newly developed sites	Elec/02	To have newly developed sites electrified		Electrification of sites	Warrenvale		5,000,000	5,000,000	10,000,000	
		Ikhutseng street lighting			Ikhutseng		2,000,000			
		Warrenvale street lighting		Street lighting	Warrenvale		2,000,000			

		Installation of solar gyser			Ikhutseng	5,000,000				
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<b>Key Performance area</b>	<b>MARKETING AND INVESTMENT ATTRACTION</b>									
<b>Overall Goal</b>	<b>To market the town and position it as ideal place to visit and invest in</b>									
						Financial Area			Amount	Funding Agent
<b>Development Goal</b>	<b>Project No.</b>	<b>Key Performance Indicator</b>	<b>Performance Target</b>	<b>Project Description</b>	<b>Location</b>	<b>2011/2012</b>	<b>2012 /2013</b>	<b>2013/2014</b>		
Development of business sites along the N12	LED 6.3	Planning and surveying of 15 business sites along the N12	15 sites surveyed	Planning and surveying of sites on the N12 to accommodate businesses in the area	N12 buffer area					

<b>Key Performance area</b>	<b>SMME PROMOTION</b>									
<b>Overall Goal</b>	<b>To develop a service desk for SMME support, provide business facilities and assist in the marketing of products</b>									
						Financial Area			Amount	Funding Agent
<b>Development</b>	<b>Project No.</b>	<b>Key Performance</b>	<b>Performance Target</b>	<b>Project Description</b>	<b>Location</b>	<b>2011/2012</b>	<b>2012/2013</b>			

Goal		Indicator							
To establish an Enterprise Info Centre (EIC)	LED 6.4	EIC established and operational	Local EIC established	To establish EIC to give advice to SMME's or refer them to relevant institutions for assistance and financing	Magareng	50,000			
To market and showcase the products and services produced by local SMME's at exhibitions	LED 6.5	Marketing of SMME products and services	2 events to market SMME products and services per year	To book stalls at exhibitions and jointly showcase SMME products and services	Regional and National	10,000			
To purchase or build a structure to serve as an SMME incubator /beehive	LED 6.6	Building available as Incubator to SMME's	Building to accommodate at least 8 SMME's acquired	Provision of support to SMME's	Magareng next to taxi rank				

Key Performance area	<b>TOURISM DEVELOPMENT</b>								
Overall Goal	To develop a service desk for SMME support, provide business facilities and assist in the marketing of products and service								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2012/2013		
To train tour guides	LED 6.8	Training provided to tour guides	10 tour guides trained	Training of 10 local tour guides	Magareng 2 per ward	10,000			
Upgrading of Transka Resort	LED 6.9	Transka Resort upgraded	Building and routes of the Resort upgraded	Transka resort upgrading	Magareng Ward 4	1,500,000		1,500,000	COGHSTA
Rehabilitation of heritage sites	LED 6.10	Blockhouses, battlefields and heritage sites upgraded	3 blockhouses 1 battlefield Rehabilitated	Rehabilitation of heritage sites for tourism purposes	Magareng Ward 5	100,000		100,000	
Training of tour operators / hospitality industry	LED 6.11	Local tour operators trained	10 local tour operators trained in etiquette, protocol and 2010 Soccer Cup	Training of tour operators	Magareng	10,000		100,000	FBDM

Key Performance area	<b>JOB CREATION - REVIVAL OF PROJECTS</b>								
Overall Goal	To revive previously-funded projects and make them viable and competitive in order to create quality jobs								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2012/2013		
To obtain counter funding to conduct research and complete peanut oil project / Abattoir	LED 6.13	Fully operational and viable peanut oil and abattoir project	Operational peanut oil project with at least 15 jobs created and 300 at abattoir	Job creation - peanut oil and abattoir project	Magareng	1,000,000			
To obtain working capital to revive Tshwaragano Fast Foods and Catering project	LED 6.14	Fully operational and viable fast food and catering project	Operational fast food and catering project with at least 10 jobs created	Job creation - Fast food and catering project	Magareng	50,000			FBDM
To obtain funding to repair dough-mixing machine at Kopano Bakery	LED 6.15	Fully operational bakery project	Operational bakery project with at least 12 people employed	Job retention - kopano bakery	Magareng Ikhutseng	200,000			FBDM

Key Performance area	<b>JOB CREATION - WORKING WITH WASTE</b>								
Overall Goal	To reduce and re-use waste and generate alternative energy gas								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2012/2013		
To establish a buy-back and recycling project for waste reduction and job creation	LED 6.18	A buy-back and recycling centre established	Buy-back and recycling centre established and operational with at least 5 people employed	Waste reduction and recycling	Magareng Ward 5				
To extract methane gas and sell to the market as an energy source	LED 6.19	Methane extraction project established	Methane extraction project established with at least 5 people employed	Waste reduction and alternative energy generation	Sewerage Works and Landfill site				

Key Performance area	<b>PROMOTION OF SAFE AND SECURE ENVIRONMENT</b>								
Overall Goal	To reduce crime and unsafe conditions in the area								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2012/2013		
Reduction of crime	S&S9.1	Crime prevention programs	To reach youth and adults in Magareng	Awareness Programme	Magareng	10,000		10,000	FBDM
Reduce number of accidents in our area	S&S9.2	(1) More visible road signs. (2) Accidents prevention programs	(1) All Streets (2) Pre-school, Primary and Secondary	Installation of road signs. Awareness campaign launched	Magareng  Schools / Magareng	50,000		50,000	FBDM
To ensure a health and safety environment, as well as environmentally aware community	S&S9.3	Educational awareness	To reach the community of Magareng	Environmental awareness	Magareng	10,000		10,000	

Key Performance area	<b>ONE (1) STOP GOVERNMENT SERVICES CENTRE</b>								
Overall Goal	TO PROVIDE FOR GOVERNMENT SERVICES BY HAVING A 1 STOP SERVICE WITH ALL SECTOR DEPARTMENTS								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2011/2012	2012/2013		
Bring services closer to the people	GSC 13.1	To have integrated services	Lobby with sector departments to open satellite offices for services in the area	1 stop service centre	Magareng				

**CAPITAL PROJECTS 2011/2012**

Project Name	Funder	Amount	Responsible Agent
			Ryan Peters
			Ryan Peters
			Ryan Peters

## CHAPTER 20

### *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.

#### **21.2.1 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.

#### **21.2.2 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.

##### **21.2.2.1 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 finalised and adopted by the Council.

##### **21.2.2.2 Integrated Waste Management Plan**

The district municipality has appointed service providers to review the plan

##### **21.2.2.3 Integrated Transport Plan**

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

### **21.4 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 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 will be guided by the reports derived from the PMS. A system of participatory planning will 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 28: Review Programme of IDP*

<b>Action</b>	<b>Timeframe</b>	<b>Responsibility</b>
Performance Management - Reporting on achievement of KPI's set for each development programme	Monthly reports to Management and Portfolio Committees	All Departments
Performance Management - Reporting on achievement of KPI's set for each development programme	Reports submitted to Council end of: September December March June	Portfolio committees
Performance Management - Reporting on achievement of KPI's in Strategic Scorecard	Reports submitted to Council end of: September December March June	Municipal Manager
Review indicators - Use report on deviations from KPI's to inform the review of KPI's	After reports on KPI's 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 - A use report on KPI's 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 KPI's 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 CFO
Adopt Annual Budget and reviewed IDP	June every year	Council
Advertise notice of adoption and submit copy of reviewed IDP to MEC	After adoption	Corporate Services

#### REFERENCES

Community meetings with ward committees and different structures and stake holders during the development process.

The Presidency 2000. *Local Government: Municipal Systems Act, Act 32 of 2000*. Government Gazette Volume 425, No. 21776 of 20 November 2000, 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.

Department of Land Affairs 1995 *Development Facilitation Act, Act No. 67 of 1995*, Government Gazette, State Press, SA