

MAGARENG



MUNICIPALITY

INTEGRATED DEVELOPMENT PLANNING

2022-2027

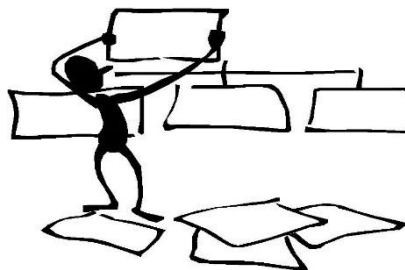
FIFTH GENERATION

Draft IDP

2026-2027



Community Participation



Alignment/Integration

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		ACRONYMS
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AEL	-	Atmospheric Emissions Licence
AFS	-	Annual Financial Statements
AG	-	Auditor-General
APPA	-	Atmospheric Pollution Prevention Act
CBO	-	Community-based Organisation
COGHSTA	-	Department of Cooperative Governance, Human Settlements & Traditional Affairs
DBSA	-	Development Bank of South Africa
DEA	-	Department of Environmental Affairs
DENC	-	Department of Environment and Nature Conservation
DIGF	-	District Inter-governmental Forum
DMA	-	District Management Area
DORA	-	Division of Revenue Act
DWS	-	Department Water and Sanitation
EAP	-	Employee Assistance Programme
EIA	-	Environmental Impact Assessment
EPWP	-	Expanded Public Works Project
FBDM	-	Frances Baard District Municipality
FPA	-	Fire Prevention Association
GIS	-	Geographic Information System
GRAP	-	Generally Recognised Accounting Practice
HH	-	Households
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IGR	-	Inter-Governmental Relations
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator

LED	-	Local Economic Development
LGSETA	-	Local Government Sector Education & Training Authority
MFMA	-	Municipal Finance Management Act
MIG	-	Municipal Infrastructure Grant
MOU	-	Memorandum of Understanding
MPAC	-	Municipal Public Accounts Committee
NCPA	-	Northern Cape Provincial Association
NGO	-	Non-government Organisation
NHBRC	-	National Home Builders Registration Council
NHNR	-	National Housing Needs Register
O&M	-	Operation and Maintenance
PIGF	-	Premier's Inter-governmental Forum
PMS	-	Performance Management System
PMU	-	Project Management Unit
SALGA	-	South African Local Government Association
SETA	-	Sector Education and Training Authority
SDBIP	-	Service Delivery & Budget Implementation Plan
SDF	-	Spatial Development Framework
SLA	-	Service Level Agreement
SMME	-	Small, Medium & Micro Enterprises
TLB	-	Tractor Loader Backhoe
WSP	-	Workplace Skills Plan
WWTW	-	Waste Water Treatment Works

FOREWORD BY THE MAYOR

Our beloved residents of Magareng Local Municipality allow me to start this foreword with heartfelt and warm greetings. This year has been filled with showers of blessings from massive rainfalls after a long drought; and we must therefore express gratitude to God the Almighty for that and continuously pray for more rain in the forthcoming rain seasons.

As the 5th Administration we are grateful for the People of Magareng Local Municipality to have participated in the past Local government elections to exercise their voting rights to choose their leaders. We the 5th Administration team was a result of that process and we are therefore grateful. We commit ourselves that we will not fail you!! Our primary task is to translate our electoral mandate into practical & sustainable programs that seeks to develop the lives of our people particularly the historically marginalized and oppressed.

As the 5th administration, we would not be preoccupied by rhetoric, hence the implementation of back to basics policy would make sure that the leadership is rooted amongst the people and easily accessible.
WE ARE TAKING GOVERNMENT BACK TO THE PEOPLE.

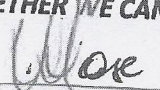
The benefit of an objective and well equipped administrative head allows the political leadership to exercise options which may present long term benefit opportunities for the Magareng LM community. This IDP/Budget process is significant as our focus is on all the needs that have been recorded via our public participation sessions since the inception of IDPs, with a hope to address long outstanding dire needs as experienced in our different communities.

The last years of the previous term of office also reflected some significant political and social challenges- with number of protests, which at times threatened service delivery, though I wish to salute leading political parties whom provided sound guidance to rescue the sound operations of a well-governed institution.

I proudly wish to recognize that the previous Council whom boldly invested in the upgrade of our bulk infrastructure (Water Treatment Plant) to support future development and services. This was and remains the most significant intervention provided by the previous council which will benefit thousands of residents for a very longer period to come.

I further wish to extend my sincerest gratitude to all political parties in this first year of our term for their effort and high spirit in serving our people. I am convinced that the experience over the last terms has matured many politicians and all elected will focus on the effort to serve our communities with dignity and integrity to the benefit of the broader community. We remain committed to creating a unique and caring Municipality of excellent service, opportunities and growth so that this plan supports the vision of the Magareng Local Community.

TOGETHER WE CAN DO MORE - I INVITE YOU TO WORK WITH US!!!!!!


CLLR NEO MASE
Executive Mayor

MUNICIPAL MANAGER'S OVERVIEW

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In terms Section (23)1 of MSA states that a municipality must undertake developmentally –orientated planning so as to ensure that it;

- (a) Strive to achieve the objects of local government set out in section 152 of the Constitution;
- (b) Gives effect to its developmental duties as required by section 153 of the Constitution; and
- (c) 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. The needs reflected in this fifth generation IDP are based on inputs from public participation held from the 14th until 24th March 2022; from all stakeholders in our six wards, district and provincial departments as well as para-statals.

ALIGNMENT OF IDP/BUDGET/PERFORMANCE MANAGEMENT

After the development of the IDP, an implementation plan (SDBIP) is developed which is service delivery budget implementation plan. A municipality will thereafter establish a performance management system that is 1. commensurate with its resources; 2, best suited to its circumstances; and in line with the priorities, objectives, indicators and targets contained in its integrated development plan.

THE STRATEGIC APPROACH ADOPTED BY THE MAGARENG LOCAL MUNICIPALITY UNDERPINS THE ALIGNMENT WHICH INCLUDES:

- Optimal utilization of resources to achieve strategic objectives of Magareng Local Municipality.
 - SDF must be the corner stone of the IDP.
 - IDP Strategy and Budget is output and outcome focused;
 - Encourage community involvement through appropriate mechanisms;
 - Setting measurable performance targets with regard to each of the developmental objectives;
 - Monitor performance;
 - Measure and review performance at least once per year
 - Establish a process of regular reporting to; council, other political structures, political office bearers and staff of the municipality; and public and appropriate organs of state;
 - Grow the economy to be linked with the national and provincial economies, empower the people of the local municipality and build required skills.
 - Provide support to local Municipalities to ensure accessibility and efficiency in providing quality service in an equitable manner.
 - Developing and implementing integrated plans and strategies for economic and social development; service delivery; infrastructure development; public transport; provision of basic services such as water sanitation and electricity; human development;; participatory governance; youth development; provide support to people with disability; women empowerment; effective use of ICT for socio-economic development; building integrated and sustainable communities and protection of the environment.
 - When everything is concluded we must be able to measure our performance and the impact of our efforts.
- Lets us make it our mission and show our commitment to providing sustainable services to our communities.'

MR TUMELO THAGE
MUNICIPAL MANAGER

SECTION A: EXECUTIVE SUMMARY

The main purpose of this executive summary is to compile an analysis expose' of the Magareng Local Municipality (NC093). This analysis provides relevant information to enlighten the decisions upon which the fifth generation Integrated Development Plan must be crafted.

The existing level of development and challenges in Magareng Local Municipality can be summarized as follows:

- Magareng LM is endowed with minerals but this sector remains a small contributor to GDP of the Province;
- Population is largely African with low education, low incomes, high unemployment and with minimal access to water and sanitation;
- The population is largely young with a small percentage of adults who are economically active;
- Contamination of underground water source
- Heavy dependency on public administration as employer. There is a critical need to develop the private sector in agriculture and mining involvement. The development of the Small Medium Micro Enterprise (SMME) sector both in the formal and informal sectors is critical.
- Current access to water and sanitation services is a concern.
- Maintenance of Pit-latrines toilets is a concern
- The Municipality is largely urban-rural and there minimal development in this area.
- The infrastructure is old and dilapidated there is a need to fix it urgently.
- The developments in this area are stalling due the three key National nodes in the area namely: Vaal River, N12 Route and N18 Route all crossing in the center of this town. This set up on its own makes development very expensive.

The above will call for concomitant action to improve delivery of the needed services for socio and economic development in the Magareng Area of jurisdiction.

This IDP used information from the following sources, Ward base Information, municipal Plans which has to a large extent accommodated sector plans with time frames, Local Economic Development (LED) Strategies, previous IDPs, Census 2022, Stats SA based on households, Municipal Source i.e. Water and Sanitation situation analysis in the area and finally the comparison was made with the Statistics released by Statistics South Africa in 2022.

Section 26(b) of the Local Government: Municipal System Act 32 of 2000 (MSA), requires that the Integrated Development Plan (IDP) of a municipality must reflect an assessment of the existing level of development, which must include an identification of communities which do not have access to the basic municipal services be conducted every year.

This current exercise is critical as the key challenge for the municipal management is to focus on the relevant aspects of the current developmental situation. This allows municipalities to know the required outputs to arrive at strategic and implementation-oriented decisions on how to make best use of their scarce resources.

This IDP details the geographic, demographic, socio-economic, infrastructural profiles of Magareng Local Municipality. Magareng Spatial Development Framework (SDF) forms the cornerstone of IDP. The focused is in the planned projects and programmes of the Local area as well as plans of para-statals and provincial and national sector plans.

SECTION B: VISION & MISSION OF THE MUNICIPALITY

1. VISION

The vision of the Magareng Local Municipality reads as follows:

“Striving to deliver sustainable and quality municipal services with hope and diligence to the community”

2. MISSION

The mission of the Magareng Local Municipality reads as follows:

The municipality strives to achieve its vision through:-

- *Provision of democratic and accountable government to local communities*
- *Ensuring provision of cost-effective services to communities in a sustainable manner*
- *Promotion of socio-economic development*
- *Promotion of a safe and healthy environment*
- *Promotion of community participation in matters of Local Government;*
- *and to have a motivated and representative municipal workforce with high ethical standards, which is empowered to render optimal services to the community.*

3. INSTITUTIONAL VALUES

The institutional core values of the Magareng Local Municipality reads as follows:

The community is our inspiration and our workforce is our strength in the quest for community development and service delivery. We therefore value the following cores:

- **Teamwork** We strive to work together as a team, Monitor and evaluate performance. We have a sharing and caring culture.
- **Mutual Respect** We are willing to work things out because we care for the Community.
- **Service excellence and commitment** This is our first step to continuous improvement and the driving force behind our municipality. It does not happen in silos. As the municipality we embrace the continuous improvement approach.
- **Integrity** Observe work ethics, apply honesty at all times, and be reliable and responsible in at we do.
- **Loyalty and honesty** Honesty is a key characteristic of our municipality because it sets the tone for the kind of work culture that we want to create, provides consistency in workplace behavior, and builds loyalty and trust in customers and prospects.
- **Accountability-** It is the condition we have set ourselves of being accountable; responsibility.

The core values of an organization are those values we hold which form the foundation on which we perform work and conduct ourselves. We have an entire universe of values, but some of them are so primary, so important to us that throughout the changes in society, government, politics, and technology they are still the core values we will abide by. In an ever-changing world, core values are constant. Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how interact with each other, and which strategies we employ to fulfill our mission. The core values are the basic elements of how we go about doing our work. They are the practices we use (or should be using) every day in everything we do.

4. BATHO-PELE PRINCIPLES

4.1 Why Batho Pele?

Batho Pele, a Sesotho word, which means “People First”, is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country.

In the struggle to transform the Public Service, the old culture has to be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect.

4.2 Improving service delivery

Batho Pele is an approach to get public servants committed to serving people and to find ways to improve service delivery. This approach also requires the involvement of the public in holding the Public Service accountable for the quality of service provided. Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. In other words instead of looking for reasons why government cannot do something, they have to find better ways to deliver what people need.

Managers in public service have a key role to play in creating an environment for their staff to become effective in the way they interact with customers. This requires that they focus on motivating staff, ensure that they have the right tools to do their work and provide ongoing support especially at times when staff is under pressure and stress.

The Batho Pele belief set has been summarised by this slogan: “We belong, we care, and we serve.” Batho Pele aims to ensure that all public servants put people first, and adhere to the following overarching framework:

We belong: we are part of the Public Service and should work together and respect fellow colleagues

We care: caring for the public we serve – our customers

We serve: all citizens will get good service from public servants.

4.3 Batho Pele is based on the following eight principles:

1. Consultation: citizens should be consulted about their needs
2. Standards: all citizens should know what service to expect
3. Redress: all citizens should be offered an apology and solution when standards are not met
4. Access: all citizens should have equal access to services
5. Courtesy: all citizens should be treated courteously
6. Information: all citizens are entitled to full, accurate information
7. Openness and transparency: all citizens should know how decisions are made and departments are run
8. Value for money: all services provided should offer value for money

4.4. The Eight (8) Batho-Pele Principles

4.4.1. Consultation

Consultation simply means - interact with, listen to and learn from the people you serve. Public servants should make sure that they stay in touch with the people they serve, by finding out what services they need, how they would like their services to be delivered and what they are dissatisfied about. Consultation is meaningless, unless it is fed back to the management so that they can change the system, or take the steps needed to improve the service given to the customers.

4.4.2. Service standards

Every department has to set service standards that guide exactly what they deliver and to what quality or standard. Service standards should clearly state how long it will take and exactly what people can expect from the public service. For example, if you apply for an ID book from Home Affairs, and you have all the necessary documents, it should only take about 6 weeks, to get the ID book. If this standard is not kept, the department owes the customer an explanation and probably an apology.

4.4.3. Redress

When people do not get what they are entitled to from the Public Service, they have a right to redress. This means that the public servant should immediately apologise to them and also tell them what solution they are offering to their problem. If the public servant has none, they should speak to their manager or supervisor and make sure that the problem is sorted out. The Public Service's success and image is built on its ability to deliver what people expect from them. When complaints are made, citizens should receive a sympathetic and a positive response. The Promotion of Administrative Justice Act allows for citizens to ask for reasons for any decision taken by government that affects them. The Act ensures that citizens have a right to administrative decisions that are lawful, reasonable and procedurally fair. Where citizens are dissatisfied with the reasons given, the Act allows people to appeal the decision or ask for the review of the administrative action by a court or, where appropriate, an independent and impartial tribunal.

4.4.4. Access

All citizens have the right to equal access to the services to which they are entitled. This especially applies to disabled people, illiterate people and rural people who may have difficulty accessing government services. Public servants have a special role to play, to make sure that those who need extra assistance get it. Managers should ensure that these services are accessible to disabled people and that people who use wheelchairs and walking aids can get into public buildings. Special arrangements should be made to assist people with hearing or visual disabilities.

4.4.5. Courtesy

Public servants have to remember that they are employed to help the people and to give them access to the services that are their rights. They are not there to stop people or to be obstacles. This means that in their contact with the public, public servants should always be courteous and helpful.

4.4.6. Information

All citizens should be given full information about the services that they have a right to get. If a public servant does not have information, they should try to find out and help the person. When referring them somewhere else, they need to be very clear about what they will get there, what they need to take with them and which person they must go and see. The better informed people are, the easier it will be for the public service to do its job and the fewer people there will be in the queues. Public servants are encouraged to spend some extra time with people who need a better explanation or special assistance because they cannot understand or cannot access the services themselves.

4.4.7. Transparency

It is very important for the Public Service and administration to be run as an open book. The Public Service is there to serve the people and they have a right to the services it offers. Many people, especially poor people, do not yet have access to things like free basic services, or social grants, simply because they do not have the information to access it. The people also have the right to know how decisions are made, how a department works, who is in charge and what its plans and budgets are.

4.4.8. Value for money

It is very important that public servants do not waste the scarce resources of government and that they deliver a service that is as cost-effective and efficient as possible. It is their duty to inform management of any wastage of resources and to look for ways of saving money and time, without compromising the quality of the service delivered to people.

5. INSTITUTIONAL ARRANGEMENTS

The municipality is responsible for the successful implementation of the IDP. For this reason, it is important to ensure the successful allocation of roles and responsibilities within the organization and the following is a brief overview:

- **Council Committee:**
 - Strategy Development
 - Political oversight over the IDP.
- **Ward Councillors:**
 - Link the planning process to the constituencies and / or wards
 - Be responsible for organizing public consultation and participation
 - Monitor the implementation of the IDP with respect to the particular wards
- **Municipal Manager:**
 - Overall accountability and responsibility for the IDP
- **IDP Manager:**
 - Responsible for managing the IDP Process through:
 - Facilitation of the IDP Process,
 - Co-ordinating IDP related activities, including capacity building programmes
 - Facilitating reporting and the documentation thereof,
 - Liaising with the Provincial Sector Departments,
 - Providing secretariat functions for the IDP Steering Committee and Forum.
- **The Chief Financial Officer:**

The CFO must ensure that the municipal budget is linked to the IDP and is responsible for:

- Co-ordinating the budget implementation,
- Development of the 5-year municipal integrated financial plan.
- **IDP Steering Committee:**
 - The Committee meets monthly.
 - It is responsible for IDP processes, resources and output
 - It oversees the monthly status reports that are received from departments,
 - It makes recommendations to Council,
 - It oversees the meetings of the IDP Representative Forum,
 - The Committee is responsible for the process of integration and alignment.
 - Oversees effective management of the IDP Process
 - Contribute to the assessing of needs & prioritising
 - Ensure proper organisational linkage with the Budget

- Evaluation of IDP/ Budget / PMS alignment
-
- **IDP Representative Forum:**
 - It forms the interface for community participation in the affairs of Council
 - Operates on consensus basis in determination of priority issues for the municipal area
 - Participates in the annual IDP Review Process
 - Meets on a quarterly basis to discuss progress and shortcomings
 - All wards within municipal area must be represented on Forum through the Ward Committee

6. IDP PROCESS PLAN 2026-2027

DATE	PLANNING ACTIVITY	PURPOSE AND OUTPUTS	PARTICIPANTS
July 2026	Preparation Phase	To develop the Magareng LM IDP Framework and process plan and submit to council for approval and brief them on the IDP Process	<ul style="list-style-type: none"> λ The Mayor λ The Municipal Manager λ Ward Councilors λ Officials λ IDP Managers in the LM
August / September 2026	Analysis Phase	Present the Framework and process plan before Council for approval	<ul style="list-style-type: none"> ▪ The Mayor ▪ The Municipal Manager ▪ The IDP Manager ▪ The IDP Representative Forum ▪ The IDP Steering Committee ▪ Officials from IDP Unit & Speakers/ Mayor's office ▪ Officials from Provincial Sector Departments ▪ Officials from National Departments ▪ Various stakeholders ▪ Consultants
November /December 2026	Strategies Phase	To present the Current Reality and determine the Priority Issues together with communities in different wards in the Magareng Municipal Area	
November/ December 2026	Strategies Phase	To approve the Working Vision and devise Objectives and Strategies for the Magareng Municipal Area	
January 2027	Integration Phase	To present the Draft Integrated Spatial Development Frameworks Magareng Local Municipality and to obtain inputs from stakeholders and community of Magareng Municipal Area & Engagement of Stakeholders and Sector Departments on all their plans	
February 2027	Projects/Integration Phase	To present the Draft Integrated Spatial Development Frameworks, as well as the Cross-Cutting and Sectoral Issues for Magareng Municipal Area	

February/ March 2027	Projects/Integration-phase	To present the core components of the Final Draft Five Year IDP for the Magareng Municipal Area, comprising of the Final Draft Integrated Programmes and Plans, including the 5-Year Financial Plan, the 5-Year Capital Investment Programme and the 5-Year Action Plan, the Final Draft Spatial Development Framework, the Draft Water Services Development Plan and the Draft Disaster Management Plan for the Magareng Municipal Area, as well as various other Cross-Sectoral Programmes and Plans relevant to be presented	
March 2027	Projects/Integration-phase	Public Participation Process across all wards	Community Stakeholders
March 2027	Projects/Integration/ Approval Phase	To table the Magareng Review Draft IDP 2026-2027	The Magareng Municipal Council
April 2027	Projects/Integration/ Approval Phase	To present the Magareng Final Draft IDP and Budget to communities of Municipal Area. The Mayoral consultation on the final draft of the IDP will be undertaken by the Mayor and all Ward Councilors to get the final inputs and comments	The Magareng Mayor, Speaker, Mayoral Committee Members, Municipal Manager, All sec 57 Managers and the official from Planning Unit
May 2027	Approval Phase	The Council to approve Magareng IDP Review 2026/2027	The Magareng Municipal Council

7. ALIGNMENT

In terms of the Municipal Systems Act development strategies must be aligned with National Development Plan and Provincial Sector Plans as well as planning requirements. It also envisages that a single inclusive and strategic plan must be adopted which links, integrates and coordinates plans and be aligned with the budget and performance plans. Magareng Local Municipality developed a Spatial Development Framework and adopted before the end of financial year. This framework will serve as a guide for spatial development within the Municipality.

SECTION C: - PROFILE OF THE MAGARENG MUNICIPAL AREA

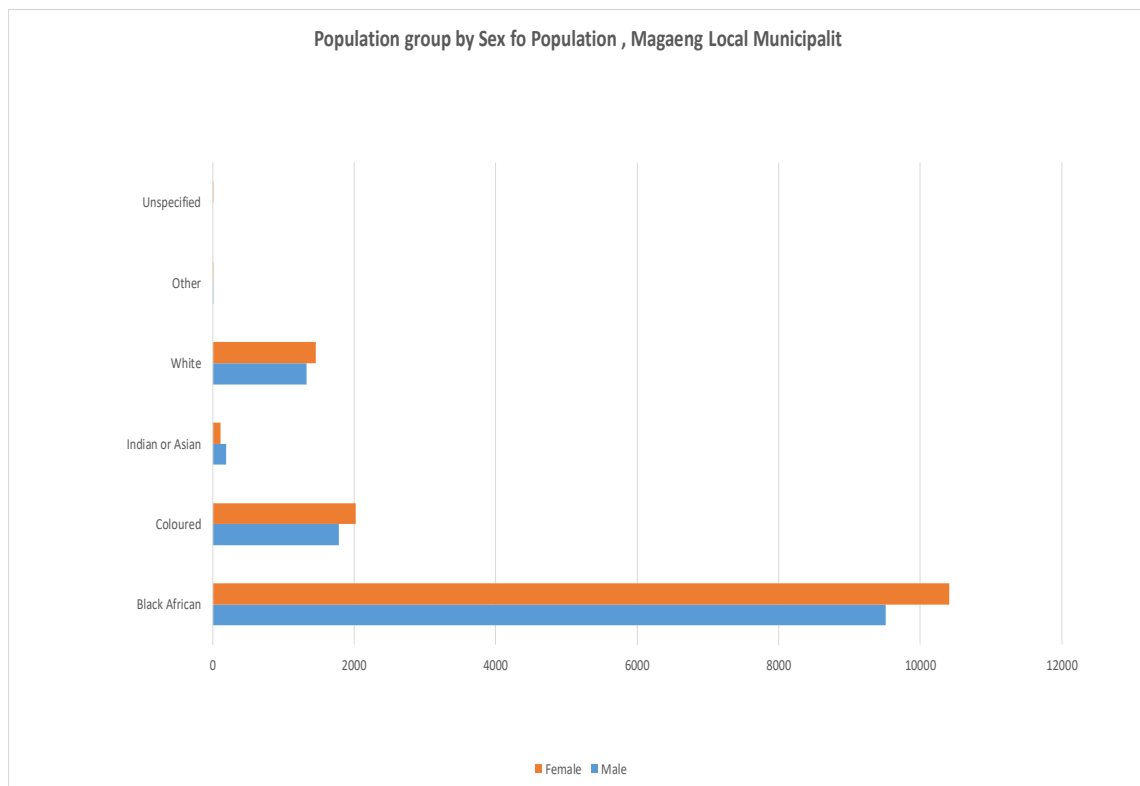
1. INTRODUCTION

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 Bullhill, Fourteen Streams, Sydney's Hope, Windsorton Station, Moleko's Farm, Nazareth and Hartsvallei Farms are the most prominent.

The rest of the area comprises mainly mixed farming. The area of jurisdiction is approximately 1542 km² in extent and accommodates approximately 26,816 people (Stats SA – 2022). 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 6 wards. Wards 1,2,3 & 6 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.

2. POPULATION PROFILE OF MAGARENG LOCAL MUNICIPALITY



Source : Statistics SA-Census 2022

4. POPULATION BY GENDER

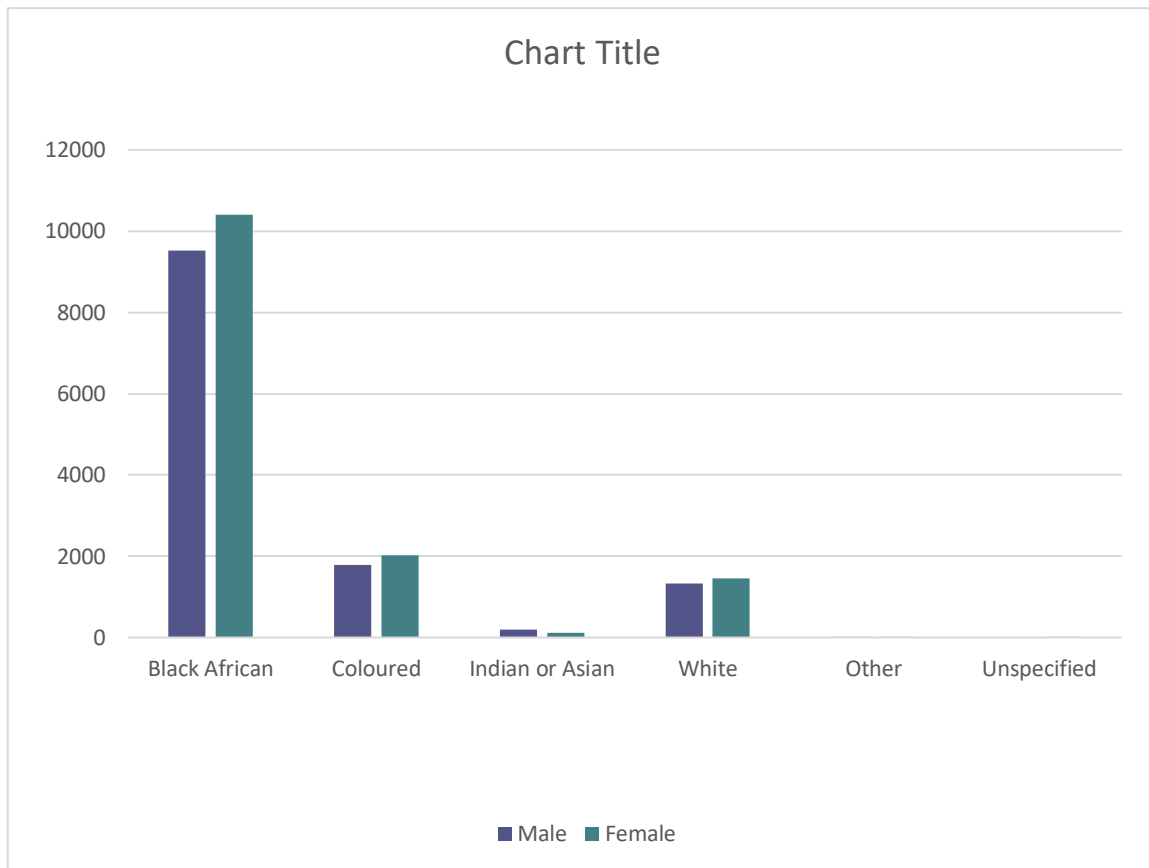


Figure2: Population chart of Magareng Local Municipality (Census 2022, Statistics SA)

5. EDUCATION

It is alarming to note that the municipal area is performing poorer than the average of the municipalities in the district in terms of literacy levels. The graph below indicates the education levels in the municipal area. In the municipal area 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 municipality had some secondary qualification while 18% completed Grade 12. 7% of this proportion of the population had some higher education qualification.

Figure3: Education Levels

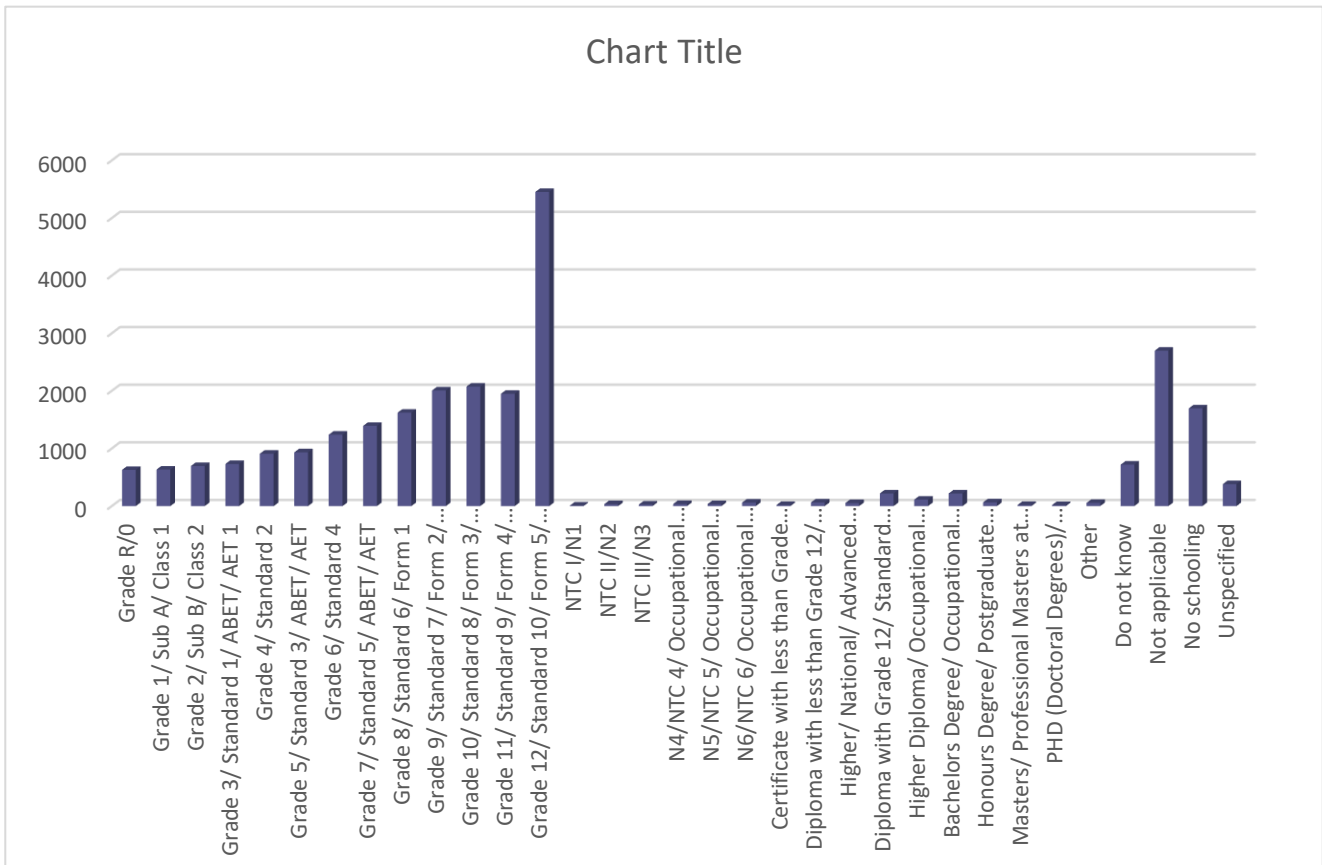


Figure: Educational level chart of Magareng Local Municipality (Census 2022, Statistics SA)

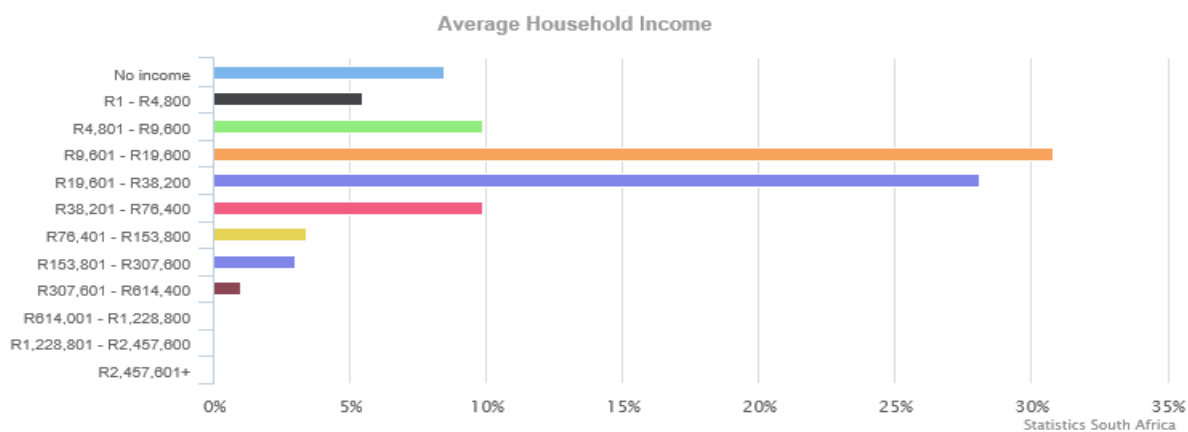
6. DWELLING BY TYPE

DWELLING TYPE	MAGARENG	DIKGATLON G	PHOKWANE	SOL PLAATJIE	FRANCES BAARD	GRAND TOTAL
House or brick/concrete block structure on a separate stand or yard or on a farm	5061	9193	13938	44414	72607	145213
Flat or apartment in a block of flats	30	52	262	1569	1912	3824
Traditional dwelling/hut/structure made of traditional materials	36	169	211	184	599	1197
House/flat/room in backyard	44	50	261	940	1296	591
Informal dwelling (shack; in backyard)	117	536	395	2532	3580	7160
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	626	1482	2029	7845	11982	23964
Room/flat on a property or larger dwelling/servants quarters/granny flat	7	8	21	317	354	707
Caravan/tent	1	15	27	77	120	241
Other	10	375	187	445	1019	2037
Grand Total	5932	11881	17330	58325	93468	186935

7. ECONOMY

INCOME	PERCENTAGE
No income	8,5%
R1 - R4,800	5.5%
R4,801 - R9,600	9.9%
R9,601 - R19,600	30.8%
R19,601 - R38,200	28.1%
R38,201 - R76,400	9.9%
R76,401 - R153,800	3.4%
R153,801 - R307,600	3%
R307,601 - R614,400	1%
R614,001 - R1,228,800	0%
R1,228,801 - R2,457,600	0%
R2,457,601+	0%

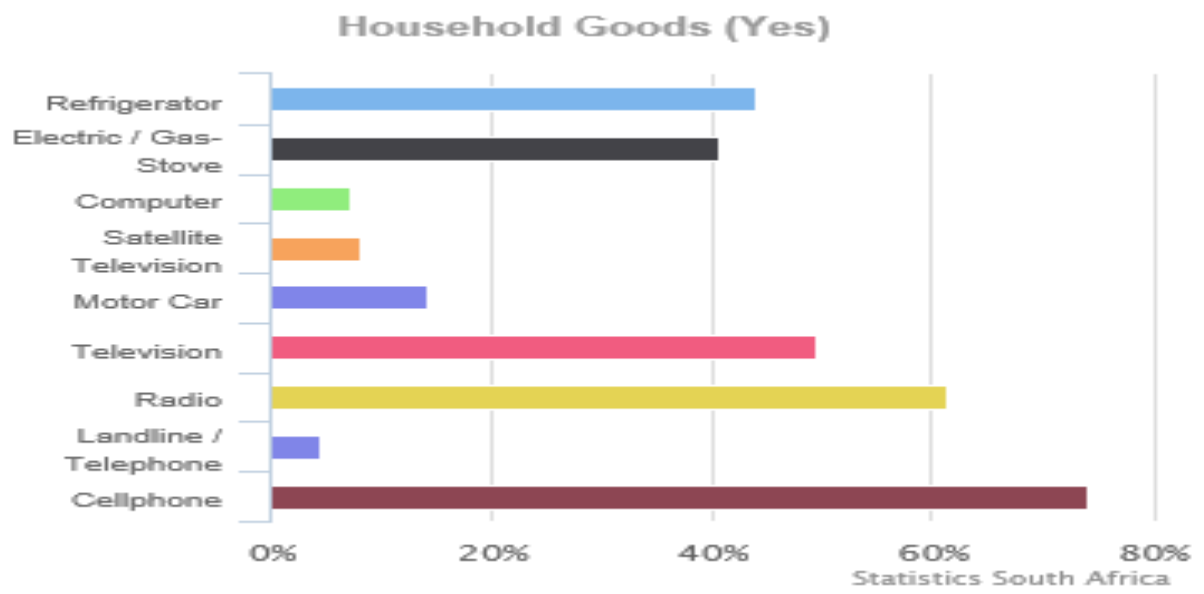
Economy



8. LIVING CONDITIONS

ITEM	YES
Refrigerator	44.1%
Electric / Gas-Stove	40.9%
Computer	7.3%
Satellite Television	8.3%
Motor Car	14.2%
Television	49.6%
Radio	61.3%
Landline / Telephone	4.7%
Cellphone	74.1%

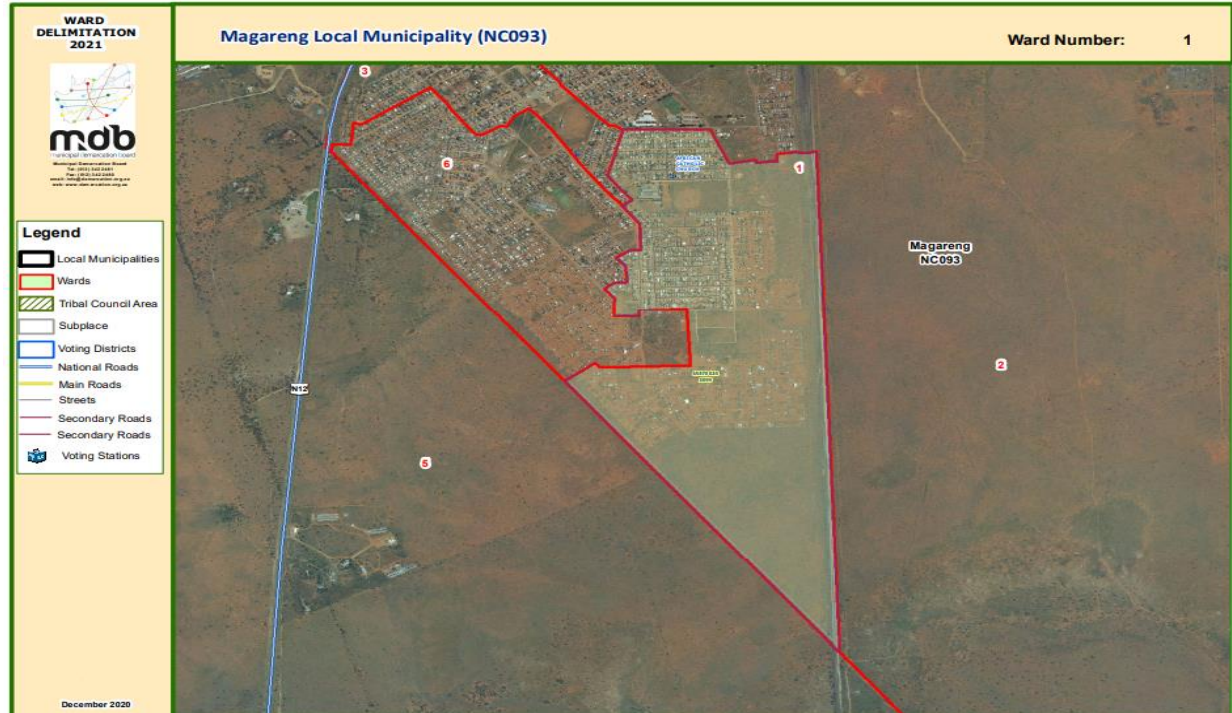
9. HOUSEHOLDS GOOD



SECTION D: WARD DRAFT PRIORITIES 2026/2027- MAGARENG LOCAL MUNICIPALITY

1. WARD DRAFT PRIORITIES 2026/2027

WARD 1



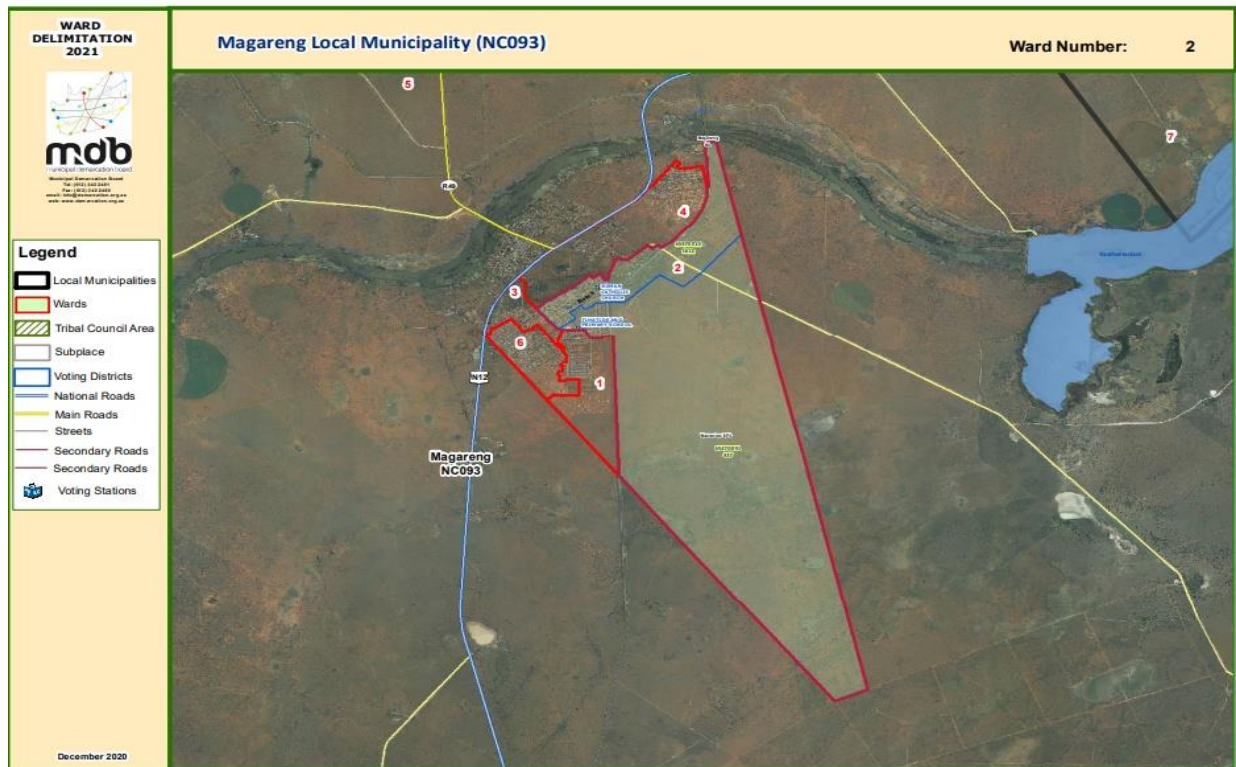
NAME OF COUNCILLOR: Cllr Nontsizi Mokomele

WARD POPULATION:

DRAFT PRIORITIES 2026/2027

1. Water
2. Sanitation
3. Roads
4. Land
5. RDP Houses
6. Fibre Network

WARD 2



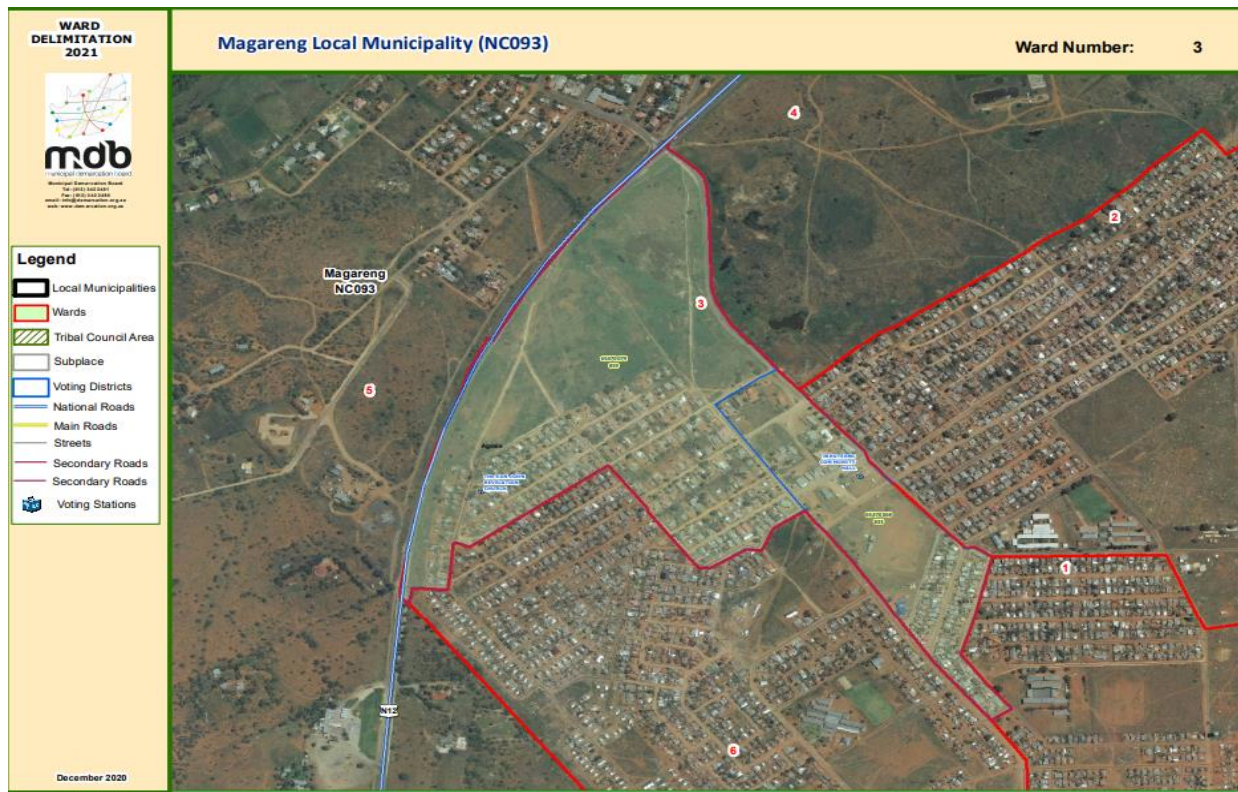
NAME OF COUNCILLOR: CLLR Masego Melato

WARD POPULATION:

DRAFT PRIORITIES 2026/2027

1. Water
2. Sanitation
3. Roads/Speed humps
4. Land
5. Health
6. Maintenance of High Mast Lights
7. LED (Job Creation)
8. Library
9. Fiber Network
10. Innovation Hub

WARD 3



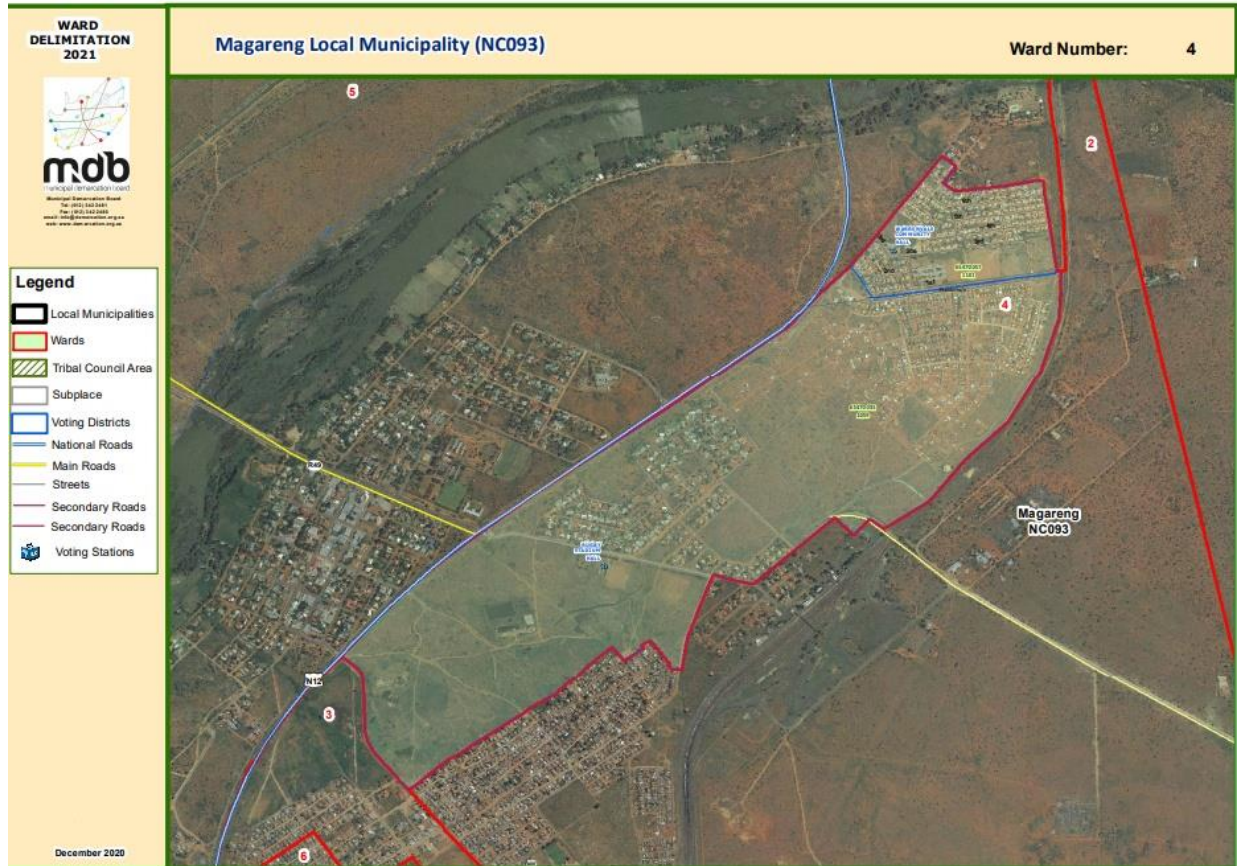
NAME OF COUNCILLOR: CLLR Matlhomola Mere

WARD POPULATION:

DRAFT PRIORITIES 2026/2027

1. Water and Sanitation
2. High Mast Lights
3. Roads
4. LED (Job Creation
5. Water
6. Storm Water drainage
7. Fibre Network
8. Safety

WARD 4



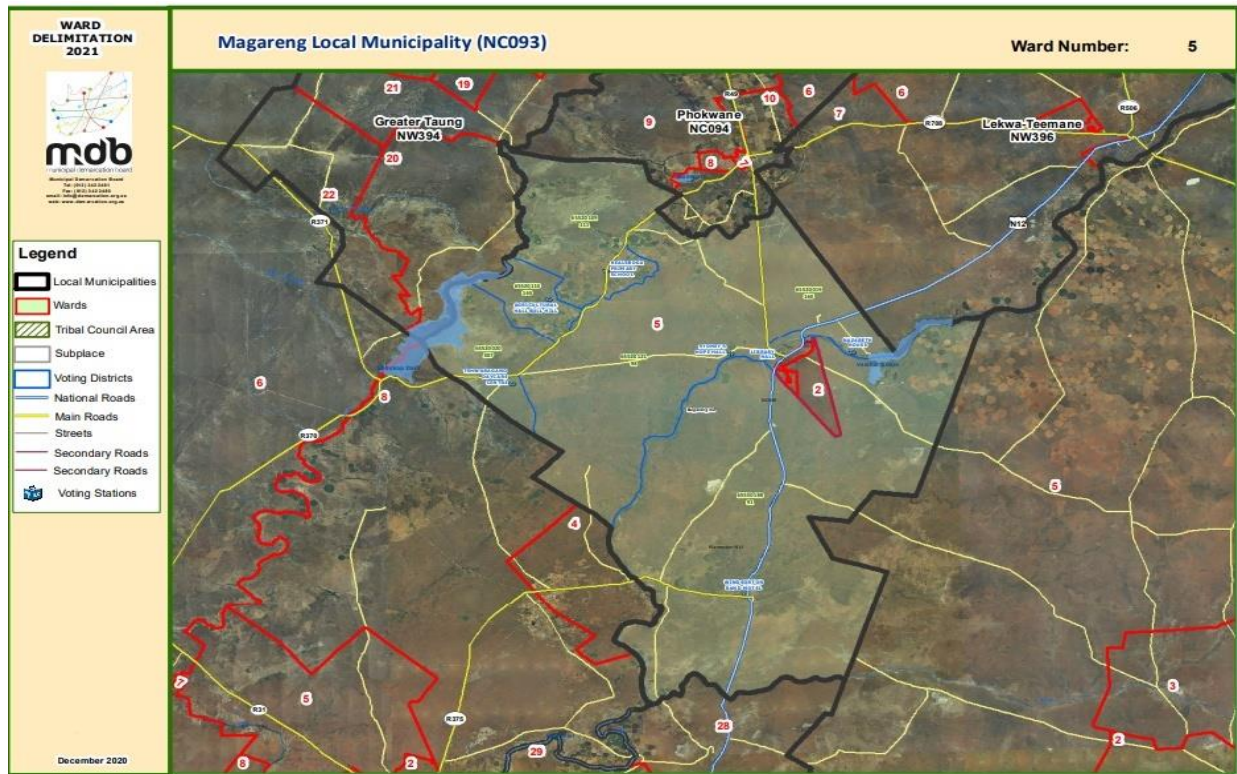
NAME OF COUNCILLOR: CLLR Ouma Amose

WARD POPULATION:

DRAFT PRIORITIES 2026/2027

1. Water and Sanitation
2. Renewable Energy
3. Housing & Land
4. Health
5. Roads
6. LED (JOB CREATION)
7. High Mast Lights
8. Safety
9. Recreation Facilities
10. Fiber Network

WARD 5



NAME OF COUNCILLOR: CLLR Willem Potgieter

WARD POPULATION:

DRAFT PRIORITIES 2026/2027

1. Water
2. Water Tanks and Bore Holes
3. Sanitation
4. Electricity (to be changed to prepaid)
5. Land
6. Roads and Grading of Roads
7. High Mast Lights
8. Mobile Library
9. Health/Mobile Clinic
10. Title Deeds

WARD 6



NAME OF COUNCILLOR: CLLR Bonakele Plata

WARD POPULATION:

DRAFT PRIORITIES 2026/2027

1. Water
2. Refuse Removal
3. Recreational Facilities
4. Job Creation
5. Roads
6. Land
7. Land Audit
8. Repair of High Mast
9. Safety (Neighbourhood watch)
10. Fibre Network

2. MAGARENG LOCAL MUNICIPALITY DRAFT IDP CONSOLIDATED PRIORITY LIST 2026/2027

1. Water
2. Sanitation
3. Roads
4. Land
5. Housing
6. Fibre Network
7. Health
8. High Mast Lights
9. Job Creation
10. Library
11. Storm Water Drainage
12. Renewable Energy
13. Safety
14. Recreational Facilities
15. Refuse Removal
16. Land Audit
17. Water Tank
18. Electricity Capacity
19. Title Deeds

SECTION E: NATIONAL KEY PERFORMANCE AREAS

KPA 1: BASIC SERVICES AND INFRASTRUCTURE INVESTMENT

1. STRATEGIC OBJECTIVES:

Eradicate backlogs in order to improve access to services and ensure that sustainable operations and maintenance of the existing water, sanitation, electricity and roads infrastructure is achieved.

2. INTENDED OUTCOME:

Sustainable delivery of improved services to all households in Magareng Local Municipality

3. INTRODUCTION

Generally, Magareng Local Municipality basic services provision is characterised with poor planning, adhoc implementation of capital projects with no systematic thought process. This can be mainly attributed to three aspects (i) the lack of planning tools such as service delivery frameworks;(ii) inadequate budgeting for infrastructure maintenance and new infrastructure development; and (iii) lack of qualifications and trade specific competencies in the technical department.

The lack of service delivery frameworks simply translates to poor planning and inefficient provision of service delivery to the community. Some of the primary grant funders of the municipality, such as MIG and WSIG, have indicated reluctance to continue funding municipal programmes in the absence of the service delivery frameworks. The following service delivery frameworks are identified as critical components that are lacking at the municipality:

- Capital Infrastructure Framework: medium to long term
- Integrated Waste Management Plan
- Water and Sanitation Master plan
- Water Conservation and Demand Management Plan
- Electrification Master plan
- Energy Saving and Demand Management Plan
- Sector based Operation & Maintenance Plans (O&M Plan)

The budget for basic services is not reflective of the service delivery challenges the municipality experiences. Firstly, by simply analysing the O&M budget over the 5 previous financial years, an irregular budget pattern is evident, to the extent that the budget is decreasing over the period; this simply means O&M it is grossly under budgeted. Secondly, the municipalities O&M activities are mainly reactive. In other words, the municipality does not know how to plan operation and maintenance activities, as a result there is no predisposition of the magnitude of the next breakdown.

The qualifications in middle management and trade specific competencies such as technicians, process controllers, plumbers, electricians are very low and non-existent in some areas in the technical department. This is a serious problem, as critical municipal infrastructure in roads, electricity, water and sanitation is managed and handled through 'common sense' that is not backed the application of scientific theory. Interrelated to all of the above is that, there is a direct linkage in the between irregular and wasteful expenditure that is continuously incurred due to inadequate budgeting and reactive O&M protocols.

4. WATER SUPPLY SERVICES

A common characteristic of the municipality's water distribution systems is that it is passively vulnerable and operates under extreme challenges. High water losses of the water distribution system is the most significant challenge, which best represents, the current status quo and is identified as playing a significant role on the vulnerability of the water distribution system. This is further demonstrated by disaggregating the water losses into two components financial and technical losses.

Firstly for financial losses, the Auditor General audit finding for the 2023/24, indicates that the material water losses accounts for 80% of the total water purchased, this percentage indicates the municipality only generates income from 20% of the total water purchased. Secondly, for the technical losses there is no bulk metering in place to ascertain the total system volume input. In other words, the municipality does not know how much water it produces on a daily basis vs the bulk purchases, how much is lost due to leakages, etc. It is also important to note that the municipality does not know if existing water demand exceeds the authorised raw water abstraction allowance. This clearly illustrates what was termed 'a growing water crisis' and an unsustainable water supply service provision. The character and scale of the problem requires an integrated management approach.

5. SANITATION SERVICES

The existing bulk sewer network is experiencing operational failures. The Warrenton Waste Water Treatment Works experiences a myriad of challenges on a daily basis. There are three primary challenges, which best represents, the current status quo and are identified as playing a significant role in the level of treatment of wastewater the facility achieves.

Firstly, the facility does not have enough capacity to deal with the existing wastewater flow and its constituent loading. In other words, the volume of the wastewater generated exceeds the capacity of the plant to adequately and efficiently treat the wastewater. This specific challenge creates an insidious overloading problem for the processes at the Clarifier, Aeration Basin and Maturation Pond.

For example, at the secondary settlement tank, the increased 'load' has created a sludge build-up, which overtime has blocked the desludge valves and decreased the speed of the rotating bridge. At this point, the "activated sludge" is constrained from recirculating back to the aeration basin. This directly affects the rate of decomposition of bacteria and further biodegradation not occurring. This is also the reason why 'partially' treated water is being disposed into the maturation pond and ultimately into the Vaal River.

Secondly, major processing units such as the inlet works, horizontal aerators and clarifier are old, dilapidated and lost its optimal functionality over a period of time. Thirdly, it is the vandalism and theft of the existing infrastructure, moreover in the context of Magareng municipality, which has no financial capability to replace major processing units and equipment as and when incidents of vandalism and theft occurs.

The existing pump-stations is experiencing operational failures. The operational failures are directly influenced by problems at the three pumping stations (vandalism of electrical panels, theft of submersible pumps, no roof structure, no site lighting, no screening equipment and backup power). This ultimately constrains the sewer in flowing at the required velocity.

In other words, due to the problems at the three pumping stations, the sewage is not draining adequately. It remains stationary for prolonged periods, resulting in blocked manholes downstream that subsequently creates refluxes of raw sewer back into the households, overspills of raw sewer from the blocked manholes on the road reserves and discharges to the natural environment.

6. ELECTRICAL SERVICES

Electrical service provision within the municipality is a balance between scarce financial resources and service priority; this has led to infrastructure delivery backlogs. There is significant backlog in the provision of public high mast lighting system and electrification of households in areas such as Majeng. The Majeng community is made-up mainly of indigent households and wholly depend on the municipality for the provision of basic services.

7. SOLID WASTE MANAGEMENT SERVICES

Magareng local municipality is faced with a precarious and hazardous situation where the solid waste disposal sites in Warrenton are in a bad state and in direct conflict with the provisions of the waste act. The Warrenton waste disposal site is in a more dire situation as a section 51(g) directive has already been issued by the Provincial Department of Environment and Nature Conservation.

The following items are identified as shortcomings:

- Waste is windblown all over the area as there is no adequate fencing around the sites.
- There is no shelter for the caretaker/supervisor.
- There is no water supply to the site, and no sanitation facilities present.
- There is no weighing bridge to record procedures
- Dumping trenches need to be constructed.

There is no classification of waste and general waste management practices on site

8. ROAD AND STORMWATER SERVICES

The provision of roads is the most notable feature in Magareng municipality's land development. However, the impact of O & M costs, stormwater management, increased traffic and vehicular movements has caused serious problems such as formation of excessive potholes and flooding downstream. The effects of flooding downstream also create new problems in the receiving streams i.e. high peak flows, excessive erosion and sedimentation, increased pollution and general decreased value of the environment.

9. FLEET MANAGEMENT SERVICES

The Fleet Management Section consists of **11 petrol and diesel vehicles** (including earthmoving machinery & other miscellaneous equipment). For a municipality which consists of ±114 workers in the technical department 11 vehicles simply translates to inadequate tools of trade and shambled service delivery provision. Notwithstanding the condition of the vehicles, which is bad, as almost all the vehicles has failed roadworthy tests.

10. ENVIRONMENTAL COMPLIANCE DIRECTIVES ISSUED

The task of the Municipal Council and management is to respond to this historical anomaly, rectify the contravention and take reasonable measures to prevent such pollution from occurring, continuing or recurring.

11. WARRENTON WASTE DISPOSAL SITE

The Department of Environment and Nature Conservation has issued a notice of intent in terms of section 51(G) of the National Environmental Management: Waste Act (Act No 59 of 2008) in respect of mismanaging the license conditions of the landfill site. Some of the findings against Magareng Municipality are:

- Waste is disposed haphazardly which causes the site to be unsightly and unhealthy
- Different waste are mixed with no control
- No management of Site
- Burning of waste
- Unformalized recyclers on site

12. WARRENTONWASTE WATER TREATMENT WORKS

The Department of Water and Sanitation has issued a directive in terms of sections 21(f) (g), 19(3) and 53(1) of the National Water Act, 1998 (Act no 36 of 1998). The substantive matters of the directive are summarised as follows:

- Section 19 (1) of NWA, 1998 – Engaging in water activities that cause pollution of a water resource
- Section 21(f) (g) & 22 (1) (a) (b) (c) of NWA, 1998 – Warrenton WWTW Water use authorisation

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14 STATE OF EXISTING INFRASTRUCTURE

Perhaps it is pertinent to state that the current state of infrastructure in Magareng is in precarious and bad condition. Simply put, the infrastructure is old and has reached its design life. In certain instances, operation and maintenance activities are actually destroying the infrastructure further. For an example, a blocked sewer in Ikhutseng cannot be unblocked through a simple mechanism such as a drain rods as the asbestos cement pipes are heavily corroded that an application of pressure collapses a whole length of pipes. Similarly, in town, Erasmus Street is riddled with potholes, over the years the municipality has been patching potholes as the only remedy whereas a simple visual inspection indicates that the problem is the base layer materials thus a suitable option would have been to rehabilitate and mill the road.

All of the potable water bulk distribution pipeline materials is made of asbestos cement, which is not permitted by the current legislation for transportation of potable water. The long term effect of asbestos on human health has been well researched and published, resulting in review of various laws pertaining to the usage of Asbestos products.

It is in this context, that it is categorically stated that the infrastructure of Magareng municipality requires an urgent and comprehensive recapitalization program. This needs to be urgently undertaken to deliver services sustainably to the deserving communities of Magareng.

15. INTRODUCTION TO WATER SERVICES PROVISION

The Water Services Act, Act 108 of 1997 (RSA, 1997) defines a water service as a water supply services and sanitation services. Accordingly, a water supply service is defined as the raw water abstraction from a source (river or dams), conveyance to a water purification facility, the treatment and subsequent distribution of potable water to households. Sanitation service is defined as the collection, removal, disposal or purification of human excreta, domestic waste-water (grey water), sewage and effluent from commercial sources.

Magareng municipality has a centralized water service system having its own Water Treatment Works (WTW), Waste Water Treatment Works (WWTW) and respective service distribution networks. The major attributes of the water service are summarised as follows:

Table 1: Attributes of the Water service

Attributes	Warrenton
WTW Capacity	9.79Mℓ/d
Boreholes	-
Water Distribution Network consists of asbestos and uPVC pipes (length)	125km
WWTW Capacity	2Mℓ/d
WWTW (Extended Aeration)	-
Sewer Distribution Network consists of asbestos and PVC pipes	80km

16. WATER SUPPLY SERVICES PROVISION

The Constitution of the Republic of South Africa (1996) under the Bill of Rights, section 27(1) (b) states that it is a basic human right to have access to water. The Constitution under section 27(2) makes it an obligation for government to take practical legislative and other measures, within its available resources, to achieve the progressive realization of this right. In response to this constitutional injunction, it is important for Magareng Municipality to translate this mandate into tangible results on the ground, taking into account the realities as they exist within the municipality.

Magareng municipality has the Water Service Provider and Water Service Authority status as per the provisions of the Water Services Act, Act 108 of 1997. As such, Magareng municipality is responsible for raw water abstraction, water purification and the subsequent distribution to all households under its jurisdiction.

The Water Treatment Plant is located on the western side of the Vaal River and the water supply areas on the eastern side. The municipality is authorised to abstract 3 572 000 m³/year, this translated to 9.79Mℓ/d of raw water. The water purification plant was constructed in 1998 and no major upgrade has occurred since then.

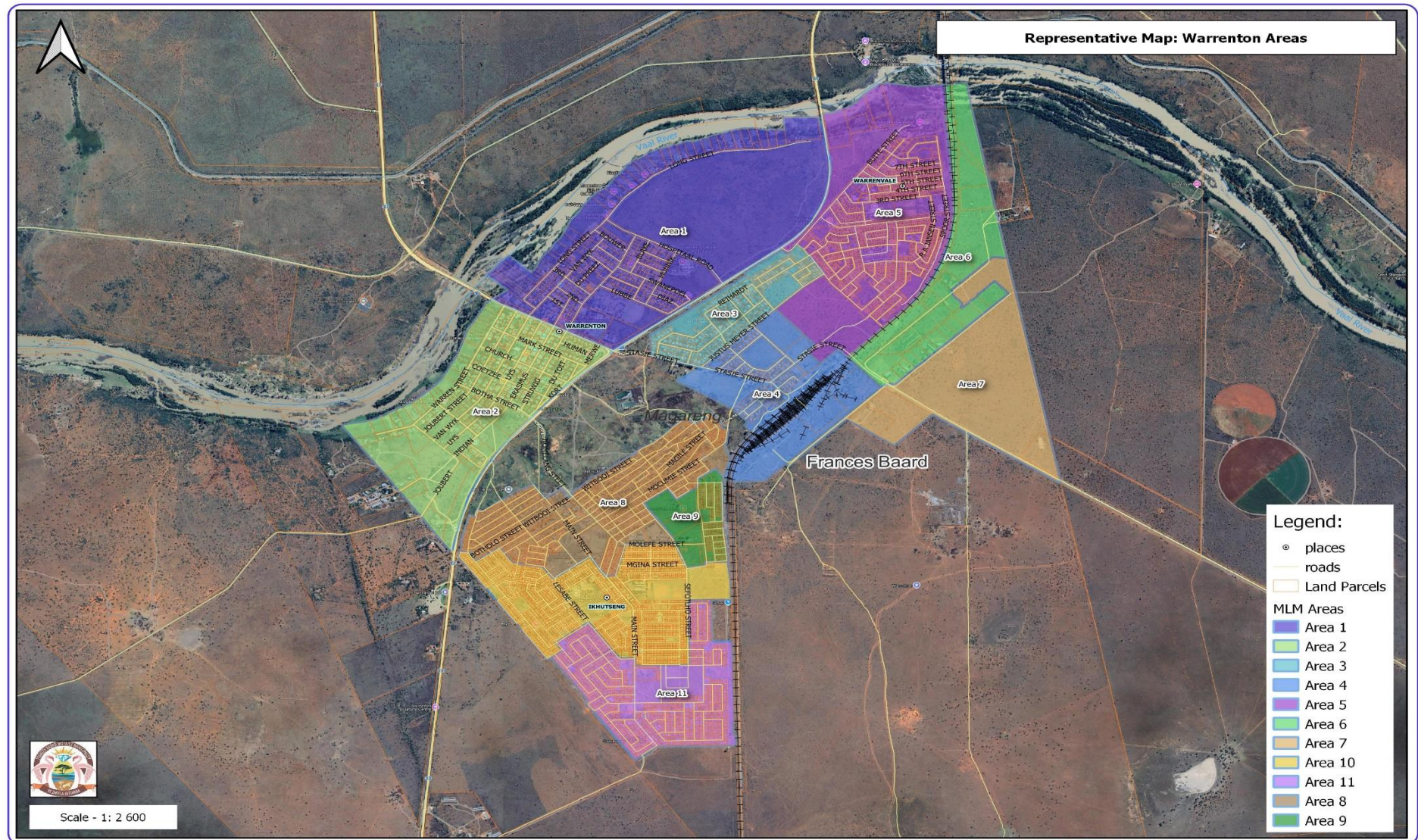
The process flow of the bulk water supply is summarised as follows:

- Raw water is obtained from two points, firstly, from the main water canals of the Vaalharts Irrigation Scheme and it gravitates towards water treatment works facilities. The second point, at the edge of the Vaal river where raw water is pumped to the water treatment works.

- From the Water treatment works, the water gravitates through a 500mm Ø asbestos pipeline, which crosses the Vaal River to a sump at the main water pump station.
- The main water pump station is equipped with two sets of electrically controlled pumps. The one set supplies purified water to an elevated reservoir located near Warrenton CBD. There is also an additional reservoir, which acts as a balancing tank to manage the pressure fluctuations in the Warrenton CBD system.
- The second set of pumps supply the Warrenton Railway Station elevated tank, the Ikhutseng reservoir and a ground concrete reservoir near the industrial area.
- Warrenton Railway elevated tank supplies water to the Railway stations residential area and back to the Warrenton suburbs.
- The Ikhutseng reservoir (5.2Mℓ) water is pumped into two elevated tanks, which supplies the Ikhutseng area.
- From the industrial reservoir (4.5Mℓ), water is pumped into an elevated tank, which supplies the Warrenvale residential area and the Industrial area.

17. SCHEMATIC REPRESENTATION OF THE WATER DEMAND AREAS IN THE MAGARENG MUNICIPALITY'S WATER DISTRIBUTION SYSTEM.

MAP OF WATER DEMAND AREAS



18. MAGARENG LOCAL MUNICIPALITY_INFRASTRUCTURE ANALYSIS

PRIORITY BULK, LINK AND RETICULATION INFRASTRUCTURE BASED ON SPATIAL ANALYSIS

Water Supply Service

CHALLENGE	IMPLICATIONS	REMEDIAL ACTION
No Medium-long term Planning Frameworks	<ul style="list-style-type: none"> • Poor planning • Reactive provision of water supply service 	Development of Master-plan, NRW Reduction Plan and WC/WDM Strategy
Frequent Pipe Bursts	<ul style="list-style-type: none"> • General wastage of water • No revenue generated • Unsustainable use of water 	Implementation of Water Conservation / Water Demand Management initiatives such as: <ul style="list-style-type: none"> • Baseline data collection • Physical water loss reduction initiatives (Zonal Isolation of WDS, New Pressure Reducing Valves, New Bulk Meters) • New zonal boundaries • New residential water metres • Revenue enhancement strategies • Capacity Building • Monitoring & evaluation technologies
Water shortages in Ikhutseng and Ditshotshwaneng	<ul style="list-style-type: none"> • Intermittent water supply 	<ul style="list-style-type: none"> • Short term solution-Sighting and Drilling of 10 X Boreholes • Installation of elevated 1 ML steel water tank complete with steel tankstand, new booster centrifugal pump and uPVC pipeline (rising main to elevated tank) • Medium Pressure pipeline to 7 X 10 000L and 3 X 5000L tanks • Bulk Earthworks Excavation in Soft and Hard Material • Pipeline Fittings • 19mm Crushed Stone

CHALLENGE	IMPLICATIONS	REMEDIAL ACTION
		<ul style="list-style-type: none"> 9 X 19mm plastic taps (incl fittings, male / female reducers) Minor Civil Works Long term solution-Upgrade of the Magareng water treatment works with new raw water storage dams, raw and clean water pump stations, flocculation channels, sedimentation tanks, filtration system, additional elevated storage, new connector pipes in system and additional bulk meters in Ikhutseng and Ditshotshwaneng
Asbestos Cement pipes in Networks	<ul style="list-style-type: none"> Lack of bulk supply 	Replacement of Asbestos Cement pipes
New water distribution networks to Ditshotshwaneng (1258 stands) with electricity, new booster pump, new rising main pipeline, new storage facility, new bulk meter and zone isolation.	<ul style="list-style-type: none"> Lack of bulk supply capacity 	New Infrastructure
Lack of trade specific skills in technical department	<ul style="list-style-type: none"> General workers operate major capital assets such as WTW. Irregular and wasteful expenditure is continuously incurred due to reactive O&M protocols 	<ul style="list-style-type: none"> Recruitment of suitably qualified staff Enhance financial literacy and education of managers in the technical department
Sporadic and unplanned new water supply areas (new informal settlements)	<ul style="list-style-type: none"> No water supply provision 	<ul style="list-style-type: none"> Boreholes and Reticulation system in Rabaki informal settlements New reticulation in Ditshotshwaneng Refithile settlements New reticulation in Majeng informal settlements New reticulation in Magareng settlements New reticulation in Molekos Farm settlements New reticulation in Molekos Farm settlements

Sanitation Service

CHALLENGE	IMPLICATIONS	REMEDIAL ACTION
Lack of bulk sewer infrastructure	<ul style="list-style-type: none"> Inadequate bulk collection and disposal 	New bulk sewer line for Ikhutseng and Ditshotshwaneng

CHALLENGE	IMPLICATIONS	REMEDIAL ACTION
Existing bulk sewer line is continuously blocked	<ul style="list-style-type: none"> Inadequate bulk collection and disposal 	Decommissioning of the Vacuum Sewer System
Inadequate capacity of the Warrenton WWTW	<ul style="list-style-type: none"> Inadequate bulk treatment capacity 	Relocation and Construction of New WWTW in Warrenton
Existing Pump Stations are not Functional	<ul style="list-style-type: none"> Spillages to road reserves and natural environment 	Refurbishment of Waste water Pumpstations in Warrenton and Ikhutseng
Remedial works to the Warrenton WWTW as mitigation to directive issued	<ul style="list-style-type: none"> Pollution of the water course 	Procurement of the following goods : <ul style="list-style-type: none"> Replace / Repair Carousel Aerators Replace / Repair Clarifier Mechanical units Replace / Repair Chlorination and pumps Replace / Repair RAS pumps De-sludge of Evaporation pond Cleaning of Sumps (255X254X500) & (174X130X500) Refurbish N12 Pump Station
Ageing Infrastructure	<ul style="list-style-type: none"> Spillages of sewer onto road reserves, ervens, etc 	Refurbishment of Pump-stations in Warrenton <ul style="list-style-type: none"> Upgrade of bulk outfall lines in Warrenton Asbestos pipes in network

Roads and Storm-water

CHALLENGE	IMPLICATIONS	REMEDIAL ACTION
Undeveloped Gravel roads	<ul style="list-style-type: none"> Unmaintained gravel roads 	Regravelling and Maintenance of Gravel Roads
Deterioration of Pavement Structures in Internal Roads	<ul style="list-style-type: none"> Poor riding quality 	Rehabilitation and Reseal of the internal roads in Warrenton
Excessive Potholes	<ul style="list-style-type: none"> Poor riding quality 	Patching of potholes
Inadequate Stormwater management	<ul style="list-style-type: none"> Excessive erosion and sedimentation, Over flooding of road reserve Increased pollution 	Establishment of Storm water Catchment areas

Electricity Service

CHALLENGE	IMPLICATIONS	REMEDIAL ACTION
Inadequate Street Lighting	<ul style="list-style-type: none">• High Crime zones due to poor lighting at night	Highmast lighting in Warrenton X14
No Electrical Services in informal settlements	<ul style="list-style-type: none">• No Service Delivery	Upgrade Electrical Bulk Supply, Internal Reticulation and Service Connections in Rabaki, Majeng, Ditshotshwaneng and Moleko Farm
New electricity infrastructure within built areas	<ul style="list-style-type: none">• No Service Delivery• No Revenue collected from possible sources	Acquisition of new electricity infrastructure to ensure reliability of electricity supply

19. THE WATER SUPPLY SERVICE DELIVERY DISTRIBUTION IS SUMMARISED IN TABLE 2 BELOW AS EXTRAPOLATED FROM THE COMMUNITY SURVEY 2016 DATA.

Table 2 Water Supply Service Delivery Distribution Levels

Description	2019/20	2020/21	2021/22	2022/23
Water: Above min level				
Piped (tap) water inside dwelling	2265	2289	2313	2338
Piped (tap) water inside yard	3015	3048	3079	3112
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	306	309	312	316
Piped (tap) water on community stand: distance between 200m and 500m from dwelling	117	118	119	121
Minimum Service Level and above Sub-Total	5703	5765	5823	5886
Minimum Service Level and above Percentage	93%	94%	95%	96%
Water: Below min level				
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	12	12	12	12
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	129	130	132	133
No access to piped (tap) water	276	279	282	285
Below Minimum Service Level Sub-Total	417	422	426	431
Below Minimum Service Level Percentage	7%	7%	7%	7%

20. PROGRAMMES AND PROJECTS THAT WILL CONTRIBUTE TO INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

Objective	Key Performance Indicator	Unit of Measurement	5 Yr Targets				
			Yr 1 2022/23	Yr 1 2023/24	Yr 1 2024/25	Yr 1 2025/26	Yr 1 2026/27
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Investigation of the relocation of the Warrenton WWTW and related bulk sanitation outfall lines submitted to portfolio committee by the end June 2025 – Phase 2	Conducting Feasibility Study on the relocation of the Warrenton WWTW and related bulk sanitation outfall lines	R1 800 000.00	R2 200 000.00	R2 000 000.00		
Eradicate backlogs in order to improve access to	Percentage completed on the new internal water reticulation network construction in	New Internal Water Reticulation Network in Ditshotshwaneng,	R8 750 000.00	R9 030 000.00	R2 000 000.00		

services and ensure proper operations and maintenance	Ditshotshwaneng, Rabaki, and Sondewater completed by the end June 2025 –Phase 1 , 2 & 3	Rabaki and Sonderwater					
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Upgrading of Internal Water Reticulation Network in Chris Hani, Richblock and Las Vegas areas	Upgraded Internal Water Reticulation Network in Chris Hani, Richblock and Las Vegas areas			R10 000 000	R10 000 000	R10 000 000
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Repairs to the Warrenton WWTW and Surrounding Pumpstations – Phase 2	Refurbishment of Warrenton WWTW and Surrounding Pumpstations	R5 000 000	R5 000 000	R10 000 000	R10 000 000	R10 000 000
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Upgrading& Maintenance of Electricity Infrastructure	Number of transformers, circuit breakers, cable faults, switch gears, capacitor bank, etc repaired and maintained, Number of replaced wooden poles		R2 000 000	R3 500 000	R4 500 000	
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Acquisition of basic service delivery vehicles and equipment	Number of basic service delivery vehicles and equipment procured			R5 000 000	R5 000 000	R5 000 000
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Percentage of Surfaced Road Network Maintained	Kilometres of surface roads maintained			R12 000 000	R13 500 000	R15 000 000

Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Percentage of Gravel Road Network Maintained	Kilometres of gravel roads graded			R5 000 000	R5 000 000	R5 000 000
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21. COMMUNITY SERVICES PROGRAMMES AND PROJECTS THAT WILL CONTRIBUTE TO INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

Objective	Key Performance Indicator	Unit of Measurement	5Yr Targets				
			2022/23	2023/24	2024/25	2025/26	2026/27
To clear and prevent the recurrence of all the illegal dumps found in and around Magareng LM communities	Improve waste collection in the urban areas of Magareng LM to 100%.	Number of households receiving collection within the urban areas of Magareng	70% of households serviced	85% of households serviced	90% of households serviced	95% of households serviced	100% of households serviced
	Environmental Awareness Campaigns conducted in communities	No. of awareness campaigns conducted per year	7	7	7	7	7
The waste disposal site to comply to the waste management license (WML) conditions and other relevant legislation	Compliance of the Waste Disposal Site to the conditions of the WML	Level of compliance as determined by an WML audit	10% compliance	25% compliance	50% compliance	75% compliance	100% compliance
	Proper waste management equipment present and operational at the waste disposal site. Procure machinery that will ensure an adequate operation of the waste disposal site.	Number of management equipment present and operational at the waste disposal site annually	A Tipper truck - This will help deliver the cover material and other wastes to the waste site.	Grader -- This will help dig cells, scoop waste and cover material	An Excavator - This will help dig cells, scoop waste and cover material.	A landfill compactor - This will help spread the material and compress the waste	A Front End Loader - This will help load the cover material for the landfill process.

Objective	Key Performance Indicator	Unit of Measurement	5Yr Targets				
			2022/23	2023/24	2024/25	2025/26	2026/27
Parks, Playgrounds and Open spaces to be fully functionally and well-maintained	Procurement of relevant machinery	Number of relevant machinery procured annually	Lawn tractor mower	Grass cutting tractor with mounted mower	Brush cutters		
Open spaces used for productive purposes	Parks and Playgrounds established in communities	No. of Parks/ Playgrounds established in communities	1 established as a pilot	2 established in different communities	2 established in different communities	2 established in different communities	2 established in different communities

22. EXPANDED PUBLIC WORKS PROGRAMMES AND PROJECTS 2024-2025

	SECTOR	FOCUS AREA	TYPE OF WORK	PROJECT NAME	PROJECT NUMBER
1.	Environment and Culture Sector	Parks and Beautification	Routine Maintenance	Cleaning Of Cemetry	IG/MAG/EPWP/1
2,	Infrastructure Sector	Waste Management	Routine Maintenance	Maintainance of Land fill site	IG/MAG/EPWP/2
3.	Infrastructure Sector	Road and Sormwater System Development and Maintenance	Routine Maintenance	Operation and Maintanance Municipal Infrastructure	IG/MAG/EPWP/3

MAGARENG CAPITAL BUDGET 2021 / 2027 FY

No	Description	Services Type	Funder	2021/2022	2022/23	2023/24	2024/25	2025/26	2026/27
1	Water Supply and Demand Management 1.7 pipeline	Water	Municipal Infrastructure Grant	R 8 600 000	R -	R -	R -	R -	R -
2	Warrenton: Upgrading of Water Treatment Plant	Water	Regional Bulk Infrastructure Grant	R 16 495 000	R 10 000 000	R 10 000 000	R -	R 12 624 669.23	R15 000 000,00
3	New Internal Water Reticulation Network in Ditshotshwaneng, Rabaki and Sonderwater	Water	Municipal Infrastructure Grant	R 5 000 000	R 8 750 000	R 9 030 000	R -	R -	
4	Emergency Repairs to the Warrenton WWTW and Surrounding Pumpstations	Water	Water Services Infrastructure Grant	R 2 500 000	R 5 000 000	R 10 000 000	R 10 000 000	R -	R
5	Upgrade of internal water reticulation Network in Chris Hani, Richblock, Las Vegas Phase 1	Water	Municipal Infrastructure Grant					R	R14 192 000,00
6	Upgrade of internal water reticulation Network in Chris Hani, Richblock, Las Vegas Phase 2	Water	Water Services Infrastructure Grant					R10 000 000	R12 743 000,00
7	Emergency refurbishment of old 150Kl tower reservoir and pump station in warrenvale	Water	Municipal Infrastru					R 12 641 000.00 Is the allocation for both No 7 & 8	

			cture Grant						
8	Emergency construction of the rising main pipeline from warrenvale sewer pump station to warrenton WWTW	Sanitation	Municipal Infrastructure Grant						
5	Construction of 900m Concrete Palisade Fence at the Warrenton WWTW.	Sanitation	Special ES (COVID -19)	R 1 200 000	R -	R -	R -	R -	R -
6	Feasibility Study Relocation of the Warrenton WWTW and Related Bulk Outfall Lines	Sanitation	FBDM	R 900 000	R 1 800 000	R -	R -	R -	R -
7	Procurement of 3 Bakkies and 1 Sedan	Fleet	Magareng	R 1 200 000	R 1 500 000	R 2 000 000	R -	R -	R -
8	Upgrade of Electrical Network in Warrenton	Electricity	Magareng	R 500 000	R 2 000 000	R 3 000 000	R -	R -	R -
9	Restoration of Land Fill Site	Solid Waste	FBDM	R 300 000	R 3 000 000	R 3 000 000	R 3 000 000	R 5 000 000	R -
10	Upgrading of Magareng Multipurpose Sporting Facility (Ikhutseng)	Sports Infrastructure	Municipal Infrastructure Grant	R -	R 6 500 000	R2 500 000,00	R 10 000 000		R -
11	Upgrade Of Electricity Bulk Supply in Magareng	Electricity	Magareng	R -	R 2 000 000	R 3 000 000	R 3 500 000	R 4 000 000	R -
12	Upgrade of Internal Water Reticulation Network in Chris Hani, Richblock, Las Vegas, Warrenvale and Warrenton	Water	Municipal Infrastructure Grant	R -	R -	R 3 512 000	R 6 950 000	R 6 950 000	R -
13	Electrification Of Military Veterans and Warrenvale Infills	Electricity	INEP	R -	R -	R 15 000 000	R 5 000 000		R -
14	Electrification Of 500 households in Majeng Village	Electricity	INEP	R -	R -		R 5 000 000	R 5 000 000	R -

15	Procurement of Yellow Fleet	Fleet	Magareng	R -	R -	R 5 000 000	R 5 000 000	R 5 000 000	R -
16	Development of Masterplans	Water, Sanitation, Electricity, Roads & Stormwater	Magareng	R -	R -	R -	R 2 500 000	R 5 500 000	R -
17	Replacement of Asbestos Cement pipes	Water	WSIG	R -	R -	R 11 200 000	R 15 000 000	R 19 000 000	R -
18	New bulk sewer line for Ditshotshwaneng, Sonderwater & Rabaki	Sanitation	WSIG	R -	R -	R 15 000 000	R -	R -	R -
19	Decommissioning of the Vacuum Sewer System	Sanitation	RBIG	R -	R -	R -	R 20 000 000	R -	R -
20	Relocation and Construction of New WWTW in Warrenton	Sanitation	RBIG	R -	R -		R 40 000 000	R 80 000 000	R -
21	Regraveling and Maintenance of Gravel Roads	Roads	Magareng	R -	R -	R 5 000 000	R 5 000 000	R 5 000 000	R -
22	Rehabilitation and Reseal of the internal roads in Warrenton	Roads	Magareng	R -	R -	R 12 000 000	R 13 500 000	R 15 000 000	R -
23	Patching of potholes	Roads	Magareng	R -	R -	R 2 500 000	R 3 000 000	R 4 000 000	R -
	Total			R36 695 000	R 40 550 000	R111 742 000	R 139 950 000	R154 450 000	R41 935 000,00

KPA 2: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

1. STRATEGIC OBJECTIVES:

Improve organizational cohesion and effectiveness

2. INTENDED OUTCOME:

Improved organizational stability and sustainability

3. INTRODUCTION

The Corporate Services Department is the portal of entry and exit from the Municipality and supports the functions of all the other departments in the Municipality. The Department provides support services and generally ensures that all administrative functions of the Municipality are properly coordinated.

4. THE CORPORATE SERVICES DEPARTMENT CONSISTS OF THE FOLLOWING SECTIONS:

- ADMINISTRATIVE SERVICES
- Human Resources Management Services
- Information Technology

4.1 ADMINISTRATIVE SERVICES

This section is responsible for the smooth and efficient operation of Councils processes such as: Committee/Secretariat Services (the section is responsible for the compilation of agendas, minutes, reports, etc. of Council, ExCo, Portfolio Committees and ad-hoc committees), Registry and Records (the section that keeps and maintains all records of Council, both physical and electronic records), Councilor Support (the section that provides support services to Councilors), Delivery Services (the section that is responsible for the internal and external delivery and distribution of councils' communication material, be it agendas, reports, letters, notifications, etc.), Printing and Photocopy Services (the section that is responsible for the reproduction of all communication material), Fleet Control (The section is responsible for the internal control and allocation of Councils fleet vehicles and Building Control (the section responsible for the upkeep and maintenance of council's buildings).

4.2 HUMAN RESOURCES MANAGEMENT SERVICES

Recruitment and Selection (This section is responsible for the recruitment and selection of staff. The achievement of the Employment Equity Plan of the organization is coordinated by this section.), Skills Development and Training (This section formulates the WSP and equips staff with the necessary skills to meet the demands of their jobs. The section also coordinates the formulation of the annual Skills Audit, compiles and submits the Workplace Skills Report. All training and development events, including Bursaries, Learnerships, and Learning Programs are handled by this section, as is all contact and liaison with external Providers.) Human Resource Administration (This section provides a service to its internal customers and assists with issues such as benefits, leave, allowances, subsidies, etc. The Section also ensures that all Human Resources Policies and Procedures are updated from time to time to ensure compliance with existing legislation and HR best practice), Occupational Health and Safety (This section monitors compliance with legislation and ensures that measures for a safe and healthy environment for employees are in place. It focuses on implementing corrective measures to eliminate hazards in the workplace), Employee Assistance (This program takes care of the emotional, physical, psychological, wellbeing of employees. It is a program that assists employees to deal with problems whether it is experienced at work or at home), Industrial Relations (This section concerns itself with ensuring the existence of healthy labour relationships by: being pro-active in resolving employee grievances/issues,

professional handling of disciplinary or misconduct matters, and by championing dialogue through consultation and collaboration.

4.3 INFORMATION TECHNOLOGY

This section provides the IT infrastructure and systems to help the organization realize its goals and objectives by aligning IT services with the Integrated Development Plan. The Key Performance Areas includes: Email, Internet, Intranet and Document Management Services (DMS), Help-desk services, Provision of software and hardware, Disaster Recovery Systems and IT strategy and Master Systems Plan (MSP).

4.4 CORE RESPONSIBILITIES

The Corporate Services is the portal of entry and exit from the Municipality and supports the functions of all the other departments in the Municipality. The Department provides support services and generally ensures that all administrative functions of the Municipality are properly coordinated.

4.5 NUMBER OF EMPLOYEES

- Magareng Local Municipality currently have 173 employees including councillors.
- They are 33 vacant posts in the municipality.

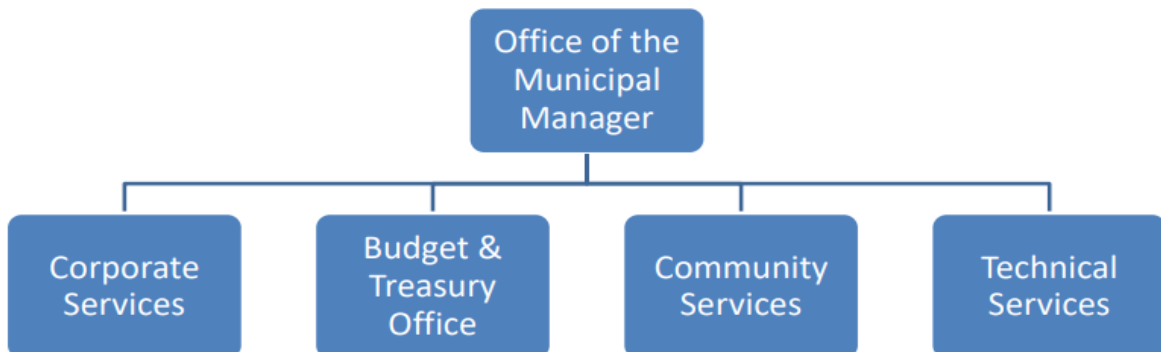
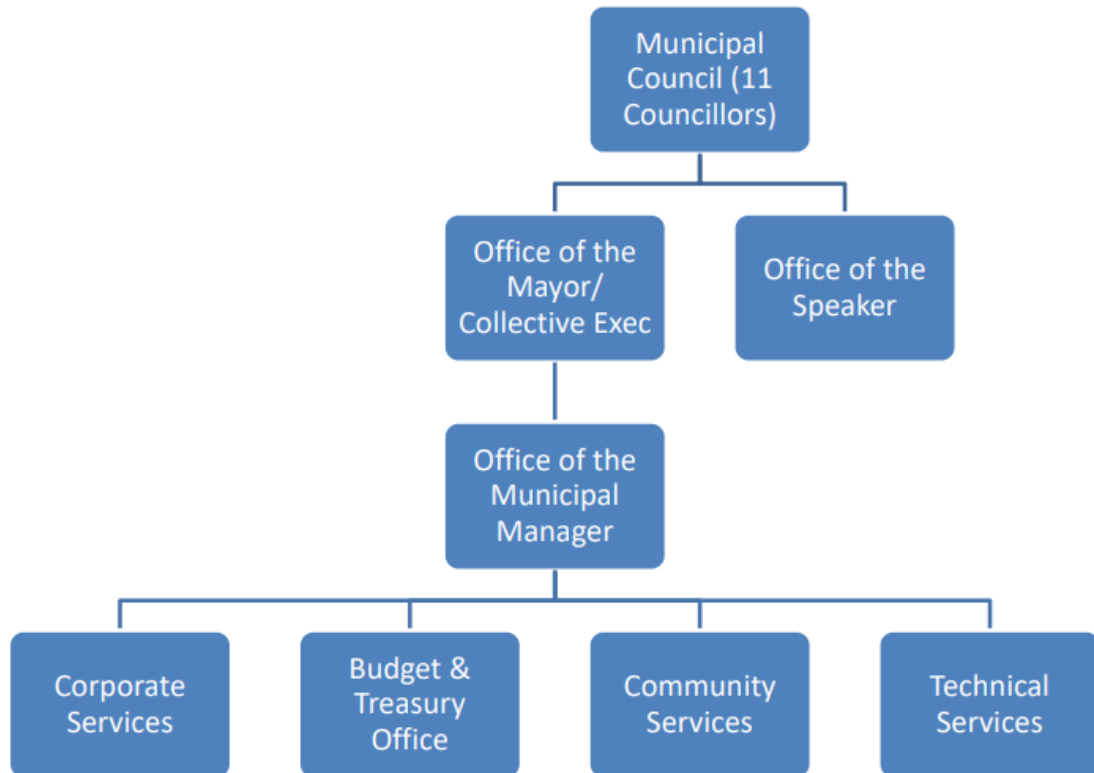
4.6 CHALLENGES

CHALLENGES SUMMARY	ACTION REQUIRED
Insufficient Office Space and unsafe working environment e.g leakages of roofs and non-functional air conditions	To start the process of refurbishment of offices and council chamber.
Slow Procurement of Stationery and Cleaning Materials	Prioritise procurement of urgent stationery and cleaning materials required based on the financial viability. Submission Procurement Plans

5. PLANNED PROJECTS FOR THE NEXT COMING FIVE YEARS

- ✘ Review of all Job Descriptions
- ✘ Review of the organisational structure
- ✘ Refurbishment of the Server Room
- ✘ Procurement of Anti-Virus, Firewall and micro-soft license, upgrade of internet broad band, emails, website.
- ✘ Upgrading of IT Network.
- ✘ Repairs of Air-conditioners and Roof Leakages
- ✘ Training of Councillors and Officials as an ongoing project
- ✘ Building of a new block of office

6. ORGANISATIONAL STRUCTURE OF THE MUNICIPALITY (MACRO LEVEL)



7. PROGRAMMES AND PROJECTS THAT WILL CONTRIBUTE TO INSTITUTIONAL TRANSFORMATION & DEVELOPMENT

Objective	Key Performance Indicator	Unit of Measurement	5 Year Targets (2022-2027)				
			Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25	Yr 4 2025/26	Yr 5 2026/27
To enhance human capacity & Productivity within the Municipality	Standardization of systems and policies	Number of reviewed policies	Review 5 policies annually	Review of 4 policies annually	Review of 5 policies annually	Review of 4 policies annually	Review of 5 policies annually
	Provide bursary schemes for further studies by employees	Number of employees awarded bursaries	Award 6 bursaries to employees per annum	Award 6 bursaries to employees per annum	Award 6 bursaries to employees per annum	Award 6 bursaries to employees per annum	Award 6 bursaries to employees per annum
	Rollout capacity building program of intervention to provide municipal workers and councillors with necessary competencies	Number of employees and Councillors trained	5 Employees and 5 Councillors trained per annum	5 Employees and 5 Councillors trained per annum	5 Employees and 5 Councillors trained per annum	5 Employees and 5 Councillors trained per annum	5 Employees and 5 Councillors trained per annum
To maintain sound labour relations	Effective implementation of recognized collective agreement and collective bargaining with organised labour on matters of mutual interest at local level.	Number of meetings on Functional Local Labour Forum	4 Local Labour Forum meetings held annually	4 Local Labour Forum meetings held annually	4 Local Labour Forum meetings held annually	4 Local Labour Forum meeting held annually	4 Local Labour Forum meeting held annually

To render effective and efficient ICT Services	All ICT systems are functional and available to users	Number of ICT Updates	1 ICT updates per annum	1 ICT updates per annum	1 ICT updates per annum	1 ICT updates per annum	1 ICT updates per annum
		Number of ICT Uploads	10 ICT uploads per annum	10 ICT uploads per annum	10 ICT uploads per annum	10 ICT uploads per annum	10 ICT uploads per annum
	Set Up ICT Steering Committees	Number of ICT steering Committee meeting held	4 ICT steering committee meeting held per annum	4 ICT steering committee meeting held per annum	4 ICT steering committee meeting held per annum	4 ICT steering committee meeting held per annum	4 ICT steering committee meeting held per annum
To ensure effective and efficient administration	Rollout of building of office blocks	Number of offices build	Architectural Design	Building of 3 Offices per annum	Building of 3 Offices per annum	Building of 4 Offices per annum	Building of 2 offices per annum
To provide Health and Safety in a workplace	Compliance with the Occupational Health and Safety Act	Number of Inspection Conducted	4 Inspections conducted annually	4 Inspections conducted annually	4 Inspections conducted annually	4 Inspections conducted annually	4 Inspections conducted annually
		Number of Health and Safety meeting held per annum	4 Health and Safety meeting held annually	4 Health and Safety meeting held annually	4 Health and Safety meeting held annually	4 Health and Safety meeting held annually	4 Health and Safety meeting held annually

KPA 3: LOCAL ECONOMIC DEVELOPMENT

1. STRATEGIC OBJECTIVE:

To facilitate and promote local economic development through existing and shared partnerships

2. INTENDED OUTCOME:

Create an environment that promotes the development of the local economy and facilitate job creation

3. INTRODUCTION

The LED vision of Magareng Local Municipality is “A developed and diversified sustainably growing economy.” *(Magareng LED Strategy 2016)*

Magareng Local municipality will realise their vision by:

- Pursuing Agro-Processing through opportunities presented by the Agricultural sector.
- Leveraging on Magareng’s geographic location and exploiting the natural resource to unlock new industries.
- Taking a deliberate and concerted effort to upgrade and develop our Tourists Attractions’ infrastructure and services; furthermore, market and grow the local tourism products and the

industry as a whole.

- Pursuing economic growth underpinned by intensive local skills development programmes.
- Striving for the creation of a favourable environment for job creation, poverty alleviation and good quality of life for the community of Magareng Local Municipality.

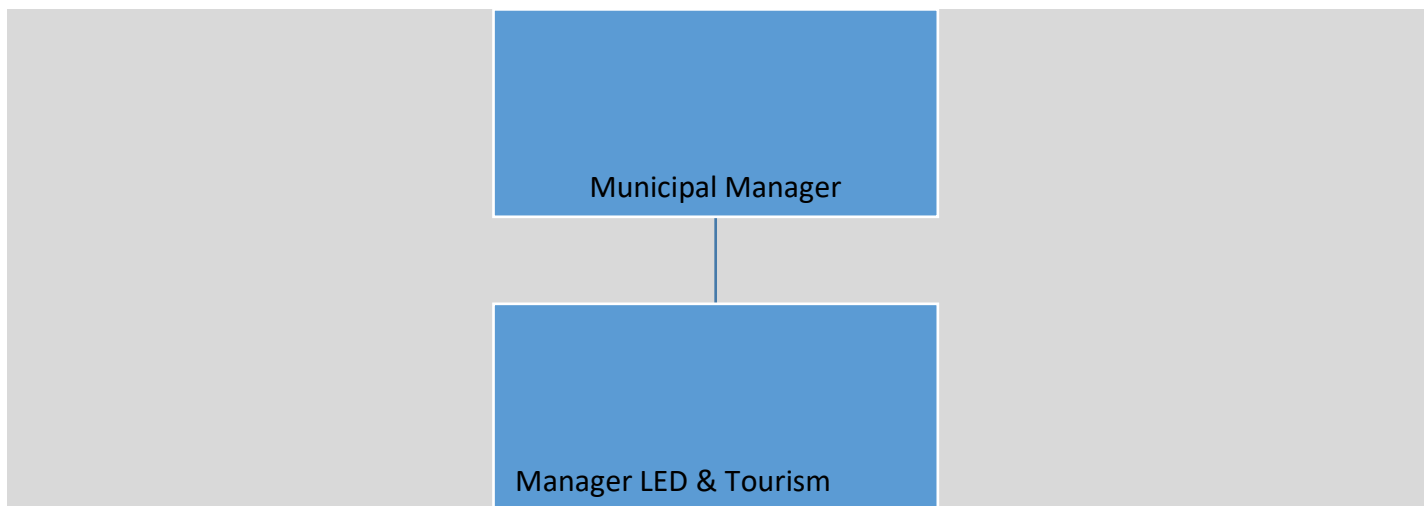
3.1 Structure and System

The LED unit is responsible for Local Economic Development, investment attraction, job creation, poverty alleviation, SMME development and tourism promotion.

3.2 Organogram

The LED unit in Magareng Local Municipality currently has an LED Manager; LED officer and Tourism officer within the municipality. The LED Manager reports directly to Municipal Manager.

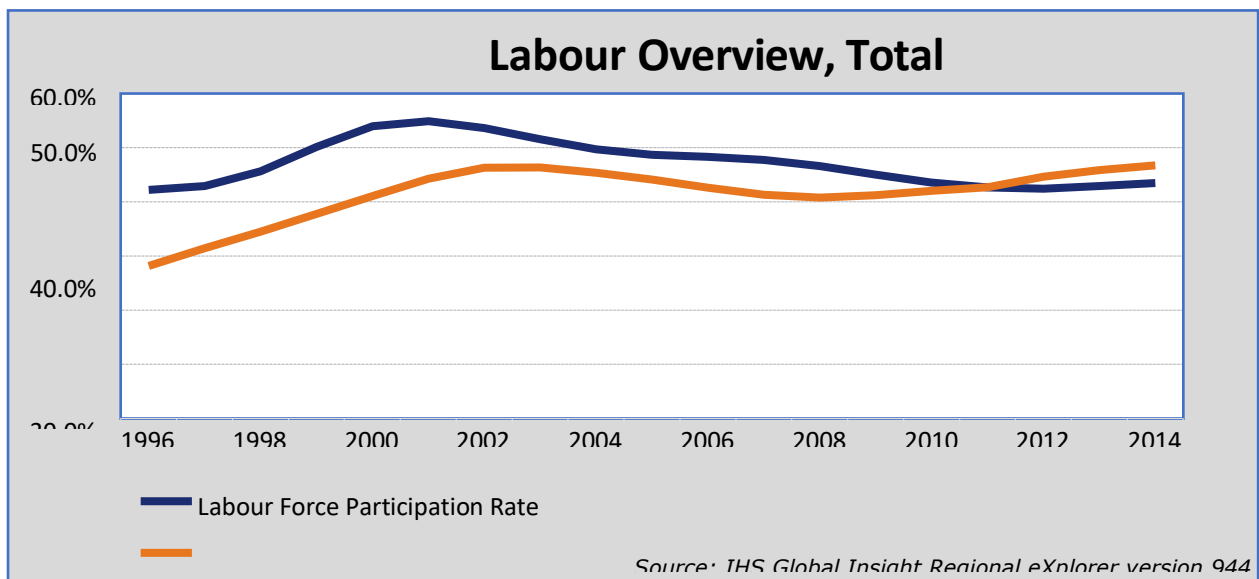
The current LED unit:



3.3 LED Forum

Magareng Local Municipality is working on re-establishing LED forum, once functional; the forum will be a shared platform of government, business representation and community representatives from the local municipality. When functional, the Executive Committee and Subcommittee of the LED Forum are supposed to meet monthly, and the broader forum meets once a quarter. It is important that all stakeholders take the LED Forum seriously because being part of the LED Forum, creates an environment of inclusivity.

3.4 Economic synopsis

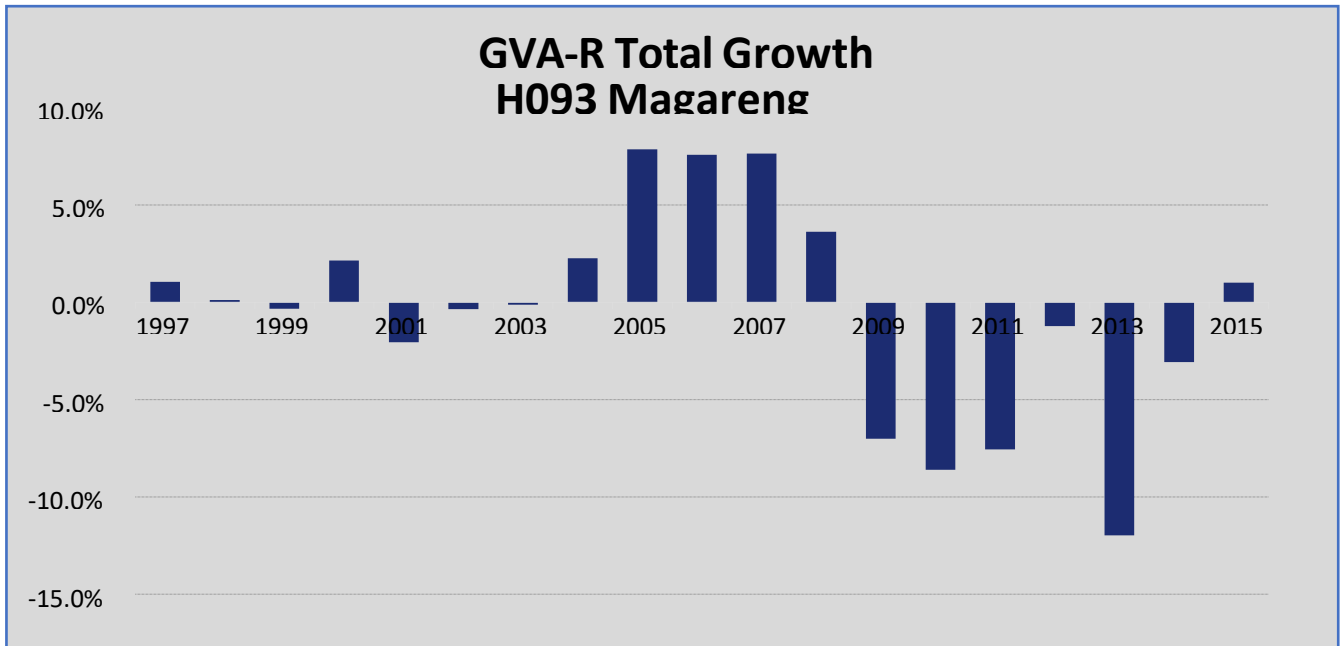


3.5 Employment status

The employment status of Magareng Local Municipality is illustrated above, with unemployment rate above 40% for 2014. Unemployment in the area has been increasing steadily from 2008 to 2014. The labour force has been on a decline for the Magareng Local Municipality from 2006 to 2014 where it reached a record low 43 %.

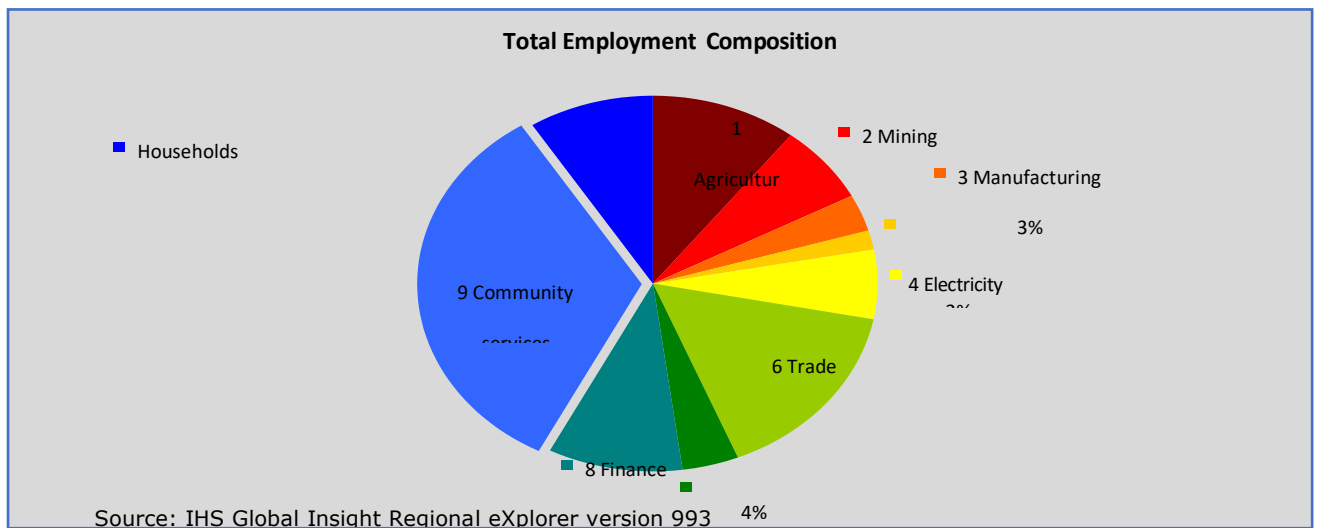
The labour force and unemployment rate in Magareng has an adverse relationship and thus has negative effect on Local Economic Development. This is due to a reduction in economic activities within the area. This has been brought about by the decline alluvial diamond mining activities, changes in the agriculture sector and the leakage to Kimberley and Hartswater as regional service centres.

3.5 Gross Value Added (GVA)



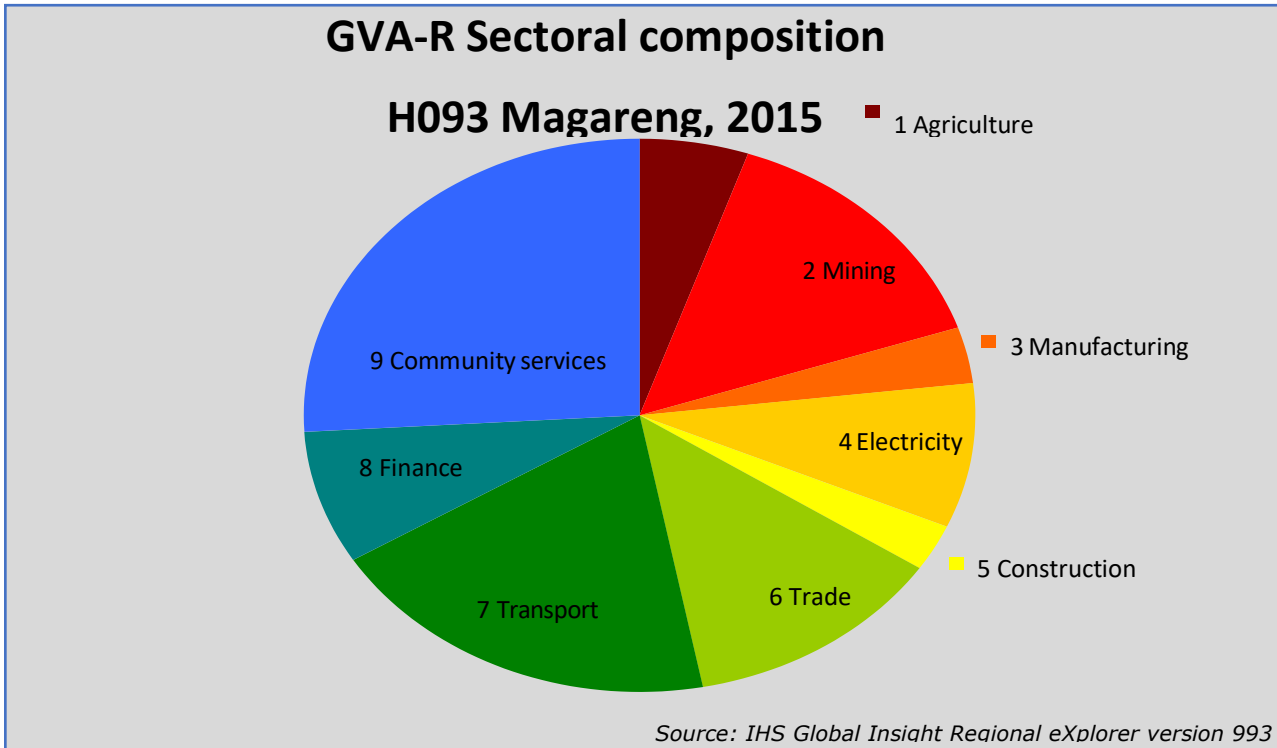
There Magareng GVA composition is largely dominated by community services followed transport, mining and trade. Warrenton is the main commercial town with the majority of activity being retail. In terms of economic activities, alluvial mining, trade and transport are the main activities that are practiced and because of the positioning of the municipal area transport is the second largest composition due to the N12 and the N18 from North West.

The Municipality is ideal for agricultural activities as a result of the vast fertile land in the municipality and the irrigation scheme in the area and surrounding areas.



3.6 Employment Composition

Sectorial Composition

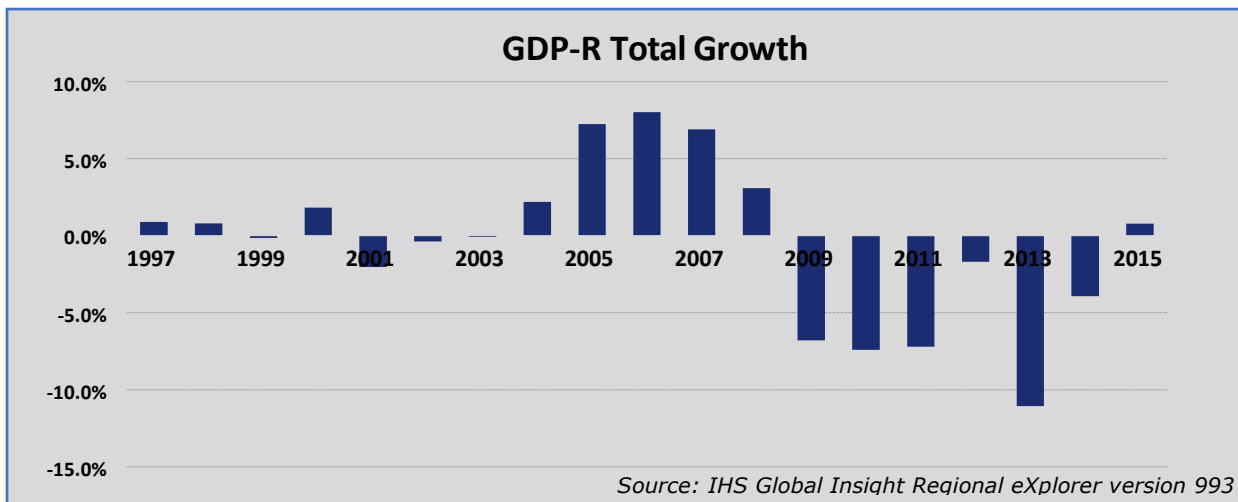


The Magareng Local Municipality sectorial composition in 2015 comprises of 9 sectors with community services as the lead sector and the highest employer (33%) in the region followed by trade, finance and agriculture.

The diverse range of industries and sectors include the Tertiary sectors of the Magareng Local Municipality which contribute to over 50% of the Gross Value Added followed by the Secondary Sector at about 30% and the Primary sector at about 20%.

This sectorial composition creates opportunity to develop the primary and secondary sectors in agro processing, seeing that Magareng is largely an agricultural region.

3.7 Gross domestic Product



Magareng Local Municipality experienced GDP Total Growth of 8% in 2006 and further declined to a record low of -11% in 2013. Magareng further showed recovery from 2014 to 2015 reaching positive growth of 0.7% in 2015. With the recent pandemic of Covid-19, the gains have been reversed significantly.

Service sector was the highest contributor to the GDP in Magareng, followed by the transport, mining and trade which this is also the case in the employment composition. This creates opportunity to develop the agriculture sector where value addition such as agro processing can increase total growth and employment figures.

3.8 Opportunities and Projects

3.6

Thrusts

➤ **Thrust 1 - Community Services**

Community service in Magareng is the predominant sector and is the highest employer in the Local Municipality. The Magareng Local Municipality and support service contribute to 27% of the Gross Value Added and is a key sector in infrastructure development and regional economic development.

Community services include but not limited to:

- ☐ Land,
- ☐ Housing and sanitation,
- ☐ Roads and storm water,
- ☐ Electricity and Water,
- ☐ Health facilities,
- ☐ Sport and recreation,
- ☐ Education and social development,
- ☐ LED and Job creation,
- ☐ Safety and security,
- ☐ Cemeteries and waste management.

➤ **Thrust 2 –Agriculture**

Agriculture in Magareng Local Municipality contributed to 2% of the GVA sectorial composition in 2014, though Magareng is mainly an agricultural region spatially. The type of Agriculture that can be found in Magareng is dry land farming, with pieces of irrigated land portions. The rural areas compromise mostly of extensive 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 practiced whilst the intensive farming area are concentrated along the water canal system that transverse the area. The spatial area comprises of Majeng, Bull Hill and Hartsvallei, while some intensive farming is also practiced along the Vaal River next to Moleko's Farm, Nazareth and 14 Streams. These areas produce crops, vegetables, fruit and other perishable products.

➤ **Thrust 3 –Transport**

Transportation is used daily by commuters for access to nodal points. A transport system serves to connect urban, rural, region and provincial nodal points. This is an important thrust as it creates linkage to:

- ☐ The **N12** – This road runs in a north-south direction from the Modder-River to the south through Kimberley, Warrenton and over the Vaal River to the north,
- ☐ **The N18** – The N8 road connects with the N12 at Magareng and runs north-wards through Hartswater to link with Bloemfontein and the Free State. This road runs in a western direction to Campbell, Griekwastad and from there to Upington.

The other paved roads in Magareng Municipal area are the roads between Warrenton and Jan Kempdorp, the link road between the N12 and Barkley West, as well as, the road from Jan Kempdorp to DMA. The condition of the N12 and the paved roads in the Magareng Local Municipality are fair and good respectively. The rest of the roads are gravel roads.

The main railway line from Cape Town to Gauteng runs through Warrenton and there is a small airfield located in Warrenton.

Modes of Transport in Magareng Local Municipality:

- ☐ Cars, Taxi and Bus services,
- ☐ Railway,
- ☐ Bicycles,
- ☐ Donkeys cart.

➤ **Thrust 4 –Mining**

Mining in the area is of a small scale and in 2014 contributed to 16% of the Gross Value added and employed 6 % of the formal employment. This does not take in to account the illegal miners and unregistered miners.

Mining opportunities in the area includes: Vaal River: Water extraction and alluvial diamond mining Opportunities.

3.9 Possible Projects

➤ **Mining**

Formalise small scale miners and promote their development to compete in the mainstream economy. This will be achieved through the small-scale miners' strategy developed by Frances Baard District Municipality.

➤ **Agriculture**

- Support the development of Agro processing model for sustainable development and exploit the spin offs of the model.
- Support small scale farming and promote a development program through partnership with Beefmaster, GWK, Malu, Olives SA and other corporate agricultural business.
- Agriculture is a key sector in Magareng and support to the sector must be rendered in the following way:
 - Land audit,
 - Training and mentoring of existing and potential farmers,
 - Ostrich project support,
 - Active partnership with Department of Agriculture, Rural Development and Land Reform.

➤ **Manufacturing**

- Establishment of an SMME incubation centre that promotes local beneficiation of products such as Agro processing and promotion BBBEE,
- Establish an arts and crafts centre,
- Incubation of Agricultural producers.

➤ **Tourism**

- Training of local tourist guides for tourism promotion,
- Promotion of mining tourism through the Northern Cape Tourism Authority,
- Bird watching,
- Fly fishing.

4. PROGRAMMES AND PROJECTS THAT WILL CONTRIBUTE TO ECONOMIC GROWTH AND EMPLOYMENT

CREATION

Objective	Key Performance Indicator	Unit of Measurement	5 Year Targets (2022-2027)				
			Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25	Yr 4 2025/26	Yr 5 2026/27
Building Diverse & Innovation-driven Local Economies	Local sector development initiatives	Number of strategy/policy/MoU developed , implemented and presented to council per annum	1	1	1	1	1
Enterprise Development and support	Support businesses of women, youth owned and people with disabilities <ul style="list-style-type: none"> • SMME support • Co-operative support 	Number of designated groupings businesses supported and reported to council per annum	4	4	4	4	4
Stimulating and Developing Sustainable Local Economies	Investment attraction	Number of investment initiatives reports implemented and presented to council per annum	4	4	4	4	4
Developing Learning & Skilful Economies	Improving economic and management capacity <ul style="list-style-type: none"> • Leadership and management skills • Addressing skills gaps 	Number of learning & Skilful initiatives implemented and reports submitted to council per annum	1	1	1	1	1
Strengthen Local Innovation Systems	Strengthen relationships between municipality and stakeholders	Number of initiatives reports to council	2	2	2	2	2

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

1. STRATEGIC OBJECTIVE:

To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems,

2. INTENDED OUTCOME:

Improved financial management and accountability,

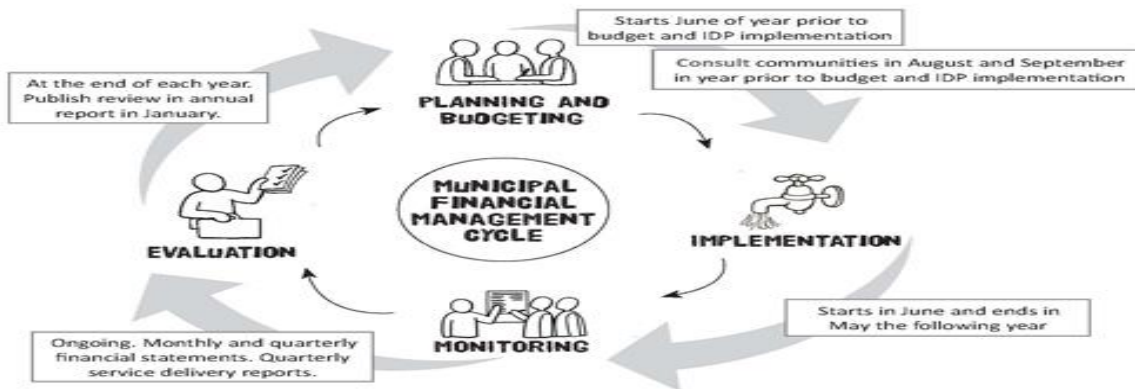
3. SERVICES OFFERED BY THE DEPARTMENT

- Identify and pursue opportunities in order to increase the revenue base
- Develop a set of specific performance measurements to ensure that budgets are spent effectively within the limits
- Develop, implement and monitor all budgetary processes, being capital and operational
- Develop and review procedures, by-laws and policies for the Department
- Review the tariffs for all services rendered by the Municipality
- Maintain debt reduction and financial stabilisation.

4. MUNICIPAL FINANCIAL SOURCES

Municipalities have three sources of revenue. First, they raise some of their own revenue by charging all people who own property such as land, houses and businesses rates based on the value of their property. The secondly, they raise revenue is by charging tariffs for services like water, electricity, refuse removal and the use of municipal facilities such as sports grounds. Some municipalities can generate a lot of revenue in this way, while poorer municipalities raise virtually nothing and are almost totally dependent on funding transfers from national government, which is the third source of revenue for municipalities.

5. MUNICIPAL FINANCIAL MANAGEMENT CYCLE



The key objective of the Municipal Finance Management Act (2003) (MFMA) is to modernise municipal financial management in South Africa so as to lay a sound financial base for the sustainable delivery of services. Sound financial management practices are essential to the long- term sustainability of municipalities; they underpin the process of democratic accountability. Weak or opaque financial management results in the misdirection of resources and increases the risk of corruption.

Municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is developmental, effective and efficient and that municipalities can be held accountable.

5.1 The management of key financial and governance areas is achieved by focusing on:

- reducing the levels of outstanding debt owed to the Municipality, to assist with service delivery spending and maintaining a healthy cash flow;
- Maintaining positive audit opinions by ensuring that systems are in place and by resolving audit findings and improving financial governance; and

5.2 Spending budgets to maximise delivery

The Municipality's annual budget comprises an operating budget and a capital budget. The operating budget funds employee related costs, provision of bulk water and sanitation services as well as other operating costs.

The capital budget is set aside for spending on infrastructure and services, such as roads, water and electricity as well as the many other utilities and services that Magareng Local Municipality needs in order to function, grow and offer opportunities to its citizenry.

Financial Management Reforms

In order to achieve the set objectives, the Municipality will implement the following financial management reforms to ensure that resources are used efficiently:

- Efficient costing of services and projects by identifying and managing the cost drivers.
- Active use of forecasts and projections to manage cash flow efficiently.

- Active monitoring of income and expenditure against predetermined budget targets/projections.
- Set financial benchmarks and monitor performance against them.
- Development and implementation of a long term financial plan to ensure the financial viability of the municipality is maintained.

5.3 Impact of mSCOA on the Magareng Local Municipality

As a new financial reform, the mSCOA has to be implemented by all municipalities and municipal entities with effect from the 01 July 2017. This new reform hopes to bring improved quality of data, improved financial reporting, improved decision making processes and budget enhancement is expected.

5.4 Overall Objective

1. The primary objective is to achieve an acceptable level of uniformity and quality from the collection of Local Government (Municipality and Municipal Entities) data. This will require a classification framework specific to Local Government.
2. To achieve the main objective of mSCOA will require a classification framework specific to Local Government incorporating all transaction types, appropriation of funds, spending on service delivery, capital and operating spending, policy outcomes and legislative reporting requirements to the maximum extent possible.
3. The implementation of this framework (mSCOA) must give recognition to:
 - International standards, guidance and best practitioners;
 - Labels and accounts defined to have readily available the information needed for local government budgeting (annual budgets, adjustment budgets and SDBIP) and reporting (monthly, mid-year performance assessment and annual financial statements);
 - General alignment of financial reporting formats and the annual financial statements to key budget format reforms;
 - Alignment of budget and reporting formats with the Standards of GRAP and principles within the provisions of the transitional arrangements applicable to the different categories of municipality, especially recognizing that local government uniquely operates in an accrual accounting and budgeting environment;
 - Consistent use of terminology across all municipalities by defining all accounts and labels in simple terms to support appropriate classification of transactions throughout all municipalities;
 - Standardization across local government by clearly outlining the information requirements which will enable municipalities and their information system suppliers to develop software and report writing formats that are automated and complaint to reporting requirements governing Local Government;
 - Reporting on the —whole-of-local government||, and thus contribute to —whole-of-government|| monitoring and evaluation;
 - Finding a solution for the separation of the general government sector, which —consists of entities that fulfil the functions of government as their primary activity|| and business activities that sell services at market prices within a local government environment, especially where the management of these functions tend to be closely interrelated with general government activities;
 - Minimizing the cost of compliance and information gathering; and
 - The classification framework must be kept simple and avoid unnecessary complexities to the maximum extent possible; this while ensuring the reform intent is maintained.

5.5 Core Functions of the Department

- Accounting
- Budgeting
- Revenue Collection and Debt Management

- Financial Management
- Treasury
- Procurement

Amongst other functions, the Department is responsible for the management of all the financial affairs of the Municipality, advice to the Municipal Manager and the Municipal Council on financial management decisions, and to promote and monitor good financial government for the Municipality.

5.6 Supply Chain Management and the new SCM reforms

- The municipality will focus on strengthening the Supply Chain Management unit to capacitate the unit and ensure that there is effective sourcing of goods and services to achieve service delivery.
- Supply chain management is an enabler to achieving service delivery and to ensure that the developmental goals as outlined in this IDP are achieved.
- Provide for demand management, acquisition management, logistical management, disposal management and risk management services for the Municipality
- Provide an effective, efficient, accurate and cost-effective store management system
- Provide a supplier and vendor data base
- Review and implement the Supply Chain Management Policy of the Municipality

5.7 Revenue Management

- Provide a high quality and cost effective customer care service by reading meters in a cost-effective, accurate and timely manner
- Provide pay-points in all Units and areas to enable easy access for the community to be able to pay for services
- Provide a customer care service and general queries
- Develop, monitor and distribute accurate and timely bills, thereby ensuring that all customer receive bills on time to ensure that the revenue base is improved through the payment of municipal services
- Review and implement the Credit Control, Debt Collection, Indigent, and Free Basic Services Policies of the Municipality.

5.8 Budget and Treasury

- Ensure fiscal and financial responsibility
- Ensure that the Municipality has a sound fiscal plan to meet the current and future service delivery by budgeting for resources identified in the approved and adopted Integrated Development Plan (IDP)
- Provide for affordable tariffs for all services

6. MEDIUM TERM REVIEW EXPENDITURE FRAMEWORK (2022/2023, 2023/2024 & 2024/2025)

7. PROGRAMMES AND PROJECTS THAT WILL CONTRIBUTE TO FINANCIAL VIABILITY AND MANAGEMENT

Objective	Key Performance Indicator	Unit of Measurement	5 Year Targets (2022-2027)				
			Yr 2	Yr 2	Yr 3	Yr 4	Yr 5
			2022/23	2023/24	2024/25	2025/26	2026/27
Data Cleansing Process	Credible & Accurate Billing	Number of Accurate Consumer Accounts	20% of (HH & Business) Accurate Consumer Accounts	20% of (HH & Business) Accurate Consumer Accounts	20% of (HH & Business) Accurate Consumer Accounts	20% of (HH & Business) Accurate Consumer Accounts	20% of (HH & Business) Accurate Consumer Accounts
Procurement of Mscoa Compliant	Accurate Reporting & Transacting	Number of Mscoa segments	Mscoa (4) segments implementation	Mscoa (2) segments implemented	Mscoa (1) segments implemented		

Financial system	against all seven Mscoa segments	transacted against on Financial system					
Formulation of Cost Reflective Tariffs	Achieve Funded Budget & Improved Revenue Collection	Increased Revenue Collection Percentage	20% Increase in Revenue Collection	20% Increase in Revenue Collection	20% Increase in Revenue Collection	20% Increase in Revenue Collection	20% Increase in Revenue Collection
Reduction Of Audit Findings	Improved Audit Opinion	Number of resolved Audit Findings	36 Audit findings resolved				

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

1. STRATEGIC OBJECTIVE:

To promote a Culture of Participatory and Good Governance

2. INTENDED OUTCOME:

Entrenched culture of accountability and clean governance

3. INTERNAL AUDIT FUNCTION

3.1 Establishment

The Shared Service of Internal Audit was established in 2015 by Francis Baard District Municipality with the aim of assisting the Local Municipalities with internal audit service. Some of the reasons amongst others for this establishment were to assist the local municipalities to comply with Section 165 of the MFMA no. 56 of 2003 which stipulates that each municipality and each municipal entity must have an internal audit unit; and to ease the financial burden for the locals in establishing their own internal audit units.

3.2 Composition

When the shared service started, the department had only 03 personnel, however later on two interns were brought in to beef up the unit.

3.3 Nature of Work

The internal audit activity evaluates and contributes to the improvement of three areas which are:

- **Governance**

Internal audit assess and make recommendations to improve the governance processes in the organisation by promoting appropriate ethics and values within the organisation.

- **Risk Management**

Internal audit evaluates the effectiveness and contribute to the improvement of risk management processes.

- **Control processes**

Internal audit assist the organisation in maintaining effective controls by evaluating their adequacy and effectiveness and by promoting continuous improvement. These controls should be designed by management and be evaluated by internal audit to see whether they are working as intended or they need to be improved.

- **Audit and Performance Committee**

The Shared Audit and Performance Committee has been established in accordance with Sec 166 (1) and (6) of the MFMA. This is a single audit committee which has been established for a district municipality and the local municipalities within the Frances Baard district municipality.

The audit committee consists of 03 members who meet on a quarterly basis in order to execute its functions. Some of the functions of the audit committee amongst others is to advise municipal councils, the accounting officer, the political office-bearers and the management of the municipalities on matters relating to internal financial controls and internal audit, risk management, performance management and accounting policies.

4. WARD COMMITTEES

NUMBER OF WARDS	STATUS
WARD 1	Elected and Functional
WARD 2	Elected and Functional
WARD 3	Elected and Functional
WARD 4	Elected and Functional
WARD 5	Elected and Functional
WARD 6	Elected and Functional

4.1 Challenges of Ward Committees

- ✚ Lack of understanding of the municipal services to communities
- ✚ Lack of training and resources e.g. stationary, offices and transport
- ✚ Ward committees must be assisted by officials from the office of the speaker as part of public participation process.

5. COUNCIL COMMITTEES

Council Committees	Name of the Committee
1	Executive Committee
2	Corporate Services and Special Programmes Portfolio Committee
3	Finance Portfolio Committee
4	Community Services Portfolio Committee

5	Technical Services Portfolio Committee
6	MPAC
7	Budget Steering Committee
8	Audit Committee

5.1 Supply Chain Committees (SCM)

In terms of the Supply Chain Management policy –bids committees are established. There are three committees in place and they are as follows:

Chairperson of the Committee	Name of the Committee
Mr Kgosietsile Freddie	Bid Specification Committee
Mr Kgololo Modise	Bid Evaluation Committee
Mss Kedisaletse Khaziwa	Bid Adjudication Committee

Bid Committees

6. RISK MANAGEMENT

6.1. Legislative Framework & Establishment

A Risk Management Unit (RMC) must be established in terms of the Local Government: Municipal Finance Management Act 56 of 2003. Some of the reasons for the establishment of the unit were to comply with Sections 62(1) (c) (i) and 95(c) (i) of the MFMA, which requires the Accounting Officer to ensure that the municipality have and maintains effective, efficient and transparent systems of risk management; and the Frances Baard District Municipality Audit & Performance Committee resolved that due to budget challenges and recommendations by the Accounting Officers and relevant stakeholders the District Risk Management Unit will support Local Municipalities with implementation and facilitation and roll out of Risk Management, the procedures and processes.

6.2. Composition

The Risk Management Unit is in total capacitated with one (1) official, a Risk Manager

6.3. Nature of work

- **Governance**

The risk management unit drives and oversees the implementation, and monitoring and compliance to risk management processes, with the aim to improve governance processes and ensure that risks are appropriately managed.

- **Risk Assessments**

The risk management unit drives and oversees the implementation of, and monitoring of compliance to the risk management framework and policy by facilitating and coordinating the process of:

- Identifying risks;
- Reviewing and ranking of risks;
- Assigning responsibility to manage identified risks;
- Tracking and monitoring of risks; and
- Reporting on the status of risk management initiatives to the Accounting Officer, Management, Council and Audit Committee.

- **Objective**

The risk management implementation plan is to give effect to the implementation of the risk management policy and strategy and sets out all risk management activities planned for the years.

- **Approach**

The development of the risk management implementation plan has taken into consideration:

- ✚ the risk management policy;
- ✚ the risk management strategy;
- ✚ available resources;
- ✚ Urgency, quick wins and sustainability.

7. PUBLIC PARTICIPATION LEGISLATIVE FRAMEWORK

While there are several governments policy documents which require some form of public participation in local government there are a few laws which are central. These are the Constitution, the Systems Act, Structures Act, Municipal Finance Management Act and Municipal Property Rates Act. A brief introduction to aspects of these laws is important before proceeding.

The notion of public participation in all spheres of government is embedded in the Constitution of the Republic of South Africa, 1996.

The objects of local government in terms of Chapter 7, Section 152(1)(a) of the Constitution is to “encourage the involvement of communities and community organisations in the matters of local government.” Chapter 7 further prohibits the passing of by-laws, unless the proposed by-law has been published for public comment in terms of Section 160(4). Section 162 restricts the enforcing of promulgated by-laws, unless they have been published in the official provincial government gazette and made accessible to the public by the municipality concerned. Chapter 10 expounds the basic values and principles that must govern public administration. Section 195(1)(e) stipulates that “[p]eople’s needs must be responded to, and the public must be encouraged to participate in policy-making”, whilst Section 195(1)(g) stipulates that “[t]ransparency must be fostered by providing the public with timely, accessible and accurate information.” The Constitution further demands that enabling legislation be promulgated in order to give effect to the Bill of Rights and the values and principles enshrined in it.

The Structures Act allows as per Chapter 4 for a ward participatory system. The Structures Act sets up clear guidelines for ward committees. Hence section 72 states that the object of a ward committee is to enhance participatory democracy in local government.

The Systems Act defines “the legal nature of a municipality as including the local communities within the municipal area, working in partnerships with the municipality’s political and administrative structures to provide for community participation”.

According to Section 4 in the Systems Act council has the duty:

- To encourage the involvement of the local community
- To consult the community about the level quality, range and impact of municipal services provided by the municipality, either directly or through another service provider.

In Section 5 of the act, members of the community have the right:

- To contribute to the decision-making processes of the municipality and submit written or oral recommendations, representations and complaints to the council.
- To be informed of decisions of the council.
- To regular disclosure of the affairs of the municipality, including its finances.
-

Perhaps the clearest and most specific requirements for public participation in local governance are outlined in Chapter 4 of said act. Hence Section 16 requires that: -The Municipality must develop a culture of municipal governance that compliments formal representative government with a system of participatory governance and must...

- Encourage and create conditions for the community to participate in the affairs of the municipality, including in the IDP, performance management system, monitoring and review of performance, preparation of the budget, strategic decisions.
- Contribute to building the capacity of the local community to participate in the affairs of the municipality and councillors and staff to foster community participation.

(section 42) through appropriate mechanisms, processes and procedures must involve the local community in the development, implementation and review of the municipality's performance management system, and in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets of the municipality.

The Municipal Finance Management Act was put in place to bring about transparent and effective financial management in municipalities and municipal public entities. The MFMA outlines ways in which the community can be informed of the financial situation of a municipality.

The Property Rates Act stipulates that the public must participate in decisions relating to municipal property rates.

7.1 Scope and Application

The Policy applies to all Councillors, municipal officials, community representatives, Ward Committees, designated groups, and members of the public in as far as their rights, duties, responsibilities and roles are outlined in terms of the Policy.

The Policy makes provision for mechanisms, processes and procedures to facilitate and give effect to public participation as regulated by statute.

The rules giving effect to Ward Committees, is an additional document and should be read together with this Policy.

7.2 Key Policy informants

According to the White Paper on Local Government, 1998 municipalities require active participation by citizens at four levels:

- As voters: to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote.
- As citizens: who express, via different stakeholder associations, their views before, during and after the policy development process in order to ensure that policies reflect community preferences as far as possible.

As consumers and end-users: who expect value for money, affordable services and courteous and responsive service. As organised partners involved in the mobilisation of resources for development via for profit businesses, non-governmental organisations and community-based institutions.

The White Paper further introduced the concept of Batho Pele, which means "People First". Batho Pele was launched to ensure that public servants become service orientated, strive towards service excellence and are committed to continuous service delivery improvement.

Eight (8) Batho Pele principles were developed which include consultation, setting service standards, increasing access, ensuring courtesy, providing information, openness and transparency.

7.3 Public Participation the vehicle

Public participation has been defined in various ways by different people, and for a variety of reasons. In this document public participation is defined as an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. It is further defined as a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect their lives.

7.4 Developing a Culture of Public Participation

In giving effect to section 16 of the Systems Act and as set out in this policy, the Municipal Manager must ensure that for this purpose:

The municipality encourages and creates conditions for the local community to participate in the affairs of the municipality, including in –

- The preparation, implementation and review of its IDP;
- The establishment, implementation and review of its performance management system;
- Determination, consideration and adoption of by-laws;
- The monitoring and review of its performance, including the outcome and impact of such performance;
- The preparation of its budget; and strategic decisions relating to the provision of municipal services.

The municipality employs sufficient staff members who may help in informing and educating the local community about the affairs of the municipality;

- That all staff members, including Councillors, are trained in the basic knowledge of the areas referred to in section 16 of the Systems Act.

7.5 Principles guiding Public Participation:

The following principles are underscored by the Batho Pele principles:

- Inclusivity – embracing all views and opinions in the process of community participation.
- Diversity – in a community participation process it is important to understand the differences associated with race, gender, religion, ethnicity, language, age, economic status and sexual orientation.

Building community participation–capacity building is the active empowerment of role players so that they clearly and fully understand the objective of community participation and may in turn take such actions or conduct themselves in ways that are calculated to achieve or lead to the delivery of the objectives.

- Transparency– promoting openness, sincerity and honesty among all the role players in a participation process.
- Flexibility – Being flexible in terms of time, language and approaches to public processes and engagements
- Accessibility –ensuring that participants in a community participation process fully and clearly understand the aim, objectives, issues and the methodologies of the process, and are empowered to participate effectively. Accessibility ensures not only that the role players can relate to the process and the issues at hand, but also that they are, at the practical level, able to make their input into the process.
- Accountability – the assumption by all the participants in a participatory process of full responsibility for their individual actions and conduct as well as a willingness and commitment to implement, abide by and communicate as necessary all measures and decisions in the course of the process.
- Trust, Commitment and Respect– the Municipality should build trust, confidence, integrity, sincerity and honesty in the community so that they believe that their views will be heard, respected and considered when decisions are taken by the Municipality.
- Integration–that community participation processes are integrated into mainstream policies and services, such as the IDP process, service delivery issues and Budget and Performance Management Systems.

7.6 Value of Public Participation

- Increases involvement in the democratic process
- Encourages approaches of openness and transparency in community engagement
- Alarms municipality of ordinary issues from residents' viewpoint
- Contributes to the development of self -confidence, pride, initiative, responsibility and co-operation
- Motivates residence and communities to take charge of their own lives and be actively involved in finding

solutions to their problems

- Builds capacity in communities to engage effectively with their councils
- When communities establish good working relationships with local municipality, it raises their level of confidence without losing perspective
- Participation also encourages and strengthens internal accountability structures in community organisations
- In terms of the IDP process, participation enables partnerships like public/public; public/private; public/community

7.7 Public Participation as an obligation

The structure of the municipality has three (3) distinct components actively involved in public participation –

✓ Political Governance Structure

The council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor. Council's primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from its functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

➤ Administrative Governance Structure

The Municipal Manager is the Chief Accounting Officer of the Municipality. He/She is the head of the administration and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He/She is assisted by the Municipality's directors, which are referred to as the Top Management Team.

8. PROGRAMMES AND PROJECTS THAT WILL CONTRIBUTE TO PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Objective	Performance Indicator	Unit of Measurement	5 Yr Targets (2022-2027)				
			Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25	Yr 4 2025/26	Yr 5 2026/27
To Monitor the implementation of Internal Audit Recommendations	Coordinate and ensure the implementation of Internal Audit Recommendations	Number of recommendations addressed and implemented annually	4 Internal Audit Reports Annually	4 Internal Audit Reports Annually	4 Internal Audit Reports Annually	4 Internal Audit Reports Annually	4 Internal Audit Reports Annually
To Implement Risk Management in the work place	Facilitate risk management in the municipality	Number of reports produced and implemented annually	4 Risk Assessment reports Annually	4 Risk Assessment reports Annually	4 Risk Assessment reports Annually	4 Risk Assessment reports Annually	4 Risk Assessment reports Annually
To Promote community Participation in all Wards in the municipal area	Mobilise and Facilitate Community Participation within the municipality	Number of public participation meetings held annually	4 Public Participation meetings Annually	4 Public Participation meetings Annually	4 Public Participation meetings Annually	4 Public Participation meetings Annually	4 Public Participation meetings Annually
To Develop and Implement credible IDPS in Magareng municipality	Facilitate the Compilation & Implementation of the credible IDPs in the institution	Number of IDPs compiled and implemented	1 IDP Compiled Annually	1 IDP Compiled Annually	1 IDP Compiled Annually	1 IDP Compiled Annually	1 IDP Compiled Annually

To Promote institutional governance and implementation of Performance Management System	Facilitate the implementation of PMS in the institution	Number of Performance Management Reports	4 PMS reports produced annually	4 PMS reports produced annually	4 PMS reports produced annually	4 PMS reports produced annually	4 PMS reports produced annually
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SECTION F: SECTOR PLANS

1. INTRODUCTION

A Sector Plan is a long-range plan for a specific geographic area. Sector Plans provide a detailed statement of sector performance, issues and opportunities, and sectoral development objectives, policies and strategies that support a specific development in an area.

2. NATIONAL DEVELOPMENT PLAN-2030

The **National Development Plan** aims to eliminate poverty and reduce inequality by **2030**. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. South Africa has made remarkable progress in the transition from apartheid to democracy. This transition has been peaceful despite the country's history of violent conflict and dispossession.

In nearly every facet of life, advances are being made in building an inclusive society, rolling back the shadow of history and broadening opportunities for all. South Africa has been able to build the institutions necessary for a democratic and transformative state. The Constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to all its people. Healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion are constitutional imperatives. Access to services has been broadened, the economy has been stabilised and a non-racial society has begun to emerge. Millions who were previously excluded have access to education, water, electricity, health care, housing and social security. About 3 million more people are working today than in 1994, the poverty rate has declined and average incomes have grown steadily in real terms.

The National Development Plan (NDP) is a long term South African development plan, developed by the National Planning Commission in collaboration and consultation with South Africans from all walks of life.

The NDP aims to achieve the following objectives by **2030**:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country
- Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that work together to solve our problems.

According to the NDP by **2030** there should be:

- A reduction in the number of people who live in households with a monthly income below R419 per person from 39 percent to zero.
- A reduction in inequality as measured by the Gini coefficient, from 0.69 to 0.6.

This can be done by addressing the underlying causes of poverty and inequality by redirecting the focus of policy making from short- term symptom- based policies to longer- term policies based on sound evidence and reason. At the core of the NDP, the NDP aims to ensure the achievement of a “decent standard of living” for all South Africans by 2030. A decent standard of living consists of the following core elements:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Government alone cannot provide a decent standard of living; it requires determined and measurable actions from all social actors and partners across all sectors in society. The NDP is divided into thirteen chapters that addresses the most pressing challenges facing South Africa and provides solutions to these challenges in the form of proposals and actions. The plan outlines sector specific goals and a vision for South Africa to be achieved by the year 2030.

3. ENVIRONMENTAL MANAGEMENT FRAMEWORK

An EMF is a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters, such as ecology, hydrology, infrastructure and services. The main purpose of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments (DEAT, 1998). The Environmental Management Framework was prepared in 2010 and is incorporated with the Integrated Environment Plan which was adopted in 2004. The EMF was prepared to identify areas of natural resource importance, ecological sensitivity and other biophysical environments within the District, to reveal where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land.

The Framework intends to proactively identify areas of potential conflict between development proposals and critical/sensitive environments and to bridge the divide between development planning and environmental considerations by integrating environmental opportunities, constraints and critical resource management issues into land use and development endeavours.

4. AIR QUALITY MANAGEMENT PLAN

The Air Quality Management Plan was prepared and adopted in 2011, focus of plan is to ensure the management and operation of ambient monitoring networks (if required), the licensing of listed activities, and the development of emission reduction strategies to ensure air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

5. SPATIAL PLANNING AND LAND USE MANAGEMENT ACT 16 OF 2013 (SPLUMA).

The purpose of the Act that has been promulgated on 5 August 2013 is to provide a framework for spatial planning and land use management in the Republic, in that, it specifies the relationship between spatial planning and the land use management systems, and other planning that give directives to:

Principle: The basis of the system is principles and norms aimed at achieving sustainability, equality, efficiency, fairness and good governance in spatial planning, and land use management. The decisions of planning authorities, whether related to the formulation of plans such as IDPs, or the consideration of land development applications such as rezoning, must all be consistent with these principles and norms. A failure by an authority to affect this enables the Minister to intervene in the decision, either to require that it is reconsidered, or in extreme cases, to make the decision him or herself.

FBDM is assisting with the review of Magareng Local Municipality (MLM) Spatial development framework (SDF) which was adopted by Council in 2014. The SDF was due for review and the final SDF must comply with the provisions of the Spatial Planning and Land Use Management Act (SPLUMA) 2013, National Environmental Management Act (Act 107 of 1998) and the section 26(e) of the MSA as part of sector plan of the Magareng Integrated Development Plan. In addition, the SDF must comply with Department of Agriculture Land Reform & Rural Development (DALRRD) SDF's Guidelines of 2017 that seek to align the preparation of SDFs with the National Development Plan's (NDP) spatial outcomes. As well as to provide a framework for evaluating the effectiveness of SDFs as a spatial transformation instrument. The Spatial Development Framework (SDF) for Magareng Municipality which is being reviewed, will be adopted by Council in 2023.

The Spatial Development framework is a five-year plan or policy framework that guides the desired spatial form, spatial direction for the development and land use management within the district area of jurisdiction. It is also enabling the municipality to plan, budget and manage the affairs of the municipality effectively. However, in order to accommodate the ongoing spatial development trends, Municipal Systems Act 2000, and Spatial Planning and Land Use Management Act 16 of 2013 requires municipalities to review the Spatial Development Plan at least once in five years.

The main purpose of the revised SDF is to provide developmental guidelines to SDF's at local level and to align them to the Provincial and District SDFs. The SDF planning process incorporated a broad stakeholders' consultation process which provided opportunity for inputs from various levels. Although the Municipal Systems Act requires that an SDF as a mandatory component of the IDP, only the summative component of the Magareng Municipality's SDF has been provided in the IDP.

The Spatial Planning and Land Use Management Act 2013 (SPLUMA) was signed by the president in August 2013. The act clearly outlines the mandate of the different spheres of government in monitoring and support to ensure effective spatial planning and land use management processes. The act clearly provides for the preparation and alignment of the national, provincial, regional, and municipal Spatial Development Framework.

Section 12 of the Spatial Planning and Land Use Management Act 2013 (SPLUMA) requires that all three spheres of the government to prepare the SDFs with clear vision based on national spatial planning principles and long-term development goals and plans. The SPLUMA sets out the following general provisions which are ought to be adhered to when preparing the SDF:

- represent the integration and trade-off of all relevant sector policies and plans;
- guide planning and development decisions across all sectors of government;

- guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems;
- contribute to a coherent, planned approach to spatial development in the national, provincial and municipal spheres;
- provide clear and accessible information to the public and private sector and provide direction for investment purposes;
- include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into the spatial, economic, social and environmental objectives of the relevant sphere;
- address historical spatial imbalances in development;
- identify the long-term risks of spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks;
- provide direction for strategic developments, infrastructure investment, promote efficient, sustainable and planned investments by all sectors and indicate priority areas for investment in land development;
- promote a rational and predictable land development environment to create trust and stimulate investment;
- take cognizance of any environmental management instrument adopted by the relevant environmental management authority;
- give effect to national legislation and policies on mineral resources and sustainable utilisation and protection of agricultural resources; and
- consider and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.

6. DISTRICT DEVELOPMENT MODEL ONE PLAN

The aim is to develop District Development Model One Plan and provide key development trends and bottlenecks within the district. In addition to developing the One Plan for the Frances Baard District Municipality, the report also identifies key challenges such as spatial, economic, social, governance and capacity. The President of the Republic of South Africa Cyril Ramaphosa in his 2020 and 2021 State of the Nation Address stated that “We have come together as different spheres of government, as different state entities, as business associations and community groups under a new District Development Model that is fundamentally changing our approach to local development”.

“We are proceeding with our efforts to strengthen the local government infrastructure and accelerate service delivery through the District Development Model. The model brings all three spheres of government to focus on key priorities and implementation of critical high impact projects. Working with both public and private sector partners, government is implementing a range of measures to support municipalities to address inadequate and inconsistent service delivery in areas such as water provision, infrastructure build and maintenance”.

It was further reiterated by the Northern Cape Premier Dr. Zamani Saul in his 2020 State of Province Address (SOPA) that the District Development Model will promote alignment and integrated approach by three spheres of government in delivering service to the communities. The DDM is an integrated approach that champions for one district, one plan, one budget and holistic service delivery through the alignment of plans. The DDM has been developed by the Ministry of Cooperative Government and Traditional Affairs (COGTA) that seeks to promote coherent and holistic system in order to achieve integrated service delivery and development in 44 District and 8 Metropolitan Municipalities.

The programmes and plans of the Provincial and Local spheres need to find expression in the District Development Model and One Plan to ensure alignment of all plans such as the Provincial Growth and Development Plan, Provincial Spatial Development Framework (PSDF) through to the Local Spatial Development Framework and ultimately in the Integrated Development Plan (Municipal IDP). The District Development Model approach is aimed at streamlining all the plans to facilitate the implementation of programmes and plans at local municipal level (Frances Baard District Development Profile, 2020).

The cabinet approved in 2019 the District Development Model which foster to accelerate, align and integrate service delivery. Subsequently, the one plan development will harness the holistic and integrated approach in packaging and implementing programmes, projects and budgets aimed at growing the economy improving service delivery and promoting good governance. The District Development Model announced by the President seeks to address the “pattern of operating in silos” which leads to a lack of coherence in planning and implementation and makes it difficult for government to monitor and have oversight in its programmes. It is based on this background that the Frances Baard District Municipality will continue to engage with all the relevant stakeholders to ensure that the development of one plan and the implementation thereof. The successful implementation of the one plan is solely dependent on buy-in from all three spheres of the Government and Private Sectors.

There are three (3) main focal areas within the Frances Baard District which are located around the following important towns or nodes:

- Focus Region 1: Kimberley, Ritchie, Barkly West, Windsorton and surrounds;
- Focus Region 2: Warrenton, Ganspan, Hartswater, Jan Kempdorp, Pampierstad and surrounds;
- Focus Region 3: Delportshoop, Ulco, western and north western rural areas;

6.1 POTENTIAL PROJECTS AS PER THE FOCUS REGIONS

Focus Region	Existing Projects	Proposed Projects	Functional Region - Evident
Focus Region 1	Red Meat & Vegetables	Protein, Poultry and Vegetables	Meats (Beef, Mutton, Game) & Vegetables
Focus Region 2	Fruit, Nuts & Vegetables	Fruit, Nuts & Vegetables	Fruit, Nuts & Vegetables
Focus Region 3	Red Meat & Vegetables	Protein, Poultry and Vegetables	Meats (Beef, Mutton, Game) & Vegetables

Source: FBDM rural development plan, 2017

7. WASTE MANAGEMENT PROCESS AT MAGARENG LOCAL MUNICIPALITY

The waste management process followed at Magareng LM can be seen in the diagram (Fig.1) below:



Figure 1: Waste management process at Magareng LM

1.1 Waste generation

The information below seeks to reflect the status quo of waste generation at Magareng LM.

Points of Waste Generation

According to Stats SA (2011), 93.3% of the Magareng LM population resides within the Magareng LM urban areas and the rest resides in Non-urban areas. At Magareng LM, the following areas have been identified as the most significant points of waste generation:

- a) Ikhutseng Residential area
- b) Warrenvale Residential area
- c) Stasie Residential area
- d) Warrenton Residential area and CBD
- e) Warrenton Non-Urban areas

Figures 2 and 3 show the locations of these residential areas within the jurisdiction of Magareng LM.

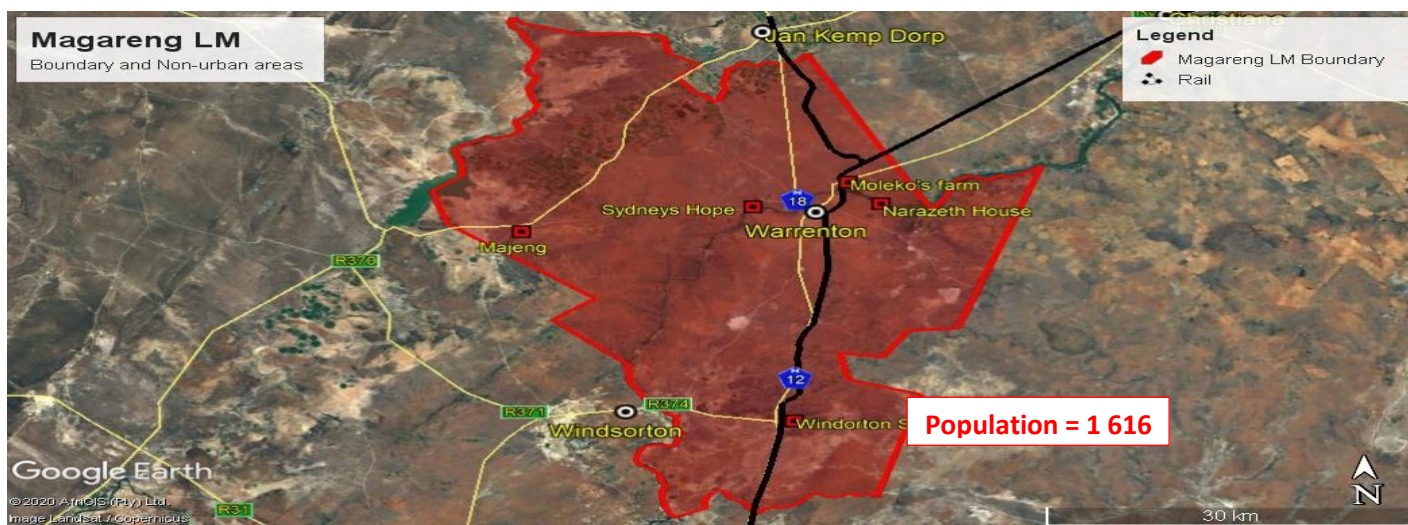


Figure 2: Prominent residential areas (Non-urban areas) at Magareng LM

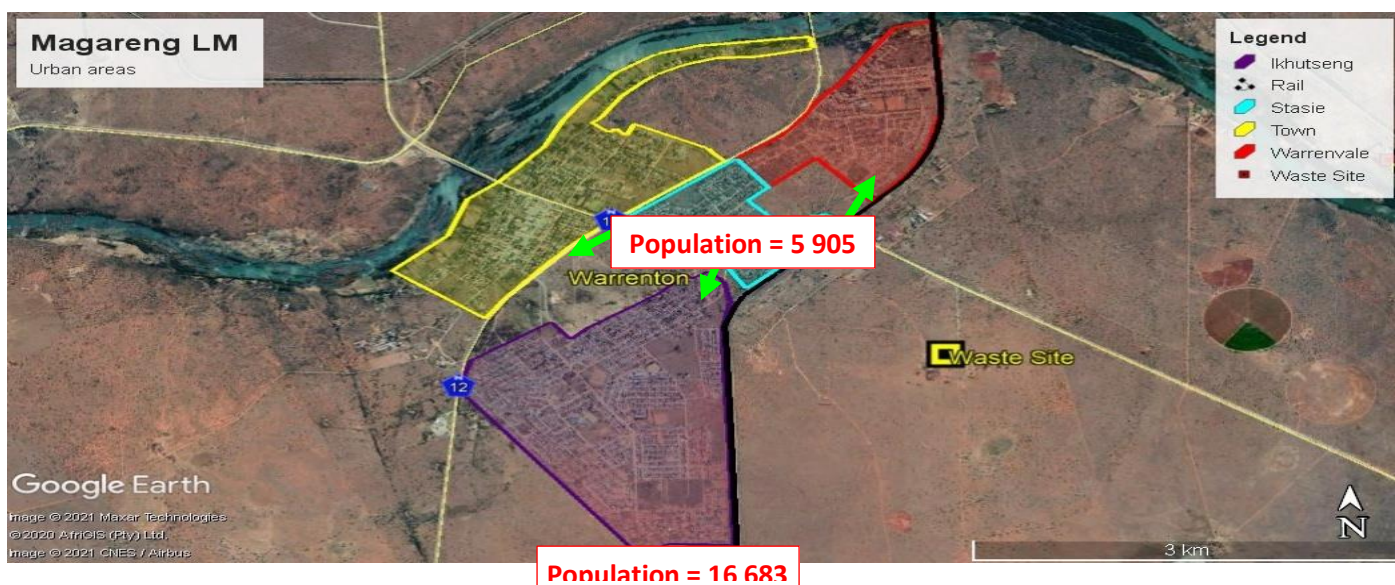


Figure 3: Magareng LM Urban areas

To reflect the demographic dynamics within the Magareng LM, Warrenton, Warrenvale and Stasie have been combined into a single area by Statistics South Africa hence it will be reflected as such in the following table 1.

Table 1: Population stats relevant to waste generation

No	Location	Population	No. of households	Avg. Household size	Weekly Refuse removal
1	Warrenton NU	1 616	506	3,2	2,4%
2	Warrenton	5 905	1 635	3,5	90,0%
3	Ikhutseng	16 683	3 980	4,2	60,2%

According to table 1 above, Ikhutseng, by the sheer number of people residing in it, is mostly likely to generate a significant amount of waste. Warrenton residential areas and the CBD are also likely to be significant waste generators. The Non-urban areas have the lowest population numbers hence it is expected that they will generate the least amount of waste within the Magareng LM. With this information, it becomes possible to estimate the amounts and types of waste generated at the identified waste generation points. A “Waste composition study” has been conducted at the residential areas to this effect.

1.2 Waste Collection and Transportation

Part B of schedule 5 of the South African Constitution (1996) places the obligation of refuse removal on local government. Refuse removal is of vital importance in the effective waste management and delivery of basic services to the communities within local government. At Magareng LM, there are two (2) refuse removal trucks these only remove domestic waste. Waste collection and transportation is managed by the Parks and Recreation department.

Table 2 below shows the weekly collection schedules for the Magareng LM urban areas.

Table 2: Municipal collection schedule

Area of collection	Day
Town (CBD and Residential areas)	Monday
Station and Disanteng	Tuesday
Warrenvale	Wednesday
Ikhutseng	Thursday
Las Vegas And Thucks	Friday
Town (CBD only)	Daily

Area of collection	Day

1.3 Final waste management

Final waste management methods range from waste reuse to the land-filling of waste. Currently, at Magareng LM the most dominant final waste management method is, unfortunately, the one that is least preferred by the NWMS 2020 i.e., Land-filling. After Land-filling, the other common waste management method is waste collection for recycling, waste is bought by local waste buy back enterprises and transported to the big cities like Johannesburg for recycling. Below, these waste management methods will be elaborated upon.

Land-filling

At Magareng LM, most of the waste collected from households and the CBD is disposed of at the Magareng Waste Site. The approved waste management method at this site is Land-filling. The location of this site can be seen on fig.3 above. According to the Waste Management License (WML) this site is a G:C:B landfill site, this means that only domestic waste is allowed to be land-filled. Currently there is no waste separation implemented at this site, garden waste, rubble, and domestic waste are all delivered at the same area and this has led to the quick filling of this site. Since the year 2019, this site has seen improvements whose ultimate goal is to ensure compliance with the WML conditions.

Waste Collection for Recycling

At Magareng LM, waste collection for recycling is an entirely private enterprise. Waste collectors use various ways to collect waste for recycling and these are listed below:

- a) Waste pickers collect waste recyclables from households during days of refuse collection and go sell these at the local buyback centre.
- b) Waste pickers scour the illegal waste dumps for recyclables and these are sold at the local waste buyback centre.
- c) Some waste pickers are stationed at the Waste disposal site, here they collect waste as it is being delivered and they either sell this at the local waste buy back centre in town or wait for other waste buyers from nearby towns who come and buy from them.

In the Northern Cape Province, there are no waste recycling enterprises hence the most recyclable waste is collected and transported to the big cities for recycling. Waste Pickers are a crucial link during this process as well as to the whole waste management system of Magareng LM, without them, the waste problems would be worse than they current.

SECTION G: CONCLUSION

In conclusion, the 2022/2027 IDP is the 5th Generation IDP that was prepared for the Magareng Local Municipality since the inception of IDPs in 2001. This IDP contains input from different stakeholders in an effort to ensure that a “Credible” IDP was compiled with special focus on the IDP requirements.

The contents of this IDP were simplified in an effort to have a much more user-friendly IDP. The introduction of and reference to sections of the IDP especially with regard to the Sector Plans were each sector was treated as a small section, and this will make it much easier for the reader to get a summary of each sector. This approach might be seen as planning in silos but due to the much clearer understanding of the sector it actually makes integration of planning much easier. The focus in this IDP was on having small relevant sections with reference to the comprehensive documents that is available in the administrative office as reference.

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