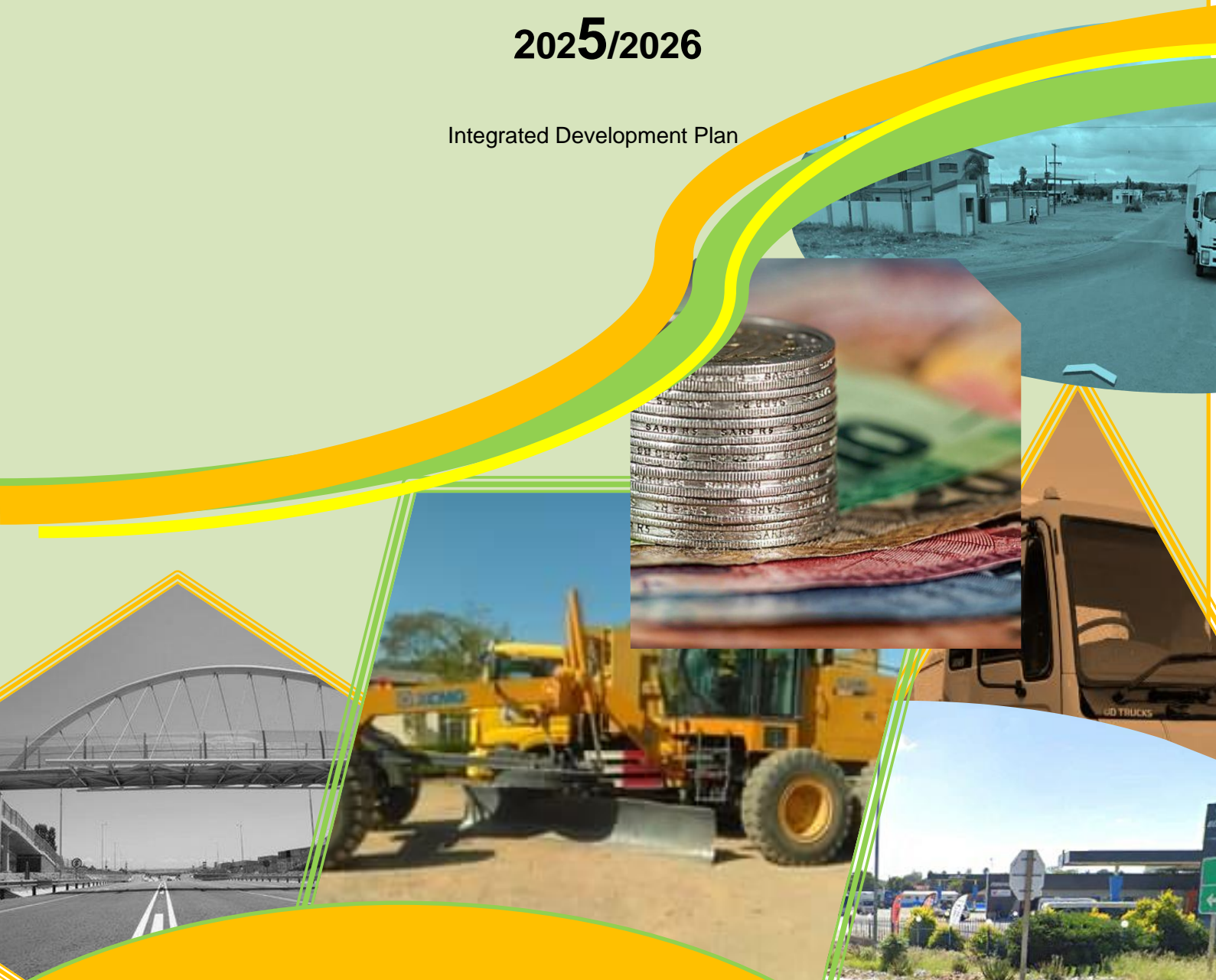




# DRAFT INTEGRATED DEVELOPMENT PLAN

2025/2026

Integrated Development Plan



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## List of Acronyms

AGSA	Auditor General South Africa
ARV	Antiretroviral
ASS	Annual Schools Survey
BAR	Basic Assessment Report
BBBEE	Broad Based Black Economic Empowerment
BWS	Bulk Water Supply
CAPEX	Capital Expenditure
CBCSS	Community Based Care Support Services
CBD	Central Business District
CDM	Capricorn District Municipality
CFO	Chief Financial Officer
GDS	Growth & Development Strategy
CHC	Community Health Centres
CO	Carbon Monoxide
COGHSTA	Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs
CPF	Community Policing Forum
CSF	Community Safety Forum
DPIs	Development Priority Issues
DAFF	Department of Agriculture, Forestry and Fisheries
DC	District Code

DEA	Department of Environmental Affairs
DFA	Development Facilitation Act 65 of 1995
DHSD	Department of Health and Social Development
DIC	Drop in Centre
DMR	Department of Minerals Resources
DoARD	Department of Agriculture and Rural Development
DoE	Department of Education
DPWRI	Department of Public Works, Roads and Infrastructure
DRMF	Disaster Risk Management Forum
DSAC	Department of Sports Arts & Culture
DTI	Department of Trade and Investment
DWS	Department of Water and Sanitation
ECD	Early Childhood Development
EEDG	Energy Efficiency Demand Grant
EEP	Employment Equity Plan
EHS	Environmental Health Services
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
ERP	Enterprise Resource Planning
FET	Further Education & Training
FMG	Financial Management Grant
GDIP	Green Drop Improvement Plan
GDP	Gross Domestic Product

GDS	Growth and Development Strategy
GIS	Geographical Information System
GRAP	Generally Recognized Accounting Practice
HCBC	Home Community Based Care
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HH	Households
HR	Human Resource
IKM	Information and Knowledge Management
ICT	Information and Communication Technology
IDC	Industrial Development Corporation
IDDRR	International Day for Disaster Risk Reduction
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IT	Information & Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LARP	Land and Agrarian Reform Project
LDV	Light Delivery Vehicles
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LEDET	Limpopo Economic Development, Environment and Tourism

LDP	Limpopo Development Plan
LGSETA	Local Government Sector Education and Training Authority
LM	Local Municipality
LTP	Limpopo Tourism & Parks
LUM	Land Use Management
SDGs	Sustainable Development Goals
MDMC	Municipal Disaster Management Centre
MFMA	Municipal Finance Management Act 56 of 2003
MGP	Municipal Growth Point
MPAC	Municipal Public Accounts Committee
M&E	Monitoring and Evaluation
MEC	Member of Executive Committee
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MLM	Molemole Local Municipality
MM	Municipal Manager
MMC	Member of Mayoral Committee
MOU	Memorandum of Understanding
MPAC	Municipal Public Account Committee
MPLS	Multiprotocol Label Switching Solution
MSA	Municipal Systems Act 32 of 2000
MSIG	Municipal System Improvement Grant



MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
MWIG	Municipal Water Infrastructure Grant
NEMA	National Environmental Management Act 107 of 1998
NGO	Non-Governmental Organisation
NLTA	National Land Transport Transition Act 22 of 2000
NMT	Non-Motorised Transport
NPO	Non-Profit Organisation
NSDP	National Spatial Development Perspectives
O&M	Operations & Maintenance
OPEX	Operational Expenditure
OTP	Office of the Premier
PAIA	Promotion of Access to Information Act
PCP	Population Concentration Point
PGP	Provincial Growth Point
PMS	Performance Management System
PMU	Project Management Unit
PPPs	Public Private Partnerships
PRASA	Passenger Rail Agency of South Africa
RA	Road Assessment

RAL	Roads Agency Limpopo
RRAMS	Rural Road Asset Management System
RDP	Reconstruction & Development Programme
REAL	Revenue, Expenditure, Assets & Liability
RHIG	Rural Households Infrastructure Grant
RSC levy	Regional Services Councils Levy
RWS	Regional Water Scheme
SALGA	South African Local Government Association
SANRAL	South African National Road Agency Limited
SANS	South African National Standards
SAP	Systems Applications and Products
SAPS	South African Police Services
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery & Budget Implementation Plan
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SDI	Spatial Development Initiatives
SEA	Strategic Environmental Assessment
SETA	Skills Education Training Authority
SIPs	Strategic Integrated Projects
SLA	Service Level Agreement

SMMEs	Small Medium & Micro Enterprises
SO <sub>2</sub>	Sulphur Oxide
SODA	State of the District Address
SONA	State of the Nation Address
SOPA	State of the Province Address
SPLUMA	Spatial Planning and Land Use Management Act
STATSSA	Statistic South Africa
SWOT	Strength, Weaknesses, Opportunities and Threats
VAT	Value Added Tax
VOCS	Victim of Crime Survey
VIP	Ventilated Improved Pit Latrine
WESSA	Wildlife and Environmental Society of South Africa
WSA	Water Service Authority
WSDP	Water Services Development Plan
WSIG	Water Services Infrastructure Grant
WSP	Work Skills Plan
WTP	Water Treatment Plant
WWRAP	Wastewater Risk Abatement Plan
WWTW	Waste Water Treatment Works
ZCC	Zion Christian Church

## **MAYORS FOREWORD**



### **a. Municipal Strategic Intent**

The Annual IDP review processes for the 2025/26 financial year is now underway and as Molemole we cannot be left behind. This is because we are still continuing with our commitment to improve the lives of the communities we are mandated to serve and to help them realize their aspirations.

We are prepared to undertake the IDP consultative processes as part of the legislative mandate to engage the communities on their preferred service delivery programme for the coming financial years. As the Mayor of Molemole Municipality I am once again proud to report that the municipality obtained the

Salga awards for maintaining unqualified Audit Opinion during the 2023/2024 financial year.

Overall the Municipality bagged five Awards this year as follows:

- ✓ Award for maintaining Unqualified Audit opinion
- ✓ 100% spending on MIG for the 2023/2024 financial year
- ✓ 100% spending on the MIG additional funding received.
- ✓ Award for 0% irregular expenditure for the year under review
- ✓ Award for 0% fruitless and wasteful expenditure

We will continue to build on this achievement as we forge ahead to improve our internal controls for sound and sustainable financial management.

**b. Key service delivery programmes Projects**

The electrification programme for the Municipality is continuing as planned and the municipality is confident that all the villages will be able to enjoy the benefits by the end of the financial year. The Midyear expenditure is also satisfactory

which give confidence that the municipality will spend the allocated INEP grant for the current financial year to avoid forfeiting the grant.

After a slow start on implementation of the MIG projects we are pleased that work is currently underway as planned and we also hopeful that the municipality will not lose its MIG allocation due to non or poor expenditure.

We are hopeful that the Ramokgopa Landfill and Sekonye road projects will be implemented as per the full scope by the end of this financial year. We have already started with processes for appointment of a contractor to continue with the scope of 5.1km for Sekonye project.

A total of six high mast lights are planned to be installed in the coming financial year which displays our long-standing commitment of putting high masts in villages to help fight crime within our communities.

We are continuing to pursue our revenue enhancement strategies as part of our commitment to seek alternative revenue sources to set the municipality on a sustainable path.

We have made a commitment at the beginning of this financial year that we have constituted Municipal Investment Committee to help the municipality find

alternative funding sources to speed implementation of service delivery programme, for which we have been waiting for more than 3 decades now.

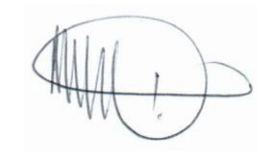
We have just hosted the most successful Municipal Investor Conference which helped us to connect with the Funders to our ambitious and long term vision of activating alternative revenue sources for the municipality. I am hopeful and confident that soon we will be entering into memorandum of understanding with various investors who made pledges to support our developmental agenda.

#### c. Public participation

MPAC has just recently undertaken public participation drive on the 2023/2024 Annual report to present the performance report card to the community on the implementation of the IDP for the 2023/2024 financial year. We have also recently coordinated IDP Representative forum to bring key municipal stakeholders together as part of our commitment to make our IDP to be for people, attempting to address issues of service delivery concern. We will soon coordinate the Mayoral IDP and Budget road shows encouraging the public to take part in the planning of the IDP. We really want to make this an IDP of the community and we will engage the communities of the draft to give them an opportunity to give representatives on the drafts.

We will indeed use the inputs received during the outreach to shape how this IDP and our Budget are structured. I would like to express my sincerest gratitude to the residents of Molemole for having taken their time to attend our

public consultative sessions on the draft IDP and Budget for the 2024/2025 financial year. We have indeed taken serious note of your inputs during our consultation to inform this final version of the IDP. This IDP document is the most inclusive of all the IDPs presented in the previous years.



**Honourable Mayor**

**Cllr Masilo Edward Paya**



## EXECUTIVE SUMMARY



The service delivery programme for the 2025/26 financial is due for review and as the municipality. We have once again kick started the 2023/2024 IDP and Budget review process with a view to prepare for the 2024/2025 financial year. This process start with Analysis phase which helped to assess the level of development within the municipality and an assessment of the view of the community during presentation of the 2024/2025 financial year.

Based on the outcome of Analysis phase we have now came up with proposed service delivery projects which would address the service delivery shortcomings identified.

The following is a concise summary of the Annual Draft Budget for the 2025/2026 financial year: The Municipal Revenue amounts to R345 million for 2025/26 financial year, which shows an decrease of R12 million as compared to the adjusted budget amount of R 357 million from the 2024/25 financial year. This represent an increase of 3.4% on a year on year basis.

The Operating expenditure amounts to R279 million for the 2025/26 financial year which shows a decrease of R17 million (or 5.7%) as compared to the adjusted budget amount of R 296 million for the 2024/25 financial year. The 2025/26 capital budget amounts to R66 million which shows an increase of 9 million as compared to the adjusted budget amount of R 57 million( or 15,8%) for the 2024/25 financial year.

Major projects to be implemented are funded by the MIG which are as follows:

Upgrading of Sekonye to springs from gravel to surface

Construction of land fill site in Ramokgopa (Phase 2)

The above paragraph paints a picture of a municipality that should seriously consider doing things differently in order to start realizing our returns on our revenue enhancement strategies. We are at an advanced stage of preparing to open Moletji licensing center which we hope will add on our current revenue sources. The traffic management system is also at the final stages and soon it would be operational at our main roads to recover the long outstanding traffic fine bill of about R 5 million.

We are in constant interaction with department of public works and rural development to recover the outstanding monies owed to the municipality, following a moratorium put by Public Works in the greater part of this financial year.

We are also implementing credit control measures to recover long outstanding arrear amounts for our ratepayers in Mogwadi and Morebeng. Over and above this we have also committed to implemented our cost containment measures to reduce costs and do things efficiently.

The municipality will also draw revenue from the approved tariff structure as guided by National treasury. The proposed increases for the- 2025/26 financial year is as follows:

SERVICES	2024/25	Proposed new tariff for 2025/2026*
Property rates (approved by treasury)	4.9%	4.4%*
Electricity (approved by Nersa)	12.72%	12%*
Refuse removal (approved by treasury)	4.9%	4.4%*

- Subject to final approvals from statutory bodies

Part of the review of the IDP will be to review the current policies, first to ensure they are aligned to legislative changes and secondly to address the gaps identified in the current financial year. All municipal policies will be part of IDP and Budget review processes.

In conclusion, I would like to urge the Molemole public to come in huge numbers to the IDP and Budget consultative meetings which will be coordinated to give everyone an opportunity to express your needs and aspirations and the type of service delivery programme that will improve you living conditions and bring about job opportunities during and beyond implementation. The draft documents will also be accessed on the municipal website as well as in hard copy at municipal service points. Take your part and play a role in shaping the future of this municipality for future generations to come.



**Mr. K.E Makgatho**

**Municipal Manager**

# **THE PLANNING PROCESS**

## **1. INTRODUCTION**

In this section, we provide a brief overview of legislative context within which the IDP process took place, the basis for IDP review process, institutional arrangements that are in place to drive the IDP process,

### **1.1. POLICIES AND LEGISLATIVE FRAMEWORKS**

The Integrated Development Plan (IDP) as primary outcome of the process of integrated development planning, is a tool for bridging the gap between the current reality and the vision of (1) alleviating poverty and meeting the short-term developmental needs of the community and stakeholders within the municipal area and (2) eradicating poverty from our municipality over the longer-term in an efficient, effective and sustainable manner.

#### **1.1.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA (ACT 108 OF 1996)**

This is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. The Constitution therefore provides for a new approach to government on national, provincial and local government levels.

The constitutional model redefines the relationships between the three spheres of government by replacing the system of a vertical hierarchy of tiers with three

overlapping planning processes and sets of plans, each relating to a different sphere of government, The constitutional mandate for local government is to:

- *Provide democratic and accountable government for all communities,*
- *Ensure the provision of services to communities in a sustainable manner,*
- *Promote social and economic development,*
- *Promote a safe and healthy environment,*
- *Encourage the involvement of communities and community organizations in the matters of local government.*

### 1.1.2 THE WHITE PAPER ON LOCAL GOVERNMENT

The White Paper on Local Government expects from municipalities to be “working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. Integrated Development Planning reinforces this decentralized system of government. IDP is thus not just another planning exercise but will essentially link public expenditure to new development vision and strategies.

The review of the 1998 White Paper is underway to address persistent challenges such as financial mismanagement, inadequate governance, and limited public participation<sup>4</sup>. The process aims to:

- Modernize governance structures.
- Strengthen municipal performance.
- Enhance service delivery and accountability.

Key areas of focus include:

- **Financial Management:** *Improving fiscal responsibility and sustainability.*
- **Capacity Building:** *Equipping municipal officials with the necessary skills.*

- **Community Engagement:** *Encouraging active citizen involvement through inclusive platforms*

### **1.1.3 THE MUNICIPAL SYSTEMS ACT (MSA2000)**

The Municipal Systems Act defines the IDP as one of the core functions of a municipality and makes it a legal requirement for every council to adopt a single, inclusive and strategic plan for the development of its municipality. It outlines the process for drafting, reviewing, and aligning IDPs with national and provincial strategies. Sections like 25–34 specify requirements for community participation, performance management, and integrated planning.

### **1.1.4 THE MUNICIPAL DEMARCATION ACT, 1998**

The Municipal Demarcation Act provides the framework for defining municipal boundaries and areas of jurisdiction. It enables municipalities to efficiently manage their regions and responsibilities. This Act is crucial for Integrated Development Plans (IDPs) as it ensures that plans are tailored to the specific needs of each demarcated area, promoting equitable development and effective service delivery within their jurisdictions.

### **1.1.5 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA), 2013**

SPLUMA regulates spatial planning and land use management across municipalities to foster sustainable and coordinated development. It ensures that municipal IDPs incorporate Spatial Development Frameworks (SDFs),

which guide infrastructure, housing, and land use planning. This Act guarantees that municipal development aligns with broader spatial priorities and avoids fragmentation.

#### **1.1.6 THE MUNICIPAL STRUCTURES ACT, 1998**

The Municipal Structures Act defines the institutional roles, responsibilities, and functions of municipalities. It establishes the structure of local governance, enabling municipalities to execute their duties efficiently. IDPs rely on this framework to implement strategies effectively, ensuring that municipal roles align with developmental objectives.

#### **1.1.7 THE NATIONAL ENVIRONMENTAL MANAGEMENT ACT, 1998 (NEMA)**

NEMA promotes sustainable environmental practices and governs development activities that impact the environment. Municipal IDPs must comply with NEMA to integrate environmental protection into their development plans, ensuring sustainable growth while safeguarding natural resources and ecosystems.

#### **1.1.8 THE WATER SERVICES ACT, 1997**

This Act provides the legal framework for water service provision, defining the roles of municipalities in managing water infrastructure and supply. IDPs must

prioritize water services to address community needs, ensuring equitable access and sustainable resource management within municipalities.

There are a number of important Policy directives emanating from National and Provincial government as well as the district municipality that were considered in the review of this IDP. These include, but are not limited to:

- *The National Development Plan 2030*
- *The National Spatial Development Perspective (NSDP).*
- *The Limpopo Employment, Growth and Development Plan, 2009-2014 (LEGDP).*
- *Back to Basics*
- *Vision 2063 of the African Union*
- *Integrated Sustainable Rural Development Strategy.*
- *The Breaking New Ground Housing Policy.*
- *Comprehensive Rural Development Programme (CRDP, 2009).*
- *Limpopo Provincial SDF.*
- *Capricorn District SDF*
- *Inclusionary Housing Policy.*
- *Capricorn District Municipality Disaster Management Plan, CDM-DMP).*
- *Capricorn District Municipality Water Services Development Plan (CDM-WSDP).*

#### **1.1.9 MUNICIPAL FINANCE MANAGEMENT ACT, 2003 (MFMA)**

The MFMA ensures sound financial management within municipalities. It mandates that IDPs align with municipal budgets, ensuring efficient allocation of resources for development projects. This alignment helps municipalities stay financially accountable while delivering on their priorities.

#### **1.1.10 NATIONAL DEVELOPMENT PLAN (2030)**

Municipal IDPs must align with NDP targets to contribute to national socio-economic transformation. The NDP focusses on the critical capabilities needed to transform the economy and society. In particular, it assists the government in confronting the nine primary challenges by providing broad framework to guide key choices and actions that will help government in its drive to grow the economy, create jobs, address poverty and establish social cohesion.

#### **1.1.11 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE**

All development proposals, interventions and projects that will emanate from the adopted SDF take place in space and for that reason the spatial dynamics of the Molemole Municipality will play a key role in the success of the strategy.

From a space economy, the Molemole Municipality has developed a Spatial Development Framework (SDF) in line with the dictates of the Local Government: Municipal Systems Act. The SDF has been developed to give effect to the National Spatial Development Perspective (NSDP). The NSDP is South Africa's first set of National Spatial guidelines that establish an overarching mechanism which:

- *Enables a shared understanding of the national space economy; and*
- *Provide a principle-based approach to coordinate and guide policy implementation across government (Republic of South Africa, the Presidency, 2011)*



### **1.1.12 CAPRICORN DISTRICT ONE PLAN**

The One Plan is a key initiative in South Africa under the District Development Model (DDM). It serves as a consolidated, long-term strategic plan for each district and metropolitan municipality, aiming to align all levels of government (national, provincial, and local) and other stakeholders in achieving common development goals.

### **1.1.13 CAPRICORN 2040 GROWTH AND DEVELOPMENT STRATEGY**

The Capricorn Growth and Development Strategy is a long-range planning instrument. It has to play an important role in conceptualizing the desired future by enabling all 3 spheres of government, all state entities, the private sector, social actors and communities to navigate from the current context into a new reality. Based on the analysis of the diagnostic report

### **1.1.14 KEY ASPECTS OF THE STATE OF THE NATION ADDRESS (SONA 2025)**

The 2025 State of the Nation Address (SONA), delivered by President Cyril Ramaphosa, highlighted the government's renewed commitment to building a responsive, accountable, effective, and efficient local government system. This year's theme, *"A nation that works, for all,"* marked a pivotal moment, coinciding with 30 years of freedom and democracy, as well as the first SONA under the multiparty Government of National Unity. The following keys were addressed

#### **❑ Economic Growth and Job Creation:**

- *Invest R940 billion in infrastructure over the next three years, prioritizing projects that will stimulate growth and connectivity.*
- *Reform state-owned enterprises (SOEs) such as Eskom and Transnet to enhance efficiency and unlock private sector participation.*
- *Create job opportunities through the Presidential Employment Stimulus, targeting youth and marginalized groups.*

**❑ Reduction of Poverty and Cost of Living:**

- *Establish a unified social support system integrating job search assistance, public employment, and income support mechanisms.*
- *Expand the Social Relief of Distress Grant into sustainable income support for unemployed individuals.*
- *Address malnutrition and child protection through the National Strategy to Accelerate Action for Children.*

**❑ Building a Capable and Ethical State:**

- *Strengthen public service with graduate recruitment schemes to attract talent.*
- *Reform municipalities to ensure professional management of water and electricity utilities.*
- *Harness digital transformation through a unified digital government platform and digital identity system.*

**❑ Infrastructure Development:**

- *Modernize ports and airports and enhance water resource management through major projects like the Lesotho Highlands Water Project and uMkhomazi Dam.*
- *Build housing closer to urban centers, reclaim hijacked buildings, and provide 300,000 serviced stands for new developments.*

**❑ Energy and Climate Action:**

- *Continue implementing the Energy Action Plan to ensure stable electricity supply.*
- *Mobilize international funding for renewable energy projects as part of the Just Energy Transition.*

❑ **Safety and Security:**

- *Expand detective services by recruiting 4,000 personnel.*
- *Combat gun violence through targeted law enforcement and recovery of illegal firearms.*

❑ **Education and Skills Development:**

- *Promote mother-tongue-based bilingual education and expand access to Early Childhood Development (ECD).*
- *Provide tailored training programs for disabled persons and scale-up experiential learning opportunities for youth.*

❑ **Healthcare Accessibility:**

- *Implement the National Health Insurance (NHI) to address inequalities in healthcare access.*
- *Upgrade health infrastructure with new hospitals and revitalized clinics nationwide.*

#### **1.1.15 KEY ASPECT THE STATE OF THE PROVINCE ADDRESS (SOPA)**

The 2025 State of the Province Address (SOPA) for Limpopo was delivered by Premier Dr. Phophi Ramathuba on February 27, 2025. The address focused on key developments, challenges, and future plans for the province under the 7th Administration.

❑ **Economic Growth and Job Creation:**

- *Limpopo's contribution to the national GDP increased from 7.2% to 7.7%.*
- *Over R10 billion in investment commitments were secured, translating into thousands of job opportunities.*
- *The province's 4th Investment Conference raised R120 billion in pledges, surpassing the initial target of R50 billion.*

❑ **Unemployment Challenges:**

- *The unemployment rate in Limpopo stands at approximately 31.9%, with youth and women being the most affected.*
- *Efforts are underway to grow the economy and reduce poverty through inclusive growth and job creation.*

❑ **Water Infrastructure:**

- *Chronic water shortages affect over 35% of the population due to aging infrastructure and growing demand.*
- *A Provincial Water Intervention Strategy has been established to address these challenges.*

❑ **Governance and Accountability:**

- *The Premier emphasized the importance of building a capable, ethical, and developmental state.*
- *Measures to improve governance include the implementation of audit queries, risk management strategies, and council resolutions.*

❑ **Community Development:**

- *Programs to empower youth and women, including mentorship initiatives and skills development, were highlighted.*
- *Coordination of stakeholder engagements and investor conferences to foster collaboration and innovation*

**1.2. POWERS AND FUNCTIONS**

Specific powers and functions were assigned to Molemole Local Municipality in terms of Notice of Establishment (Notice No.307) that was published in Provincial Government Notice No. 307 of 2000.

❑ **The powers and functions are as follows:**

- *The provision and maintenance of childcare facilities*
- *Development of local tourism*
- *Municipal planning*
- *Municipal public transport*
- *Municipal public works*
- *Storm-water management systems*
- *Administer trading regulations*
- *Provision and maintenance of water and sanitation*
- *Administer billboards and display of advertisement in public areas*
- *Administer cemeteries, funeral parlours and crematoria*
- *Cleaning*
- *Control of public nuisances*
- *Control of undertakings that sell liquor to the public*
- *Ensure the provision of facilities for the accommodation, care and burial of animals*
- *Fencing and fences*
- *Licensing of dogs*
- *Licensing and control of undertakings that sell food to the public*
- *Administer and maintenance of local amenities*
- *Development and maintenance of local sport facilities*
- *Develop and administer markets*
- *Development and maintenance of municipal parks and recreation*
- *Regulate noise pollution*
- *Administer pounds*
- *Development and maintenance of public places*
- *Refuse removal, refuse dumps and solid waste disposal*
- *Administer street trading*
- *Provision of municipal health services.*
- *The division of powers and functions between the district municipalities and local municipalities were adjusted by the MEC of corporative Governance in terms*

of sections 16 and 85 of the Municipal Structures Act, 1998 and published in Provincial Gazette No.878, dated 07 March 2003. The following district municipal powers and functions were transferred to local municipalities:

- Solid waste disposal sites
- Municipal roads
- Cemeteries and crematoria
- Promotion of local tourism and
- Municipal public works relating to any of the above functions or any other functions assigned to the local municipality.

### 1.3. MUNICIPAL PRIORITY ISSUES

☐ The Municipality has the following core priority issues:

- Access roads
- Storm water drainage
- Electricity
- Environmental management
- Social amenities
- Law enforcement
- al economic development
- Financial management
- Skills development
- Capacity buildin

## 1.4. IDP PROCESS PLAN

The purpose of the process plan is to indicate the various planned activities and strategies on which the municipality embarked on to compile its integrated development plan. and the budget for the medium-term budget framework as well as performance management system for implementation of the plan.

### PHASES OF THE IDP PROCESS

Table 1: PHASES OF THE IDP

Phase	Description	Key Activities	Stakeholders Involved
<b>Phase 1:</b> Analysis Phase	Gathering information on existing conditions, identifying problems, and prioritizing them.	Community consultations, resource evaluation, and problem prioritization.	Community, Magoshi, CDM, StatsSA, Provincial & National Departments, Municipal Management.
<b>Phase 2:</b> Strategies Phase	Crafting solutions to problems by defining vision, mission, strategic objectives, and measurable outcomes.	Strategic planning sessions with management and councillors.	Municipal Council, Senior and Extended Management.
<b>Phase 3:</b> Projects Phase	Developing project details, timelines, and budgets based on strategies from Phase 2.	Project design, budget preparation, and stakeholder alignment.	Municipal officials, CoGHSTA, external stakeholders.

<b>Phase 4:</b> Integration Phase	Ensuring all development plans and strategies are cohesive and aligned with local, provincial, and national frameworks.	Consolidation of plans, alignment with management strategies.	All stakeholders involved in integration efforts.
<b>Phase 5:</b> Approval Phase	Finalizing and approving the draft IDP and budget, including public consultations and Council approval.	Public participation, feedback incorporation, and final Council approval.	Communities, stakeholders, Municipal Council

**Table 2: Time frames for IDP Review**

PHASE	ACTIVITY	RESPONSIBILITY	TARGET DATE
<b>JULY</b>			
<b>PRE PLANNING</b>	1 <sup>st</sup> Departmental engagement session on IDP Analysis Phase	SM:LEDP SIDP Manager	22-26 July 2024
	Tabling of draft process plan with inputs to council	Municipal Manager	30 July 2024
	<b>AUGUST-SEPTEMBER</b>		
	Publication of the draft process plan	Municipal Manager SM:LEDP SIDP Manager	1 August 2024
	1 <sup>st</sup> Management Strategic working session on review of 2023/2024 IDP implementation	Municipal Manager SM:LEDP SIDP Manager	7-8 August 2024



PHASE	ACTIVITY	RESPONSIBILITY	TARGET DATE
ANALYSIS PHASE	Finalization of analysis per department	SM:LEDP SIDP Manager	12 August 2024
	1 <sup>st</sup> Integrated Development Plan Steering Committee Meeting (analysis phase)	Municipal Manager SM:LEDP SIDP Manager	16 August 2024
	Tabling of final process plan with inputs to council	Municipal Manager	30 August 2024
	2 <sup>nd</sup> Management Strategic working session (Analysis Phase)	Municipal Manager SM:LEDP SIDP Manager	10-11 September 2024
	1 <sup>st</sup> Organisational Strategic working session on (Analysis Phase)	Municipal Manager	12-13 September 2024
	1 <sup>st</sup> IDP Representative Forum on Analysis Phase	Mayor	17 September 2024
FEBRUARY			
	2 <sup>nd</sup> Departmental engagement session (strategies and projects phase)	SM:LEDP SIDP Manager	10-12 February 2025
	2 <sup>nd</sup> Integrated Development Plan Steering Committee Meeting (strategies and projects phase)	Municipal Manager SM:LEDP SIDP Manager	17 February 2025 10 April 2025

Table 2:Time frames for IDP Review

PHASE	ACTIVITY	RESPONSIBILITY	TARGET DATE
	3 <sup>rd</sup> Management Strategic working session (strategies and projects phase)	Municipal Manager SM:LEDP  SIDP Manager	18-19 February 2025
	2 <sup>nd</sup> Organisational Strategic working session on (strategies and projects phase)	Municipal Manager	20-21 February 2025
	2 <sup>nd</sup> IDP Representative Forum meeting on strategies and projects phase	Mayor	25 February 2025
	Finalize review of IDP strategies and projects Phase	SM:LEDP  SIDP Manager	28 February 2025
	<b>MARCH</b>		
	Tabling of 2025/2026 Draft IDP/ Budget to Council	Municipal Manager	28 March 2025
	Publication of 2025/2026 Draft IDP to public for comments and inputs	Municipal Manager	31 March 2025
	Submission of Draft 2025/2026 IDP to MEC COGHSTA, CDM, National and Provincial Treasury	Municipal Manager	31 March 2025
	<b>APRIL</b>		
	<b>PROJECTS PHASE</b>	Consultative Meeting on Draft 2025/2026 IDP/Budget Mogwadi rate payers	Mayor  2 April 2025
		Consultative Meeting on Draft 2025/2026 IDP/Budget Morebeng rate payers	Mayor  3 April 2025
		Consultative Meeting on Draft 2025/2026 IDP/Budget Cluster 1	Mayor  07 April 2025
		Consultative Meeting on Draft 2025/2026 IDP/Budget Cluster 2	Mayor  08 April 2025
		Consultative Meeting on Draft 2025/2026 IDP/Budget Cluster 3	Mayor  09 April 2025
		Consultative Meeting on Draft 2025/2026 IDP/Budget Cluster 4	Mayor  10 April 2025
		<b>MAY</b>	
	3 <sup>rd</sup> IDP Representative Forum (Finalization of draft 2025/2026 IDP/Budget)	Mayor	1 May 2025

	Departmental engagement session (Finalization of draft 2025/2026 IDP/Budget)	SM:LEDP SIDP Manager	5-7 May 2025
	3 <sup>rd</sup> Integrated Development Plan Steering Committee Meeting : (Finalization of draft 2025/2026 IDP/Budget)	All Senior Managers SIDP Manager	12 May 2025
	4 <sup>th</sup> Management Strategic working session (Finalization of draft 2025/2026 IDP/Budget)	Municipal Manager SM:LEDP SIDP Manager	13-14 May 2025
	3 <sup>rd</sup> Organisational Strategic working session (Finalization of draft 2025/2026 IDP/Budget)	Municipal Manager	15 May 2025
	Tabling of final 2025/26 IDP/Budget	Mayor	30 May 2025
	Submission of approved 2022/2023 IDP/Budget to MEC(COGHSTA), District Municipality) Provincial Treasury and National Treasury	Municipal Manager	9 June 2025
	Public Notice on the adopted Final IDP /Budget	Municipal Manager	9 June 2025

Table 3: Roles and responsibility

#### ❑ INSTITUTIONAL ARRANGEMENTS

It is the primary responsibility of Council, its Councilors, officials and staff to ensure that integrated planning is undertaken. The Molemole Local Council is responsible for the approval of the IDP for the municipal area. This process belongs to the municipality and, thus, should be owned and controlled by the municipality. Councilors, senior officials, local/traditional authorities, sector

departments and parastatals, civil society and trade unions, amongst others, have distinct roles to play during integrated development planning processes.

**Table 3: Roles and responsibility**

<b>Roles</b>	<b>Responsibility</b>
Municipal Council	The ultimate decision-making body on IDP process. Approves, and adopt IDP.
Mayor	The Mayor is responsible for driving the whole IDP process in the municipality. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager. The IDP Manager deals with the day-to-day issues relating to the IDP and chairs the IDP Steering Committee. The IDP Steering Committee is a technical working team of dedicated officials who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP.
Municipal Manager	The Municipal Manager's Office serve as the driver responsible for the whole IDP Review process.
IDP Steering Committee	<p>The IDP Steering Committee is a Technical Working Team of dedicated Heads of Departments and Senior officials who support the IDP Manager to ensure the smooth planning process. The IDP Steering Committee may appoint IDP Task Teams to deal with specific issues as delegated to them by the Steering Committee. In this regard, all municipal departments are expected to:</p> <ul style="list-style-type: none"> <li>• <i>Providing relevant technical and financial information for analysis in order to</i></li> </ul>

<b>Roles</b>	<b>Responsibility</b>
	<ul style="list-style-type: none"> <li>• <i>determine priority issues.</i></li> <li>• <i>Contributing technical expertise in the consideration of strategies and</i></li> <li>• <i>identification of projects.</i></li> <li>• <i>Providing departmental operational and capital budgetary information.</i></li> <li>• <i>Responsible for the preparation of project proposals; and</i></li> <li>• <i>Responsible for preparing amendments to the draft IDP for submission to council for approval.</i></li> </ul>
IDP Representative Forum	The IDP Representative Forum is the structure that facilitates and coordinates participation of various stakeholders in the IDP process. The IDP Representative Forum is well constituted and functional.
Communities	Communicate their needs and priorities through Ward Committees, Ward Councillors and through village, ward-based meetings and imbizos.
<b>Spheres of Government</b>	
National Government	<p>The role of the national government in the IDP process is to provide a legal framework, policy guidelines and principles for sectoral, provincial and local government planning.</p> <p>National government's involvement in the process was basically restricted to the input from specific departments (e.g. DWAF) rendering services in the provinces and to assist and guide municipalities in the IDP process</p>
Provincial government	The role of the provincial government is to monitor the IDP process on a provincial level, facilitate horizontal alignment of the IDP'S of the District Municipalities within the province and to ensure that vertical /sector alignment took place

Roles	Responsibility
	between provincial sector departments and the municipal planning process.
District Municipality	The role of the district municipality is firstly to compile a 5-year IDP as part of an integrated system of planning and delivery, which will serve as an outline for all future development activities within the municipal area. Secondly, the District municipality is also responsible to effect horizontal alignment of the IDPs of the Local Municipalities, vertical alignment between district and local planning and the facilitation of vertical alignment of IDPs with other spheres of government and sector departments.
Other Stakeholders	The input and participation of corporate service providers, private sector, NGO's, representatives of organized stakeholder groups, etc. in the IDP process is important as these stakeholders are involved in providing goods and rendering services.

Table 2: Roles and responsibilities of spheres of government and other relevant stakeholders

### 1.5. MEC'S IDP ASSESSMENT FINDINGS

The annual MEC's Assessment of Integrated Development Plans (IDPs) is a critical mechanism to guide the review and improvement of municipal IDPs and budgets. This process ensures that IDPs are credible, comply with legislation, and align with Service Delivery Budget and Implementation Plans (SDBIPs).

The assessment indicated that all Molemole's IDP is credible and aligned with the Service Deliver budget and implementation plan

Municipality	IDP Indicator outcome	IDP-SDBIP Alignment
Capricorn District	High	Aligned-Sustained
<b>Molemole</b>	<b>High</b>	<b>Aligned-Sustained</b>
Blouberg	High	Aligned-Sustained
Lepelle Nkumpi	High	Not Aligned-Stagnant
Polokwane	High	Not Aligned-Regress

# **SITUATIONAL ANALYSIS**

## **2. INTRODUCTION**

The situational analysis forms a critical foundation for the Integrated Development Plan (IDP) of the municipality, providing a comprehensive overview of the current conditions, challenges, and opportunities within the municipal area. identifies pressing issues such as service delivery gaps, population dynamics, spatial disparities, and resource constraints

### **2.1. DEMOGRAPHICS**

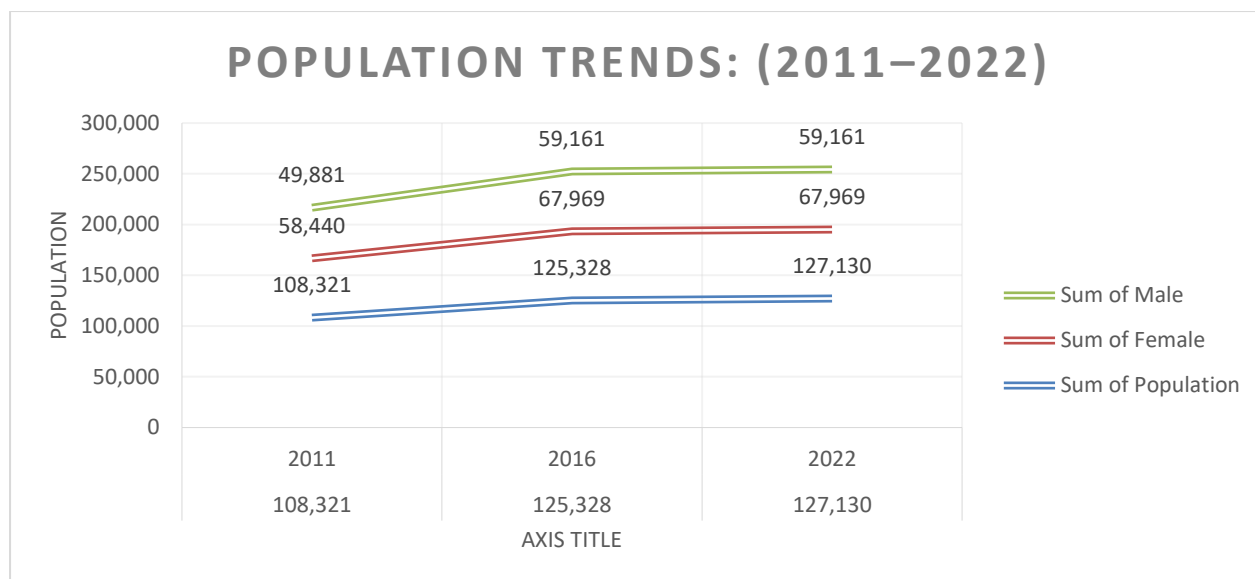
This section provides an overview of the population size, distribution, composition, and trends within the municipal area, highlighting key factors that influence development priorities and service delivery.

#### **2.1.1. POPULATION TRENDS**

Molemole Local Municipality has experienced dynamic population changes in recent years. Between 2011 and 2016, the population grew by a remarkable 15.7%, rising from 108,321 to 125,328 residents. This surge was primarily driven by the incorporation of two additional wards following the disestablishment of Aganang Municipality. However, growth slowed significantly to just 1.4% between 2016 and 2022, with the population reaching 127,130. The deceleration can be attributed to a combination of reduced natural growth and a rise in outmigration, as residents, particularly younger individuals, sought better opportunities in urban areas

- ❑ **Year 2011: 108,321 residents**
- ❑ **Year 2016: 125,328 residents**
- ❑ **Year 2022: 127,130 residents**

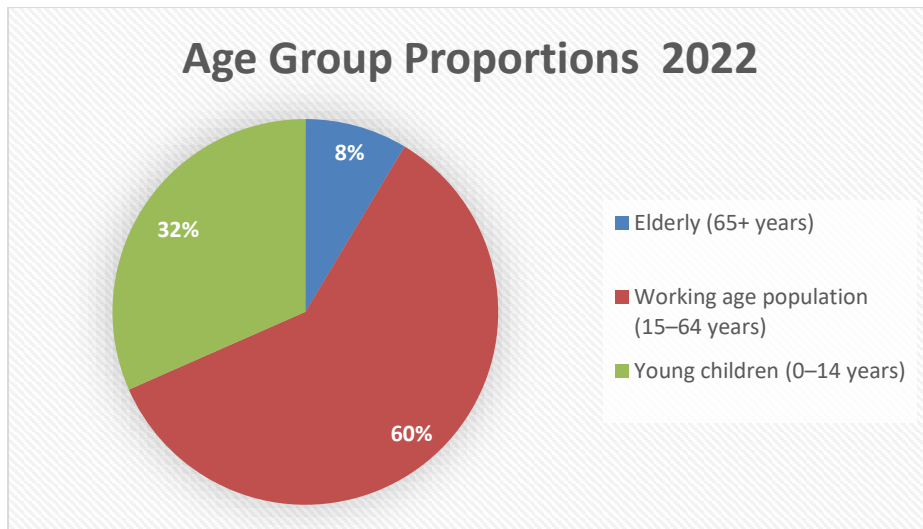




## 2.1.2. AGE DISTRIBUTION BY GENDER

Molemole’s age distribution reveals an important demographic structure. Children aged 0–14 years comprise 31.6% of the population, indicating a youthful community with growing needs for educational and healthcare facilities. The working-age group (15–64 years) accounts for the majority, at 59.8%, presenting opportunities for economic growth and development. The elderly population (65+ years) makes up 8.6%, emphasizing the importance of age-friendly services. Gender distribution further highlights disparities, with females representing 53.5% of the population in 2022 compared to 46.5% for males. This imbalance reflects migration patterns, as men often relocate to urban areas for employment.

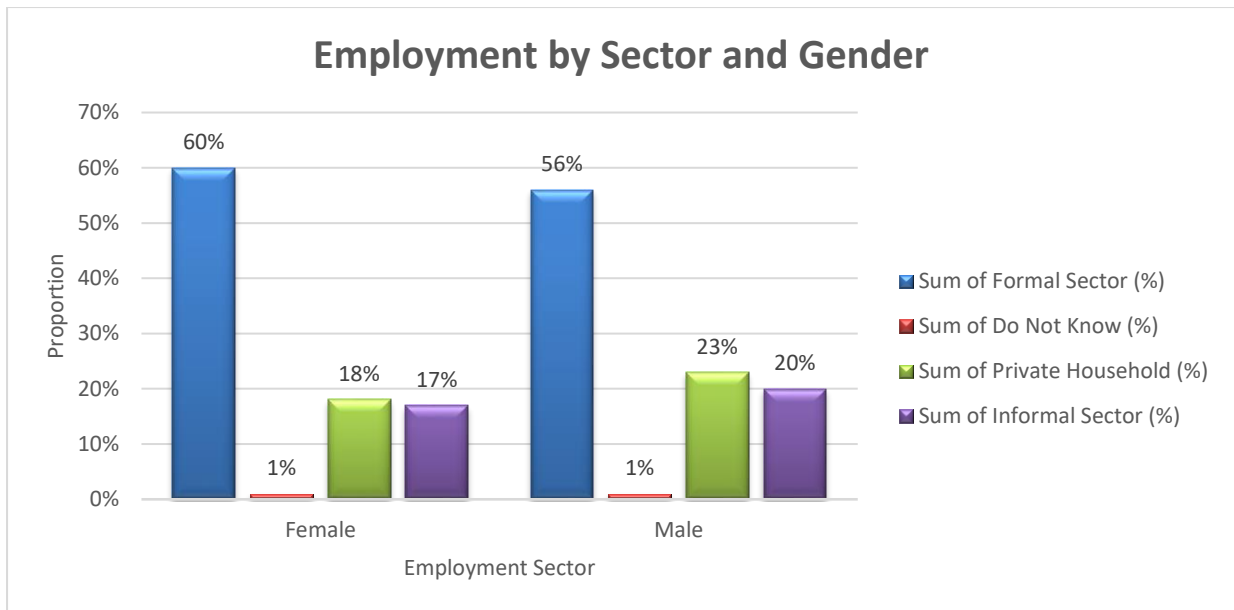
- ❑ **Young children (0–14 years): 31.6%**
- ❑ **Working-age population (15–64 years): 59.8%**
- ❑ **Elderly (65+ years): 8.6%**
- ❑ **Male Population (2022): 46.5%**
- ❑ **Female Population (2022): 53.5%**



### 2.1.3. EMPLOYMENT PROFILE

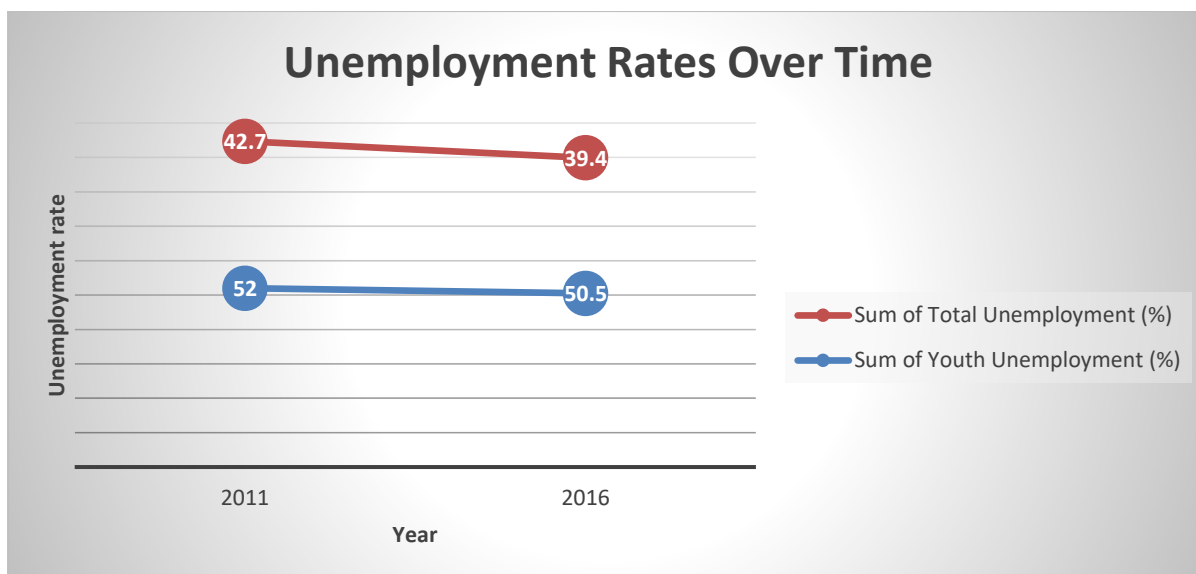
Employment data illustrates disparities across different sectors. The formal sector employs 56% of males and 60% of females, providing stable income opportunities. In contrast, the informal sector accounts for 20% of male employment and 17% for females, highlighting the prevalence of precarious jobs. Private households employ 23% of males and 18% of females, often in domestic and caregiving roles. Despite males dominating the overall workforce, women are disproportionately represented among discouraged job seekers and economically inactive individuals.:

- ❑ **Formal Sector: 56% male, 60% female**
- ❑ **Informal Sector: 20% male, 17% female**
- ❑ **Private Households: 23% male, 18% female**



#### 2.1.4. UNEMPLOYMENT RATES

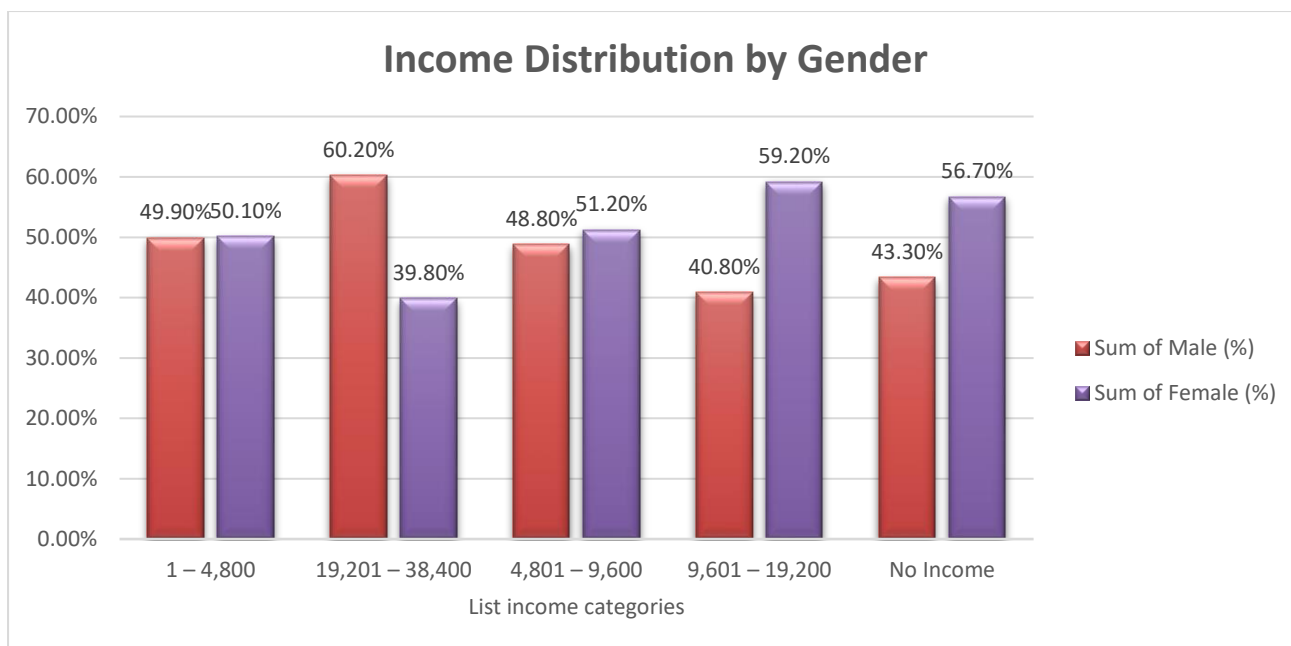
High unemployment remains a critical issue for Molemole Municipality. In 2011, the unemployment rate was an alarming 42.7%, reflecting widespread joblessness and economic challenges. By 2016, this rate improved slightly to 39.4%, but it remains a pressing concern. Youth unemployment, at 52%, is particularly problematic, as it indicates that over half of the young population is without work



### 2.1.5. INCOME LEVELS

Income inequality is a prominent challenge in Molemole Municipality, with the majority of residents earning between R1 and R19,600 annually, reflecting high poverty levels. Men dominate the higher income brackets, while women are overrepresented in the lower ones. For example, in the income group earning R9,601–R19,200 annually, females constitute 59.2%, while males make up 40.8%. Conversely, in the higher income group earning R76,801–R153,600, males dominate at 90.3%, compared to just 9.7% for females..

- **Income Group (R9,601–R19,200):** 59.2% female, 40.8% male
- **Income Group (R76,801–R153,600):** 90.3% male, 9.7% female



### 2.1.6. EDUCATION PROFILE

Education in Molemole shows both progress and ongoing challenges. Only 1% of the population has no schooling, indicating widespread basic education access. However, 17% have only some primary education, and 7% have completed primary school. A significant 29% have some secondary education, and 33% have attained Grade 12 or Matric. Higher education remains limited, with only 13% achieving tertiary qualifications. Females have higher enrollment rates in basic education,

- **No schooling:** 1%
- **Some primary education:** 17%
- **Completed primary:** 7%
- **Some secondary education:** 29%
- **Grade 12/Matric:** 33%

- **Higher education:** 13%

Females exhibit higher enrollment rates in basic education, but gender gaps persist in tertiary-level qualifications.

### **2.1.7. PEOPLE WITH DISABILITIES**

Diverse individuals with disabilities who face unique challenges. Concentration and remembering difficulties affect 1,102 people, while 974 struggle with communication. Hearing challenges are reported by 294 individuals

- ❑ **Concentration/Remembering Challenges:** 1,102 people
- **Communication Challenges:** 974 people
- **Hearing Challenges:** 294 people

## **2.2. KPA 1: SPATIAL RATIONALE**

### **2.2.1. SETTLEMENT PATTERNS AND DEVELOPMENT**

Molemole Local Municipality is predominantly rural in nature which is spatially classified into two sections located in the Western and Eastern parts of the municipality.

The First Cluster: Located in the eastern side of the municipality, this cluster includes Morebeng, Capricorn Park, Nthabiseng, Mocomene. These settlements are situated relatively close to one another, with a moderate population concentration. Notably, a railway line runs through the Morebeng area, enhancing its connectivity.

The Second Cluster: This cluster represents a linear settlement pattern with largest concentration of settlements and is situated along the N1 road between Polokwane and Makhado. It includes settlements such as Mphakane, Ramatjowe, and Sefene. These settlements have primarily developed along the major N1 route, leveraging the road's accessibility. This cluster is also home

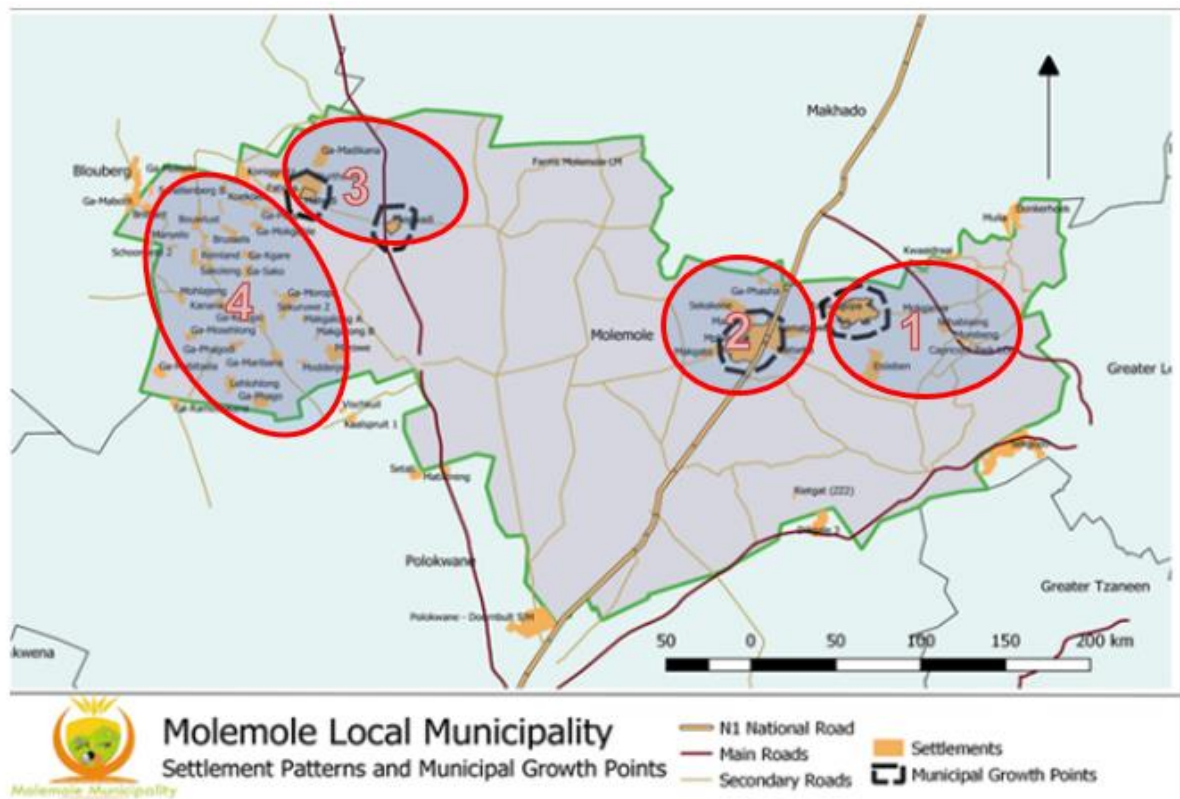
to the only established shopping center within the municipality, making it the most economically viable cluster.

The Third Cluster: Found in the western section of the municipality, this cluster includes Mogwadi and the rural villages surrounding Mohodi and Maponto. The majority of the population resides in the Mohodi and Maponto communities, while Mogwadi serves as the administrative hub of the municipality.

The Fourth Cluster: This cluster comprises settlements on bought farms and all the villages of Moletji. These villages are scattered and host a relatively low



population density. settlements to rural villages and farm homesteads and from densely populated areas to sparsely populated areas.



## 2.2.2. SPATIAL CHALLENGES AND OPPORTUNITIES.

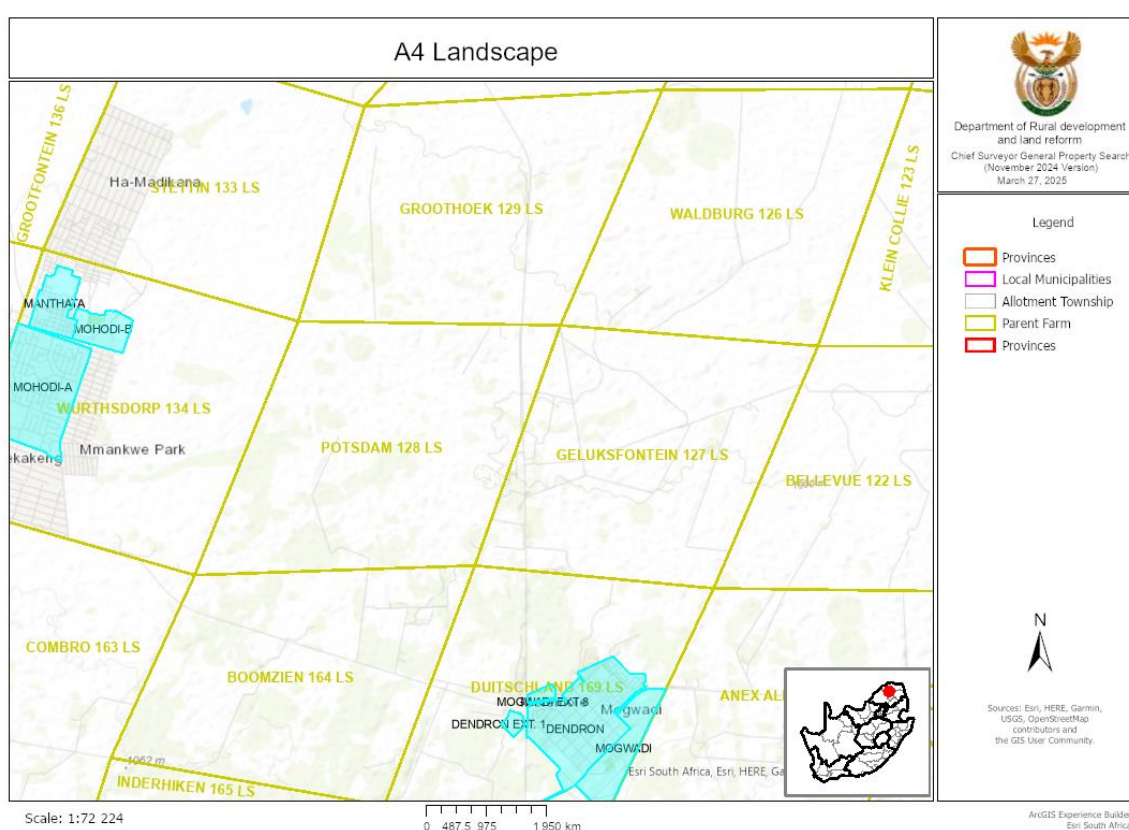
Molemole Municipality faces significant spatial challenges rooted in the historically distorted, unsustainable planning of apartheid. These challenges include:

### ❑ Unsustainable Spatial Patterns:

The municipality is divided into four major clusters, covering Molemole West and Molemole East. Villages, particularly in Molemole West, are dispersed and scattered, making it difficult to deliver basic services in a cost-effective and efficient manner.

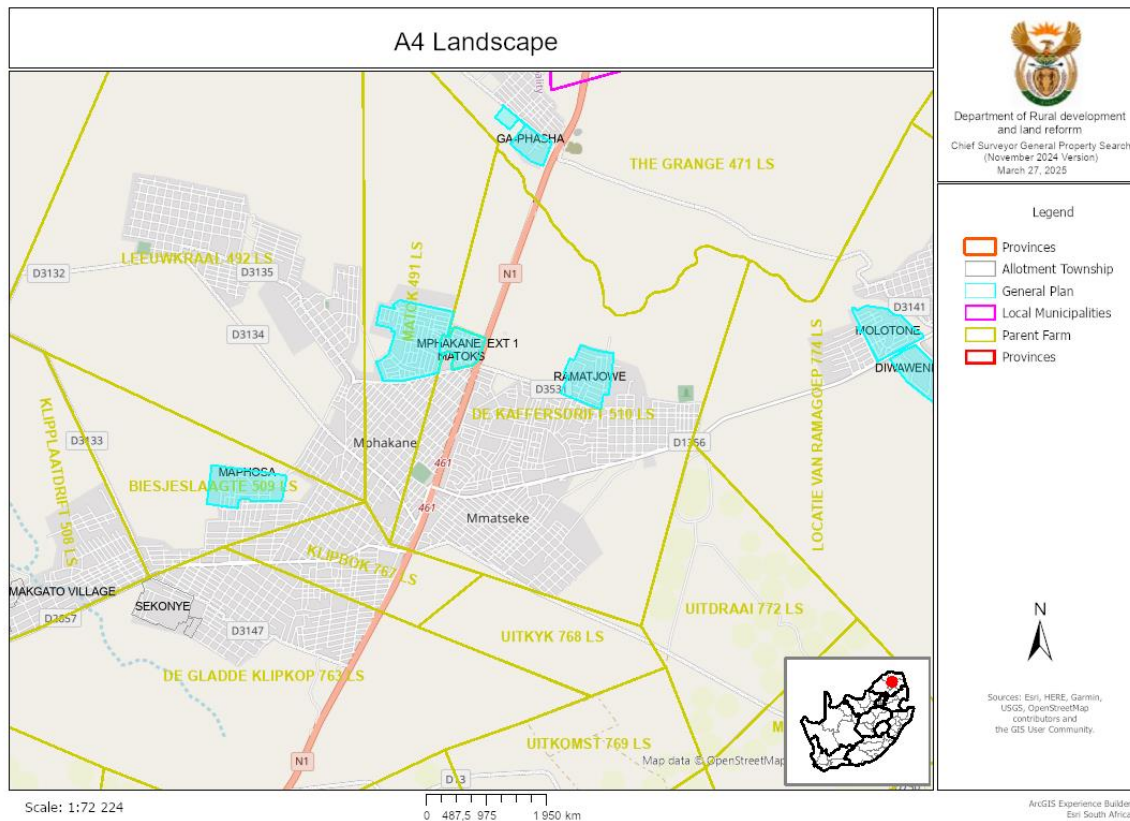
### ❑ Informal settlements

A significant spatial challenge in Molemole Municipality is the predominance of traditional villages with no formal layouts. The majority of these villages lack structured planning and general plans, which hinders efficient service delivery and organized development. In the western side of the municipality, only Mogwadi and sections of Mohodi Newstand have formal layouts with general plans. The remaining villages in the area remain informal.



In the eastern side, formal residential layouts are limited to Morebeng, Nthabiseng, Capricorn Park, and Chewe. Other areas, such as Molotone,

Ramatjowe, and Maphosa, Phasha, Mashaa consist of portions of villages without comprehensive planning.



#### **❑ Rural Sprawl:**

Like many rural municipalities, Molemole struggles with the spatial challenge of rural sprawl, a direct result of poor historical planning. This trend is compounded by continued settlement development following the same inefficient patterns. The cost of providing basic infrastructure services (e.g.,

water, roads, electricity) in these dispersed settlements is more than double that in compact, densified areas.

❑ **Infrastructure Deficits:**

The road network, particularly unsurfaced roads in Molemole R36, creates barriers to investment and increases the cost of doing business. These higher costs are passed on to residents, driving up the cost of living and reducing the competitiveness of local businesses. This has led to outward migration of economically active individuals, depriving local settlements of their development potential.

Despite these challenges, Molemole Municipality has considerable spatial and economic opportunities:

❑ **Strategic Corridors:**

The Trans-Limpopo Corridor according to Limpopo SD, 2022 The revived Trans Limpopo SDI is meant to create an economic corridor from the Limpopo Province northwards extending to Victoria Falls in Zimbabwe (the Matabeleland Province). This SDI also links up the Musina-Makhado Special Economic Zone. One of the critical issues explored as part of both initiatives is gaining access to water resources from Zimbabwe to support the SEZ. On the Zimbabwean side the Zimbabwe Investment Development Authority is investigating the creation of a special purpose vehicle to promote investment in Beitbridge. Investment opportunities includes citrus production, infrastructure development, beef and related products, manufacturing,

livestock production, retail, warehousing, packaging, accommodation, transport and logistics.

, running along the N1 (north-south) through Botlokwa, and the Phalaborwa Corridor, running east-west across Morebeng, serve as important economic catalysts. These corridors facilitate trade, connectivity, and opportunities for Local Economic Development (LED).

❑ **Mineral Potential:**

Recent discoveries of mineral deposits in Molemole create significant potential for mining exploration and beneficiation projects, further driving economic growth.

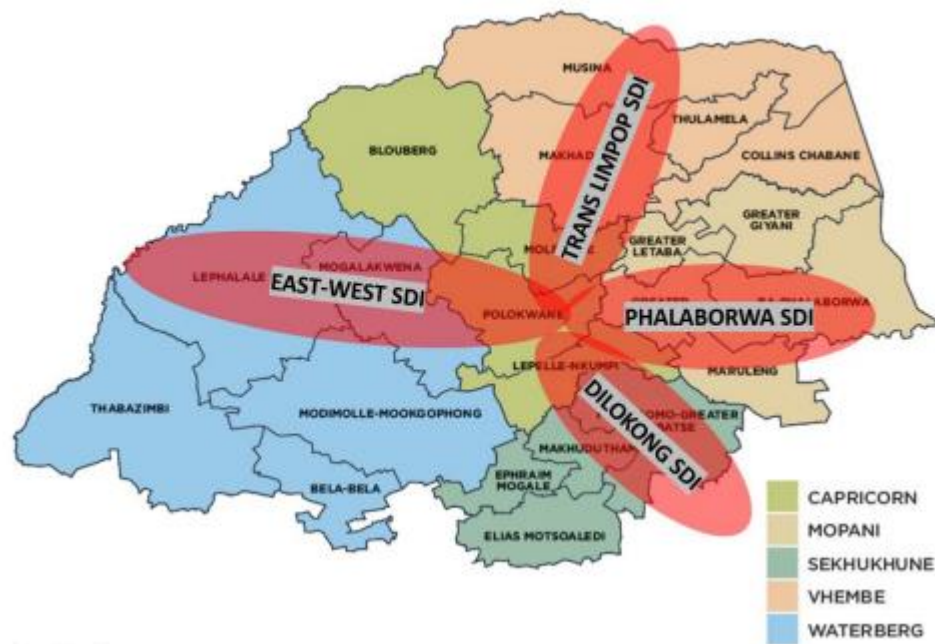
❑ **Proximity to Polokwane:**

Molemole's close location to Polokwane, the province's logistical hub, provides residents with increased economic and employment opportunities. It also enhances the municipality's potential to leverage the regional supply chain network.

❑ **Makhado-Musina SEZ:**

The establishment of the Makhado-Musina Special Economic Zone (SEZ), which passes through the Botlokwa node, offers employment opportunities for

Molemole residents and serves as a catalyst for unlocking the economic potential of the area.



### 2.2.3. HIERARCHY OF SETTLEMENT

Settlement hierarchy refers to the arrangement of settlements in a region, ranked from the smallest to the largest or the simplest to the most complex, based on their size, population, and the services they provide. Molemole



Municipality is characterized predominantly by villages and two towns, with a settlement hierarchy that is dominated by rural nodes.

According to the 2018 Spatial Development Framework, Mogwadi, Morebeng, and Botlokwa are identified as municipal growth points/nodes, while Ramokgopa, Mohodi, and Phago are classified as rural focus areas.

**Table 4: Hierachy of settlement**

Node point	Area
Municipal growth point	Mogwadi
	Morebeng
	Botlokwa
Rural node	Mohodi
	Phago
	Ramokgopa

#### **2.2.4. LAND USE COMPOSITION**

Molemole Municipality spans approximately 3,347 square kilometers, with land use predominantly allocated to agriculture, which occupies around 91% of the total area. This includes extensive farm portions and tribal land. The agricultural land supports both subsistence and commercial farming activities, forming the backbone of the municipality's economy.

Residential land use is mainly concentrated in villages and towns across the municipality. Tribal land also features residential clusters, There are also

significant portions of land dedicated to commercial, institutional, and tourism purposes, particularly near major transport routes such as the N1. Shopping centers, government facilities, schools, filling stations, and tourism attractions, including conservation areas and game reserves, contribute to the municipality's economic and service infrastructure.

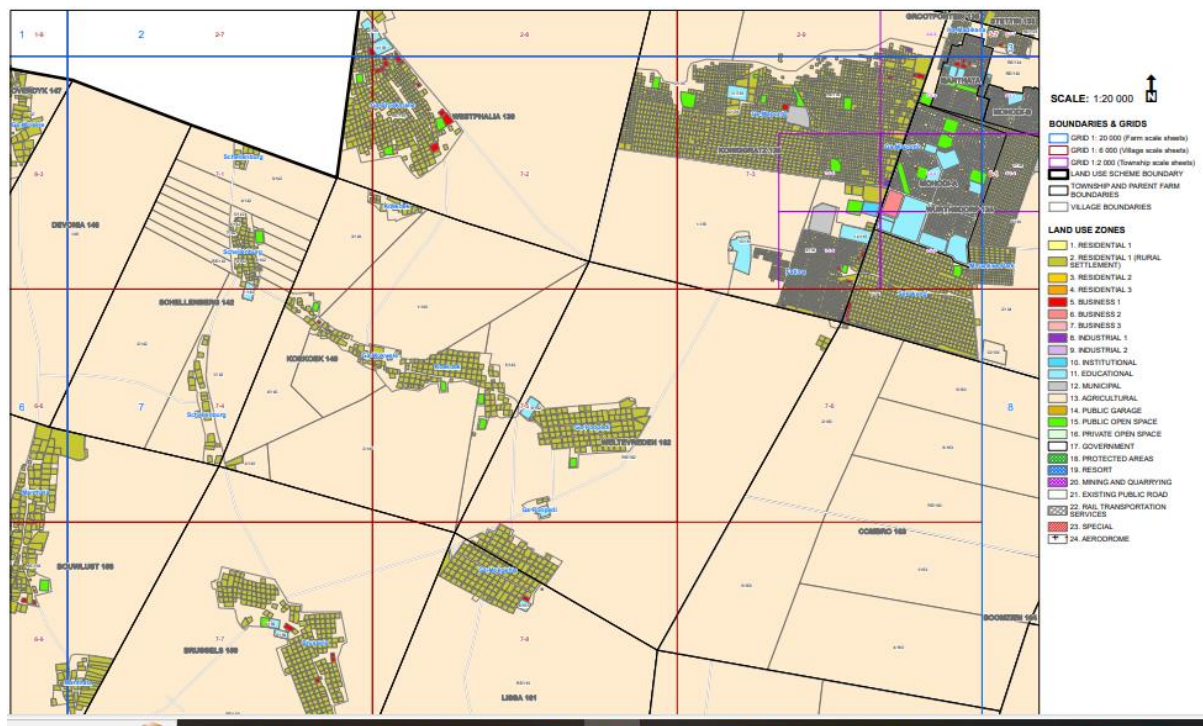


Figure 1: Land use composition

## 2.2.5. GROWTH POINTS

Growth points are strategic settlements identified for investment and development due to their potential to drive local economic growth and service



delivery. In Molemole Municipality, growth points are classified based on their role in the regional economy and infrastructure development.

NODE POINT	AREA
Municipal growth point	Mogwadi
	Morebeng
	Botlokwa
Rural node	Mohodi
	Phago
	Ramokgopa

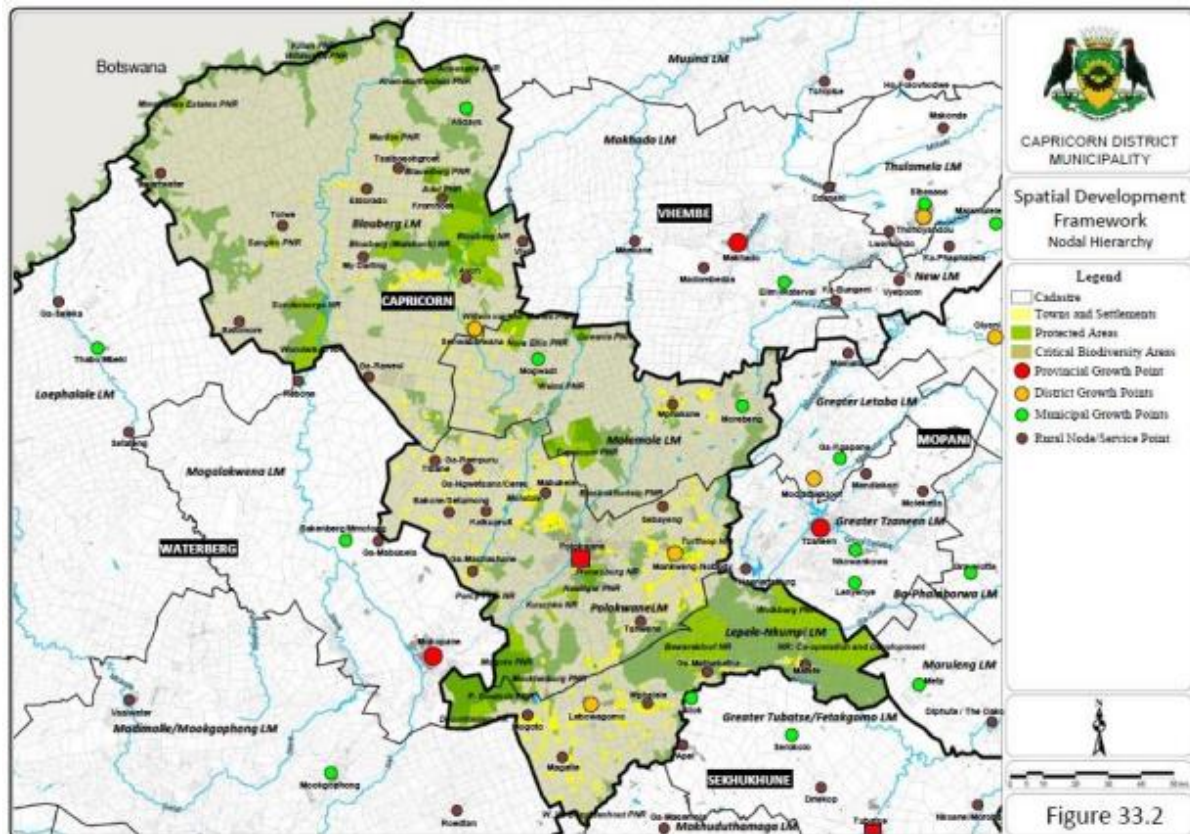


Figure 2:CDM Nodal hierarchy  
The Mogwadi growth point

comprises a typical rectangular grid-like (gridiron road pattern) network with the western and northern main entrances along road R521; The core of the Mogwadi town comprises a mixture of businesses, residential and community facilities which are mainly concentrated in an L-shape along D1200 activity spines, there is lack of soft spaces which are environmental health friendly such as parks and social sites and could be provided in vacant areas earmarked as

Community Facilities; The Residential component comprises a partially developed middle-high income residential area.

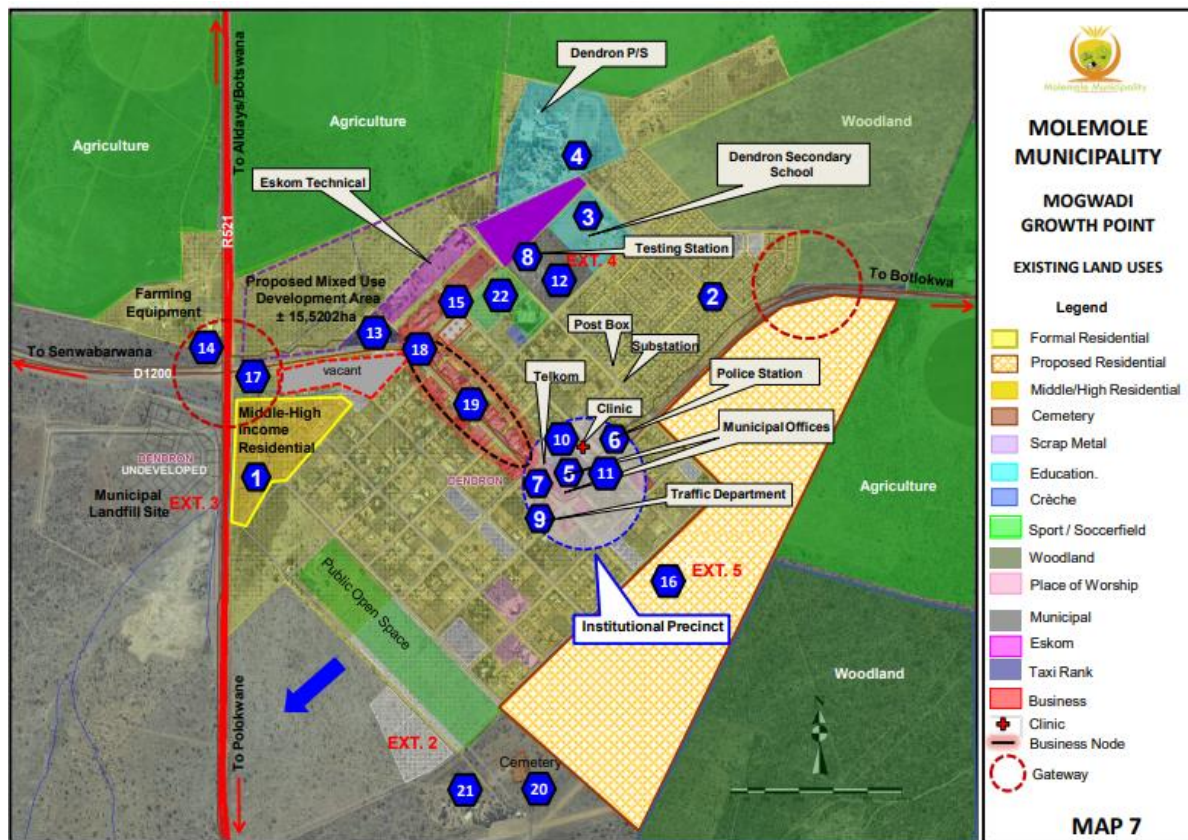
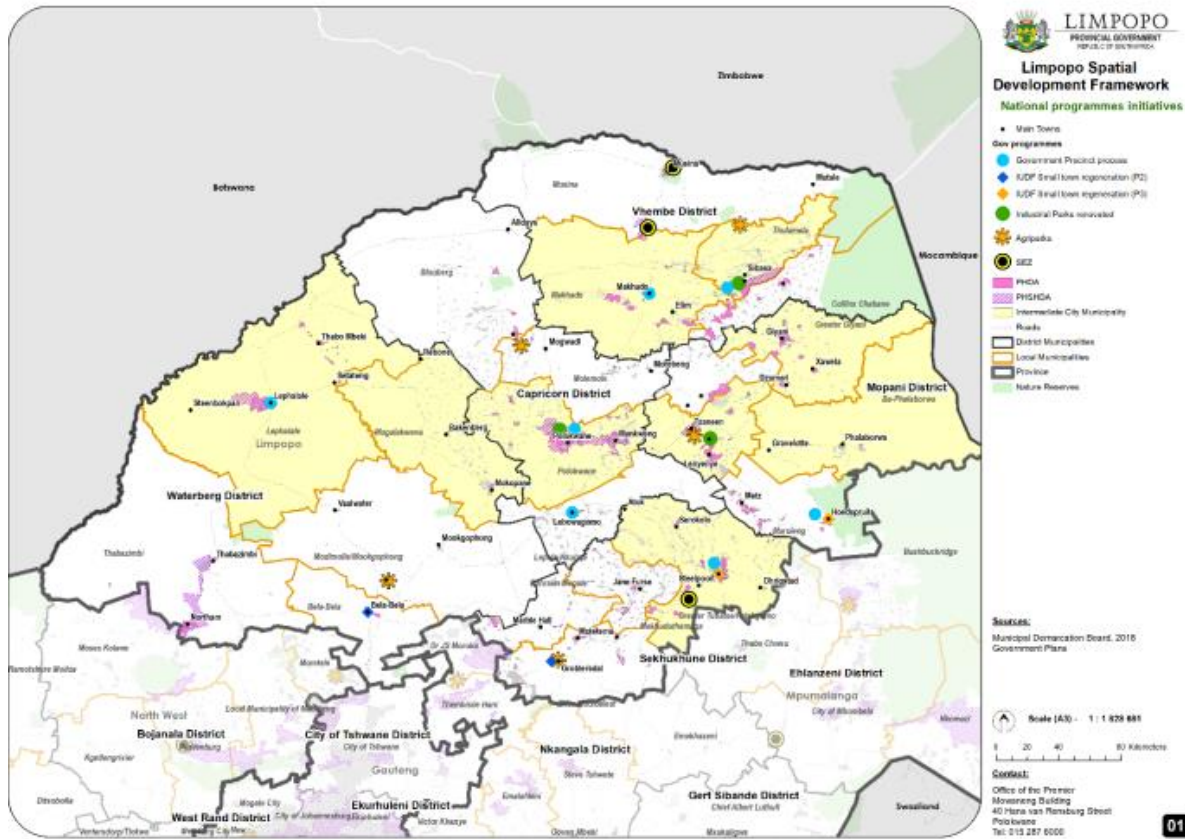


Figure 3: Mogwadi Growth Point

Mogwadi precinct was chosen designated a location to construct an Agri park . An Agri-park is a networked innovation system of agro-production, processing, logistics, marketing, training and extension services, located in a District Municipality (DALRRD, n.d.). As a network it enables a market-driven combination and integration of various

agricultural activities and rural transformation services below figure demonstrate national programme initiatives

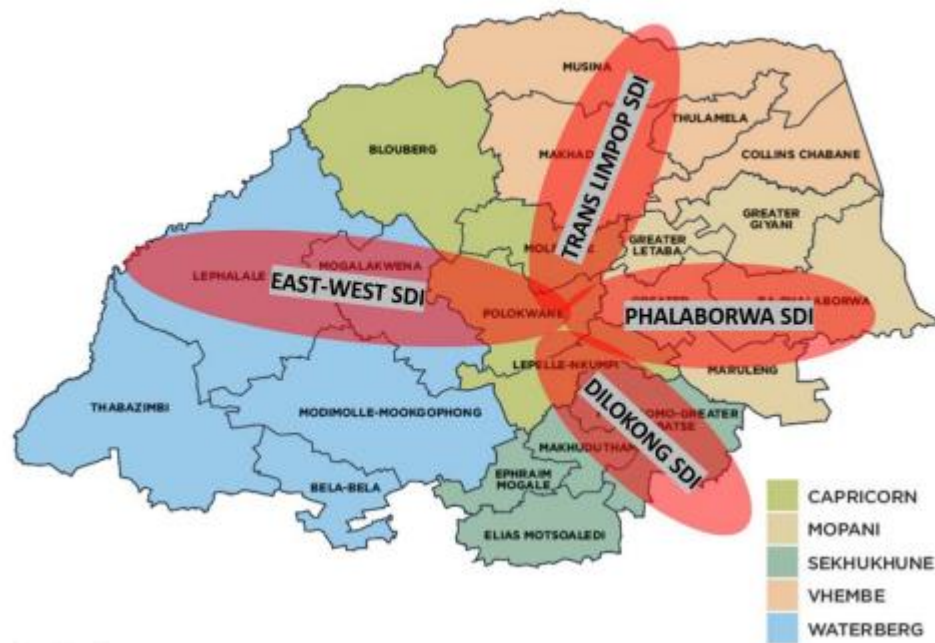


### Botlokwa growth point

The Botlokwa growth point can be described as a rural settlement with a partially compact spatial structure where economic activities are clustered in and around the main economic node, which is situated along the N1 and road D1356 interchange. The node is situated on an activity spine identified as Trans-Limpopo Corridor which presents potential for economic development and along which numerous activities have developed in a linear pattern such



as business, taxi rank, informal trading, Botlokwa hospital, MPCC, schools, etc. in the same node a modern retail centre has been established and provides a variety of goods and services to the surrounding settlements, as well as to visitors who frequent the N1.

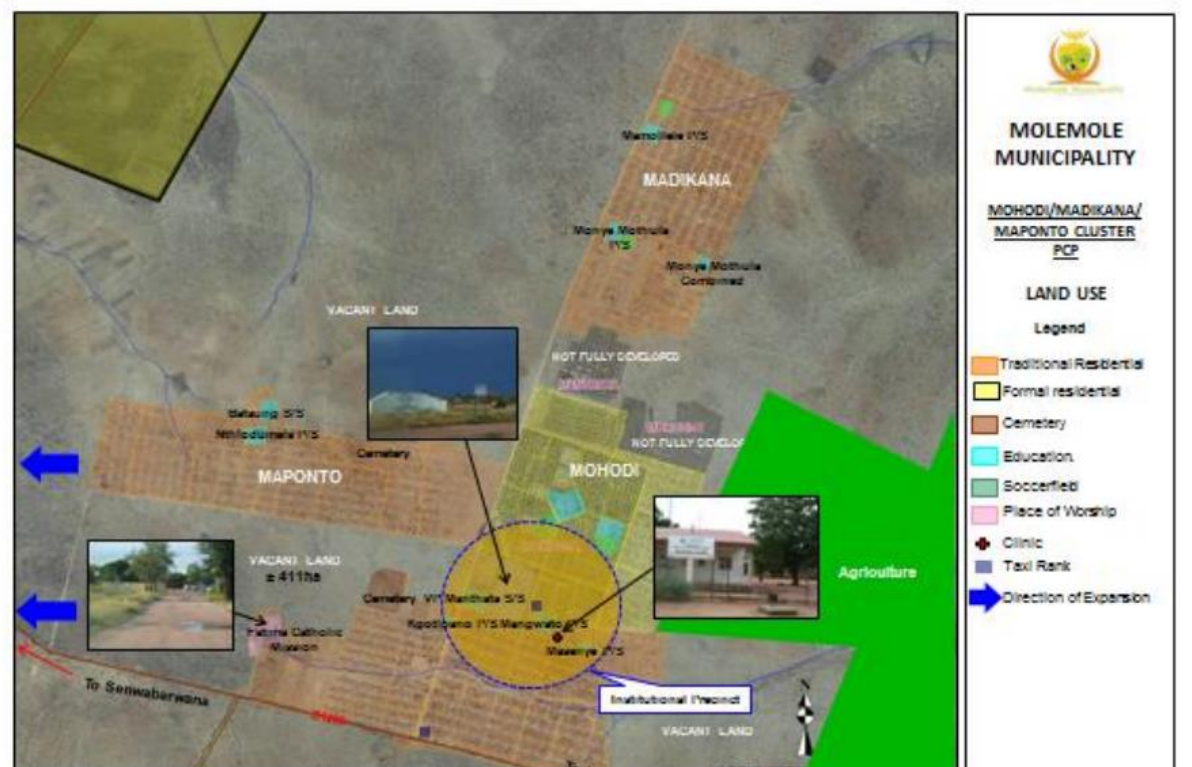


### **Mohodi rural node**

This node contains limited economic activities that are confined to small scale retail in the form of hardwares, convenient shops, backyard scrap yards, mechanical workshops and a number of entertainment facilities such as taverns and liquor stores. Small scale subsistence agriculture is being practised in this node. Most of the node's economic activities are performed in Senwabarwana and Mogwadi nodes. However, the D1200. corridor offers a

window of opportunity for commercial development as evidenced by the existence of a modern hotel and a filling station

This node comprises of a low density residential sprawl typical of rural areas that cover a range of settlements located in an area. There is no dedicated edge to curb the continuing



### Ramokgopa rural node

This node comprises of a low density residential sprawl typical of rural areas that cover a range of settlements located in an area. There is no dedicated edge to curb the continuing sprawl, The settlement has an existing node comprising a medical centre, clinic, schools, home affairs offices situated along

high order road providing an opportunity for growth along this road. the Capricorn Tvet college is located in this node

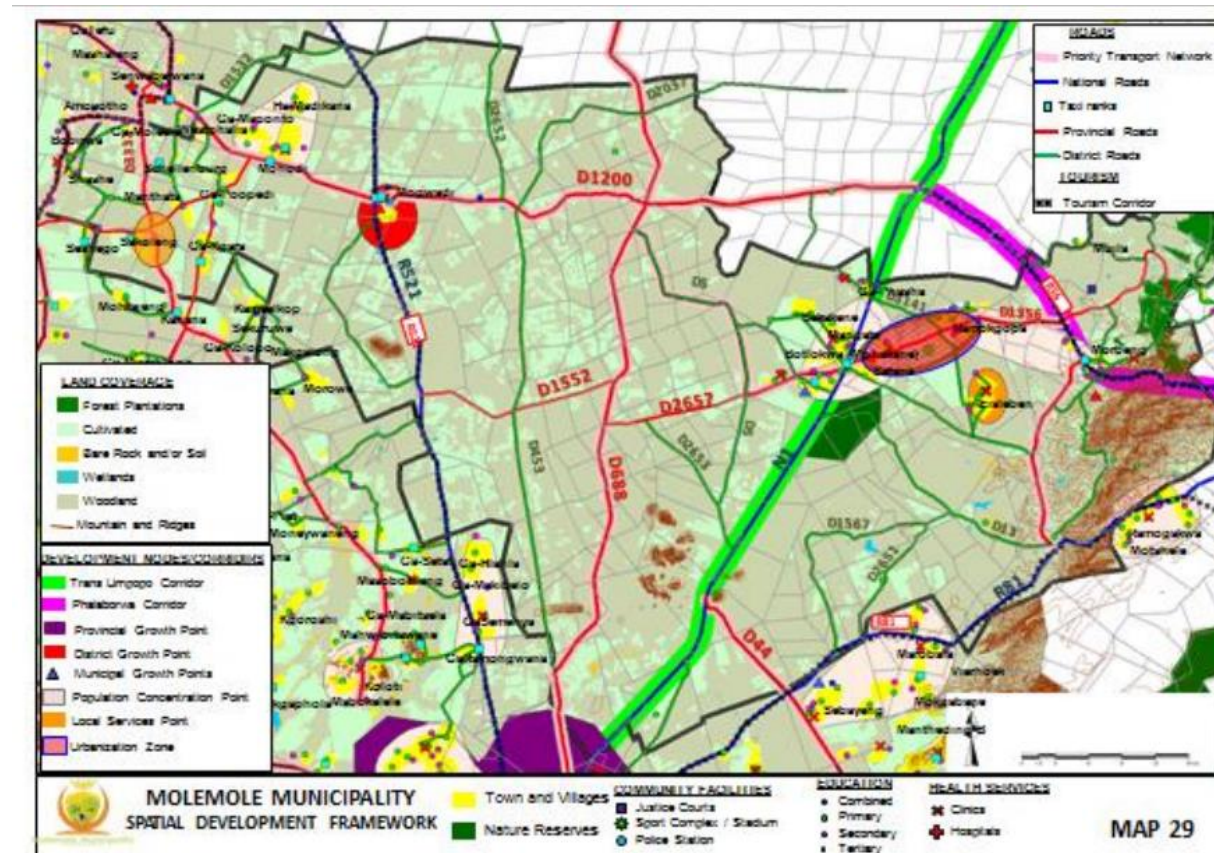


## Phago rural node

The node is strategically located in that it serves as a point of connection in terms of routes to various communities south west of Molemole and beyond municipal boundaries it will also service settlements in Polokwane which are within the sphere of influence of the node. To the north of Molemole it offers great connectivity to settlements such as Marowe, Lehlohlolong, Ga-Maribana and Modderput. In the Polokwane area it connects well with Ga-Piet, Ga-Rankhuwe and Ga-Mmabasotho. The node is situated on a state owned farm



Lanark which the Molemole Municipality has already commenced with initiatives to put up base in the village



## 2.2.6. LAND OWNERSHIP AND SPACE ECONOMY

Land ownership and space economy in Molemole is depicted in the Map below:



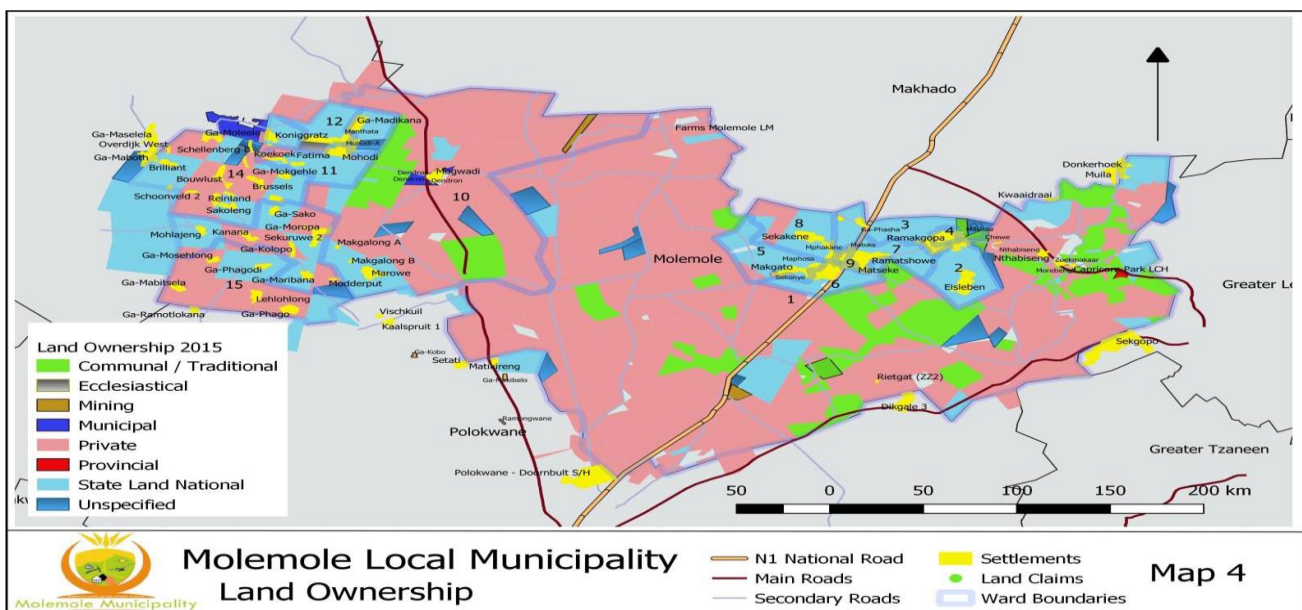


Figure 11: Land ownership

Table 5: Land ownership by area

OWNER CATEGORY	Area (Ha)	Area in %
GOVERNMENT	470.8387	0.14%
MUNICIPAL	66.7194	0.02%
PRIVATE	302103.463	91.46%
PRIVATE RES	385.6098	0.12%
TRIBAL /CPA	27270.1946	8.26%

Figure 12: Land Claims

Below is a Summary of the Four Clusters of The Municipality:

CLUSTER ONE	WARD NUMBER	NAMES OF VILLAGES	WARD COUNCILLOR
	01	Morebeng, Nthabiseng, Bosbuilt, Boerlands and Capricorn Park.	Cllr. Rathete Tshepiso

CLUSTER ONE	WARD NUMBER	NAMES OF VILLAGES	WARD COUNCILLOR
Morebeng, Ratsaka and Ramokgopa cluster	02	Ga-Sebone, Ga-Mokganya, Riverside, Ga-Masekela, Ga-Kgatla, Ga-Makgato, Ga-Rakubu, Ga-Mmasa and Masedi	Cllr. Rampyapedi Tshepiso
	03	Ga-Phasha, Moshate, Greenside, Vuka, Motolone, Monenyane, Ga-Thoka, Diwaweng, Ga-Joel and Molotone	Cllr. Chepape Portia
	04	Sephala, Madiehe, Maila, Makwetja, Ga-Thoka, Mashaha, Mabula and Ga-Chewe.	Cllr. Rathaha Masilo
MACHAKA AND MAKGATO CLUSTER	05	Makgato, Lebowa, Mashabe, Morelele and Maphosa	Cllr. Ramarutha Evans
	06	Sekonye, Mmamolamodi, Ga-Podu, Dikgading, Mphakane and Springs	Cllr. Machaka Sina
	07	Matseke, Ramatjowe, Sekhokho and Sefene.	Cllr. Machete Elizabeth
	08	Sekakene, Mangata, Polatla, Sione, Ribane and Dikgolaneng	Cllr. Ramusi Moshaba
	09	Matswaing, Sekhokho, Dipateng, Nyakelang, RDP and Sekhwama	Cllr. Modiba Godfrey
MOGWADI, MOHODI AND MAPONTO CLUSTER	10	Mogwadi, Makgalong A and B, Marowe and Moletjane	Cllr. Moabelo Moloko
	11	Sekakene, Mankwe Park and Fatima	Cllr. Ngobene Masilo
	12	Newstand B and Maponto	Cllr. Letlalo Selina

CLUSTER ONE	WARD NUMBER	NAMES OF VILLAGES	WARD COUNCILLOR
	13	Kofifi, Madikana and Mohodi Newstand C	Cllr. Kgopane Thabitha
MOLETJIE AND BOUGHT FARMS CLUSTER	14	Maupye, Koek-koek, Rheinland, Brilliant, Boulast, Schoenveldt, Brussels, Mokgehle and Westphalia.	Cllr. Mabitsela Isaac
	15	Sako, Kanana, Witlig (Mohlajeng), Kolopo, Sekuruwe, Machabaphala and Maribana.	Cllr. Masoga Phuti
	16	Masehlong, Mabitsela, Phago, Phaudi and Flora	Cllr. Nong Molema

Table 14: summary of clusters

**Map below illustrate the Spatial Development Framework of Molemole Local Municipality:**

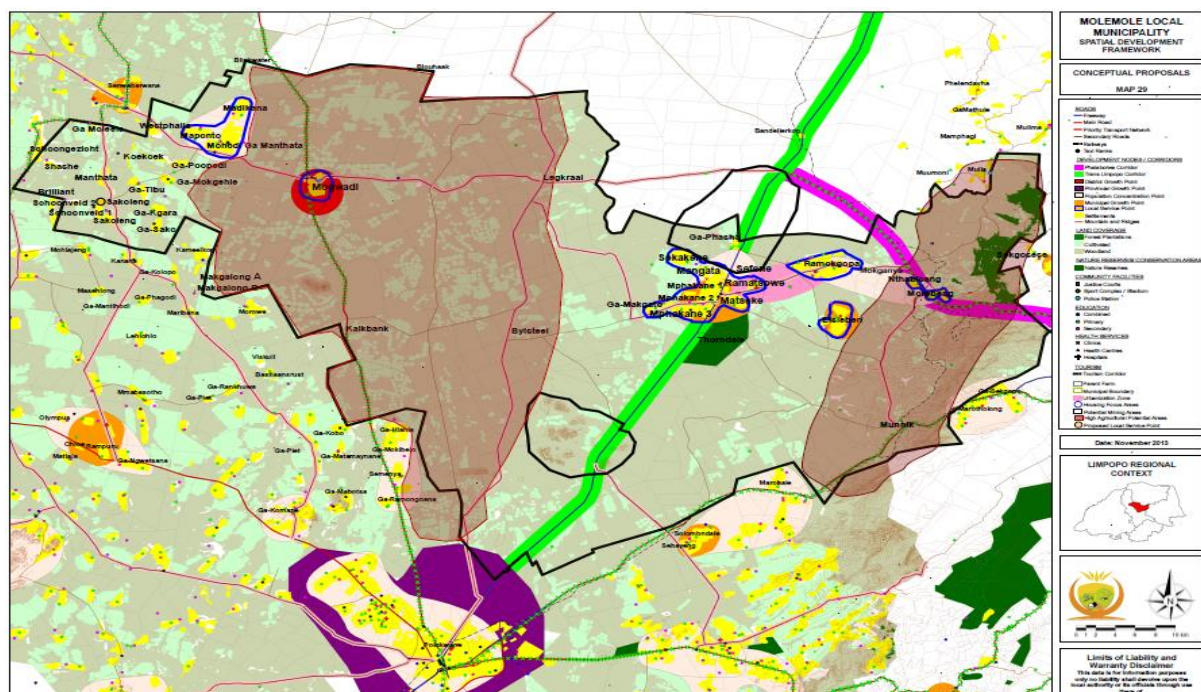


Figure 13:

Source: Molemole Spatial Development Framework, 2013

**Figure 3** illustrates the spatial distribution of land claims in the study area and **table 3** provides a list of such land claims obtained from Provincial Land Claims Commission).

## Molemole Municipality Land Claims

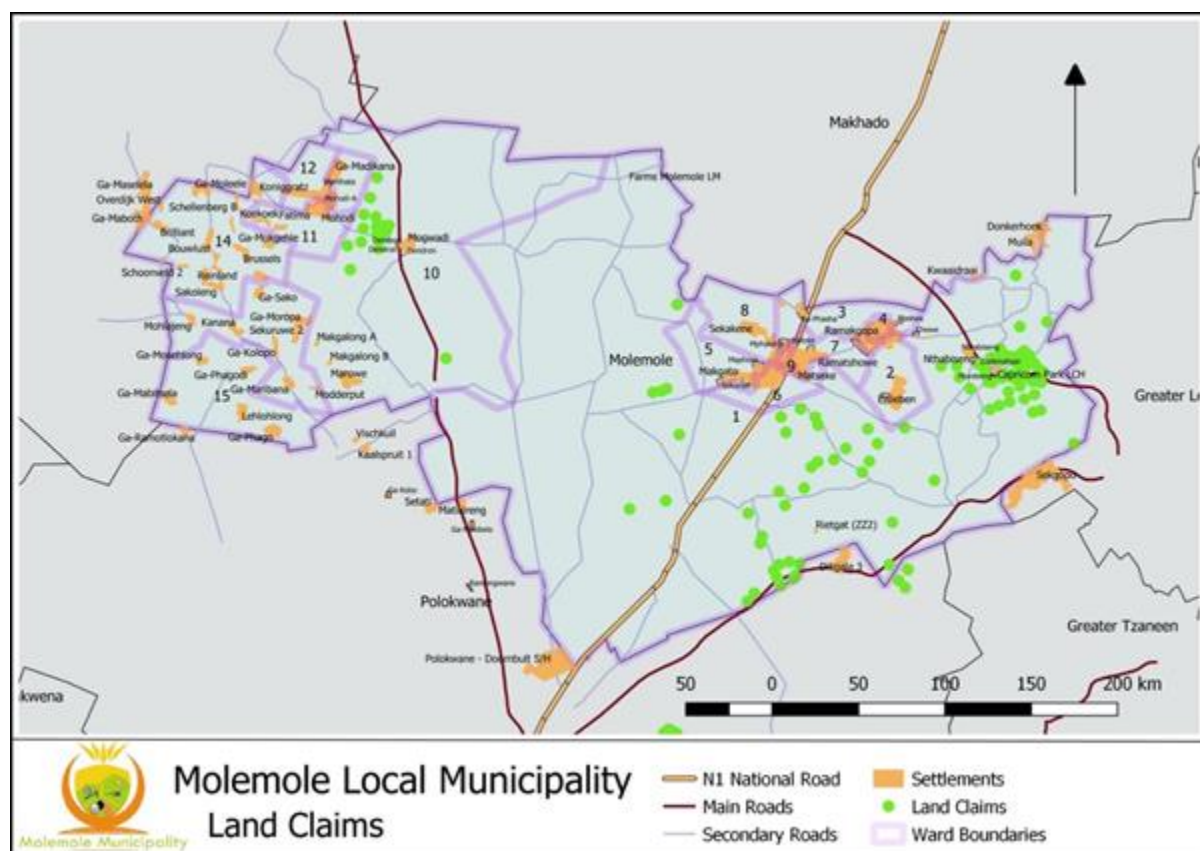


Figure 15: Land claims

Source: DRDLR (Provincial Land Claims Commission)

### 2.2.7. LIST OF FARMS UNDER CLAIMS & CURRENT STATUS

No.	Name of Farm	Status
1	De Put 611 LS	Gazetted
2	Langgerecht 610 LS	Gazetted
3	Locatie van Malietzie 606 LS	Gazetted

No.	Name of Farm	Status
4	Maroelabult 614 LS	Gazetted
5	Kalkfontein 615 LS	Gazetted
6	Uitkoms 864 LS	Gazetted
7	Fortklipdam 852 LS	Gazetted
8	Palmietfontein 620 LS	Gazetted
9	Kareebosch 618 LS	Gazetted
10	Palmietkuil 853 LS	Gazetted
11	Klapperbosch 752 LS	Gazetted
12	Tijgerfontein 503 LS	Gazetted
13	Groenvlei 751 LS	Gazetted
14	Swartlaagte 749 LS	Gazetted
15	Graspan 753 LS	Gazetted
16	Leeuwkopje 505 LS	Gazetted
17	Zwartpan 755 LS	Gazetted
18	Withoutlaagte 757 LS	Gazetted
19	Vlakfontein 759 LS	Gazetted
20	Driedoornhoek 452 LS	Gazetted
21	Zoutfontein 501 LS	Gazetted
22	Helpmekaar 819 LS	Gazetted
23	Segops Location 821 LS	Gazetted



No.	Name of Farm	Status
24	Waterval 827 LS	Gazetted
25	Netrecht 832 LS	Gazetted
26	Diepkloof 830 LS	Gazetted
27	Patryspan 207 LS	Gazetted
28	Driedoornhoek 452 LS	Gazetted
29	Zoutfontein 501 LS	Gazetted
30	Ruigtesvly 475 LS	Historical Valuation
31	Matjesgoedfontein 513 LS	Historical Valuation
32	Kleinfontein 847 LS	Negotiations
33	Schuinsgelegen 845 LS	Negotiations
34	Rietspruit 792 LS	Negotiations
35	Bodensteinshoop 765 LS	Negotiations
36	Maroelaput 764 LS	Negotiations
37	Brakfontein 796 LS	Negotiations
38	Waterval 793 LS	Negotiations
39	Noogensfontein 780 LS	Negotiations
40	Mooiplaats 815 LS	Negotiations
41	Magataspruit 816 LS	Negotiations
42	Uitval 817 LS	Negotiations
43	Blinkwater 784 LS	Negotiations

No.	Name of Farm	Status
44	Salamis 807 LS	Research
45	Roodewal 808 LS	Research
46	Uitvalplaats 842 LS	Research
47	Zoetfontein 797 LS	Research
48	Waterval 793 LS	Research
49	Rechtdaar 175 LS	Research
50	Draaifontein 180 LS	Research
51	Tarentaaldraai 493 LS	Research
52	Deonderstewagendrift 464 LS	Research
53	Paardesmid 469 LS	Research
54	The Grange 471 LS	Research
55	Uitkomst 769 LS	Research
56	Doornlaagte 787 LS	Research
57	Ramapoetspruit 514 LS	Research
58	Deelkraal 515	Research
59	Modderfontein 517 LS	Research
60	Grobler 776 LS	Research
61	Waterval 785 LS	Research
62	Zoetmekaar 778 LS	Research
63	Boschkopje 519 LS	Research



No.	Name of Farm	Status
64	Setali 122 LT	Research
65	Rietvlei 130 LT	Research
66	Setali 131 LT	Research
67	Setali 431 LT	Research
68	Voorspoed 132 LT	Research
69	Wakkeestroom 484 LT	Research
70	Swaneswang 1175 LT	Research

Table 15: list of farms

**Source: DRDLR (Provincial Land Claims Commission)**

#### **2.2.8. LAND USE THE MANAGEMENT SYSTEM AND SCHEME.**

The municipality has a Land Use Scheme in place aimed at regulating land use municipality within its jurisdiction. The Scheme was adopted and promulgated in 2023, and is known as Molemole Land Use Scheme, 2023. With the coming into effect of the Spatial Planning and Land Use Management Act (SPLUMA), 2013, the scheme would currently under reviewed to ensure that it is consistent with the relevant act (SPLUMA) but, also to ensure that it includes areas from the disestablished Aganang Municipality.

#### **2.2.9. Environmental Analysis**

##### **❑ Environmental Management Legislation**

The Molemole environmental analysis report is informed by the following environmental legislations, policies and plans: NEMA (107 of 1998), NEM: Waste Act (Act no. 59 of 2008), NEM: Biodiversity Act (Act no. 10 of 2004), NEM: Protected Areas Act (Act no. 57 of 2003), Molemole SEA (2015),

Capricorn District Climate Response Strategy, Limpopo Environment Outlook Report (2016), Capricorn District Air Quality Management Plan, Molemole Integrated Environmental Management Plan (2008).

#### **❑ Environmental protocols**

To achieve sustainable development, emphasis on local is essential. The international Earth Summit held in Rio de Janeiro during 1992 highlighted the fact that no progress towards sustainable development will be achieved unless there is action at local level for global purposes. Local Agenda 21 emerged as a product of the summit. The slogan of 'think globally act locally' was accepted at this summit.

Since 1992 there have been numerous initiatives aimed at getting local authorities to become more environmentally conscious. South Africa was a signatory to the Rio Declaration and is therefore obligated to ensure that the spirit of Local Agenda 21 is pursued and executed.

As part of the reconstruction and development process in South Africa, the nation's three largest cities (Johannesburg, Cape Town and Durban Metropolitan Area) all initiated local Agenda 21 programmes during 1994/1995 in compliance with the Local Agenda 21 mandate.

These early programmes catalysed a broad range of activities throughout the country resulting in other towns and cities such as Kimberly, Port Elizabeth,

East London, Pretoria and Pietermaritzburg initiating their own Local Agenda 21 programmes.

Limpopo is amongst other Provinces that initiated provincial campaigns to encourage broad scale local authority involvement in Local Agenda 21 initiatives. In 1998 a National Local Agenda 21 Programme was launched by the Department of Environmental Affairs in order to support and co-ordinate network activities throughout the country.

**Interpretation of the protocol to South African municipalities is that they must.**

- *Manage and improve their environmental performance,*
- *Integrate sustainable development aims into the local authority's policies and activities, and. educate and raise awareness amongst its communities.*
- *Take reasonable actions within its means to protect the environment and its natural resources.*

#### **❑ Bio-physical environment**

##### **i. Topography**

Molemole consists of undulating topography, generally flattest in the north and west (Figure 1). Elevation ranges from less than 900 m in the north to over 1 250 m in the hills of the south and south-east. Slopes are generally gentle, less than 5% in most cases, but steeper terrain occurs in the hilly areas, up to >25% in places. The topography of an area can dictate the ability to develop or not.

Generally, flatter gentle sloping topographies allow for easier establishment of development.

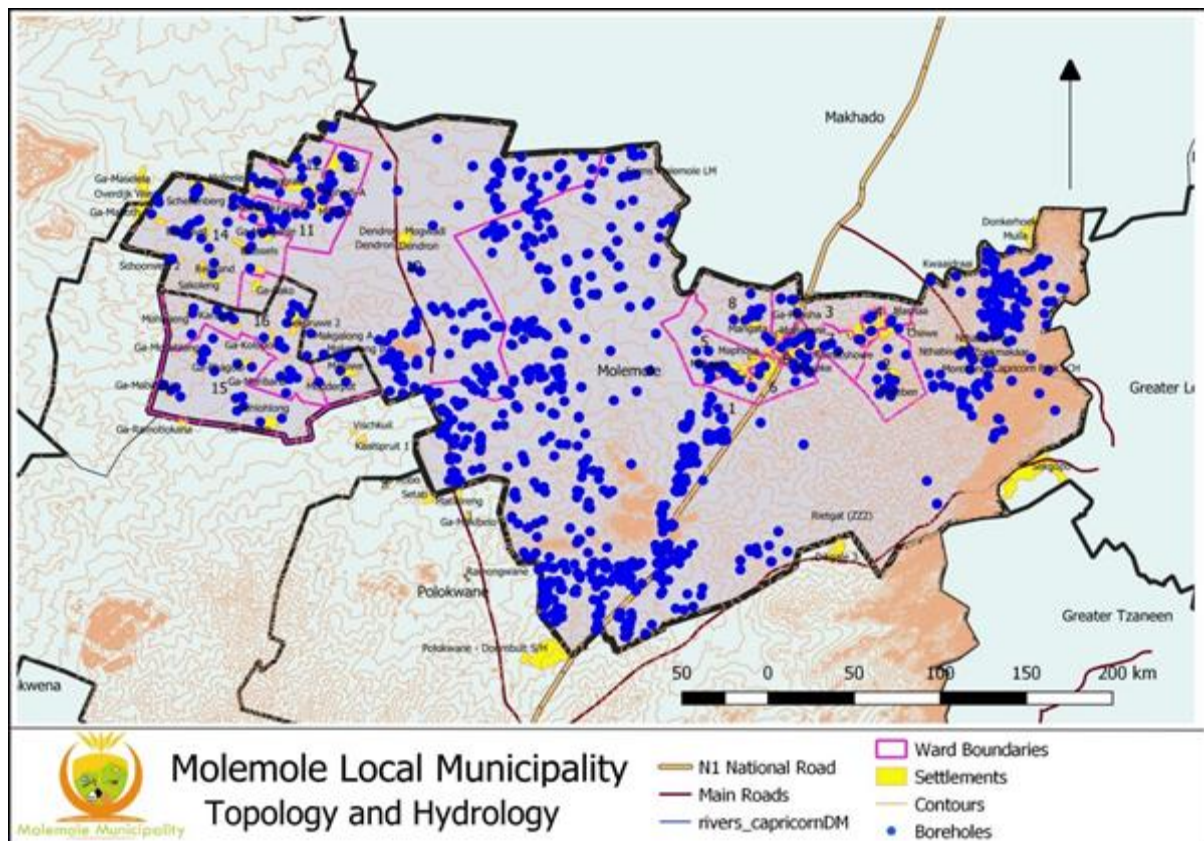


Figure 16: topology and hydrology

## ii. Land cover

There are various dominant vegetation types that characterise Molemole LM. As a well-known fact, Makhado Arid Sweet Bushveld is the predominant vegetation type which covers about 80% of the study area, whereas others like Lowveld Sour Bushveld, Mamabolo Mountain Sour Bushveld, Polokwane Plateau Grassveld, Sourish Bushveld and Mixed Bushveld account for the remaining 20% of the total land area of Molemole Local Municipality.

Despite all these natural vegetation, the study area is prone to environmental deforestation by communities including along the Sand River basin. Due to rolling grassland together with scattered shrubs and isolated trees accompanied by limited rainfall, the entire Molemole LM is classified as a Savannah biome

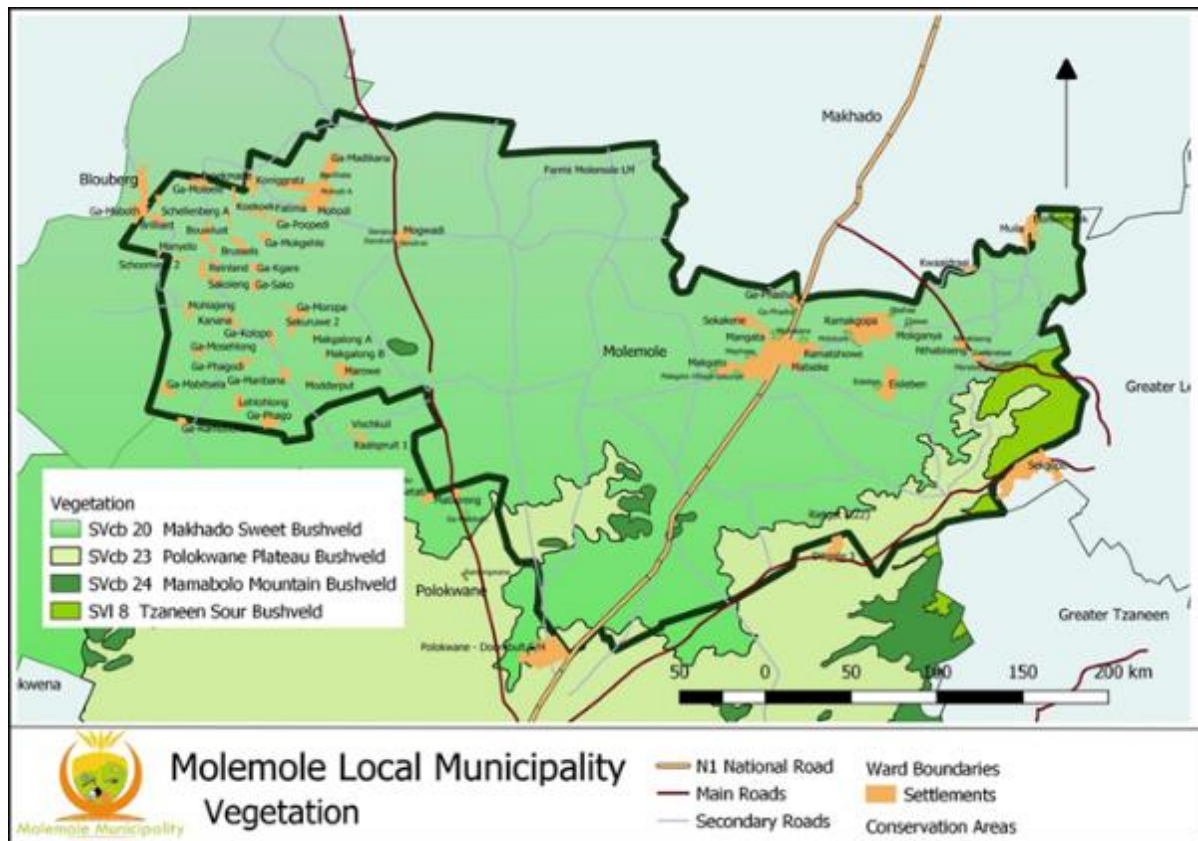


Figure 17: Vegetation

i. *Rainfall*

The climate of the area consists of a warm, hot, moist summer rainfall season, with cool, dry winters. The municipality has a low annual rainfall. Rainfall is very seasonal with clear wet and dry seasons. The wet season from October to March contributes the majority (~86%) of the annual rainfall. The largest portion of the study area gets on average 300mm to 500mm means annual rainfall, with the eastern part getting slightly more, than the rest of the study area, around 1000mm.

ii. *Temperature*

Temperatures also vary, but less than rainfall. Average daily minimum and maximum temperatures are 29.9°C and 17.9°C for January and 22.4°C and 4.9°C for July across most of the area (Koch, 2005) but will be somewhat cooler in the higher parts to the east, generally around 1-2°C. The first generally occurs between mid-June and late July on between 5 and 10 days on average. The area is also characterized by a moisture deficit, with annual evaporation of between 2 000 and 2 200 mm, which compares poorly with the generally low prevailing rainfall.

### iii. Evaporation

Evaporation is the process whereby liquid water is transformed into vapor. Approximately 91% of the mean annual precipitation is evaporated from free water resources and transpired from vegetation. This leaves very little available water to be used within the municipality. The evaporation pattern is similar to the rainfall pattern, with greater evaporation in the east compared to the west.

### iv. Geology

From the below figure, it is evident that the bulk of the study area is predominantly underlain by gneiss followed by granite especially towards the north of the Municipality around Botlokwa and small concentrations of lava towards the south. The existing geological rock formations have certain varying characteristics and thus have different economic potential as outlined below:

- **Gneiss** has many uses as a building material for making products such as flooring, ornamental and gravestones.
- **Granite** is a pinkish or light greyish intrusive rock that can be used to make crush stone.
- **Lava rocks** are used for garden landscaping, grills and barbeque, filtration systems, alternative therapy and deodorizers.

According to Mineral and Mining Development Study of the Molemole Local Municipality (June 2009), the rocks underlying the study area are associated with a variety of minerals. These minerals include gold, copper, graphite, nickel, iron ore, chromite, beryllium, corundum, asbestos and feldspars. Due to the small occurrences of these minerals large-scale mining is often uneconomical and instead these mineral deposits are often exploited by small mining companies.



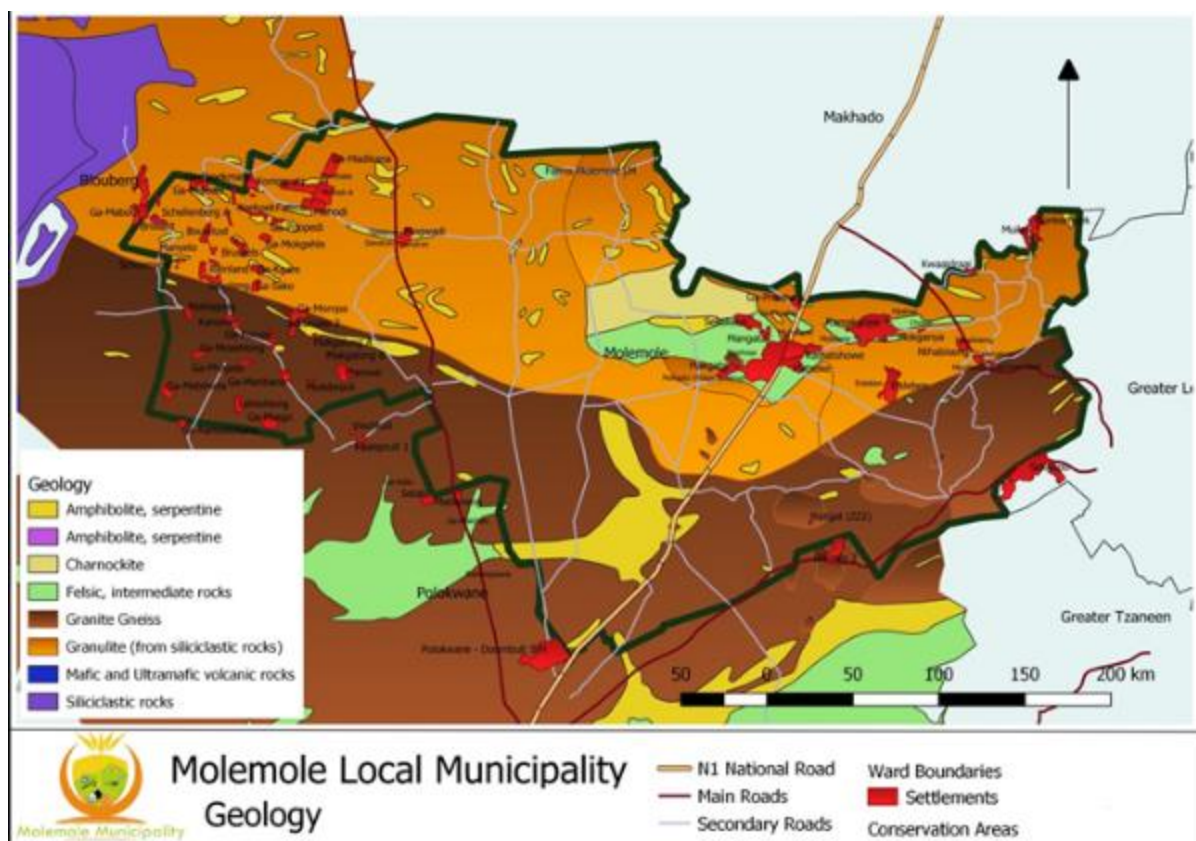


Figure 18: Geology

v. *Soil types*

There are a number of separate land types occurring within Molemole. The majority of the study area consists of soils of varying characteristics in terms of colour and depth, from rich red soils to weak red soils and red-yellow clayey soils along streams. Deep soils along the rivers are potentially suitable for agricultural development, especially crop farming.

vi. *Vegetation*

Due to rolling grassland together with scattered shrubs and isolated trees accompanied by limited rainfall, the entire Molemole LM is classified as a Savannah biome. There are various dominant vegetation types that characterise Molemole LM. As a well-known fact, Makhado Arid Sweet Bushveld is the predominant vegetation type which covers about 80% of the study area, whereas others like Lowveld Sour Bushveld, Mamabolo Mountain Sour Bushveld, Polokwane Plateau Grassveld, Sourish Bushveld and Mixed Bushveld account for the remaining 20% of the total land area of Molemole Local Municipality. The

majority of the study area is covered with woodlands and shrubs often intercepted by cultivated commercial and some subsistence farming with some degraded sections especially towards the eastern sections of the Municipality.

- *Environmental Degradation*

- i. *Soil erosion*

This occurs where overgrazing and deforestation is prevalent. Large areas of Molemole local municipality are subject to erosion. Repeated crop failure and subsequent abandonment of less marginal lands also have important consequences for soil erosion and land degradation. It is, therefore, reasonable to expect that persistent and prolonged soil erosion processes are affecting the vegetation that can survive in an area and its rate of growth. Several natural processes, such as running water or blowing winds, also trigger and exacerbate erosion processes. Soil erosion also results in loss of soil productivity, increased suspended sediments in water bodies and sedimentation in reservoirs, which consequently affect freshwater ecosystems.

- ii. *Deforestation*

The study area is prone to environmental deforestation, especially in close proximity to settlements where trees are being chopped down to make firewood and sell them as a means of making money for a living. As a result of high demand for commercial farming land, this led to more vegetation clearance, in turn depletion of various plant species may occur.

- iii. *Alien species*

Alien invasive species utilize large volume of water and cause pollution which result in loss of indigenous species within the municipality. They thus need to be removed, and this removal needs to be phased and the correct measures utilized for this removal. Severe alien infestation has taken place in the stream channels bisecting Morebeng town e.g. Bluegum and Wattle. The control of invading alien plants along stream channels is imperative. Impacts associated with invasive alien plants typically include:

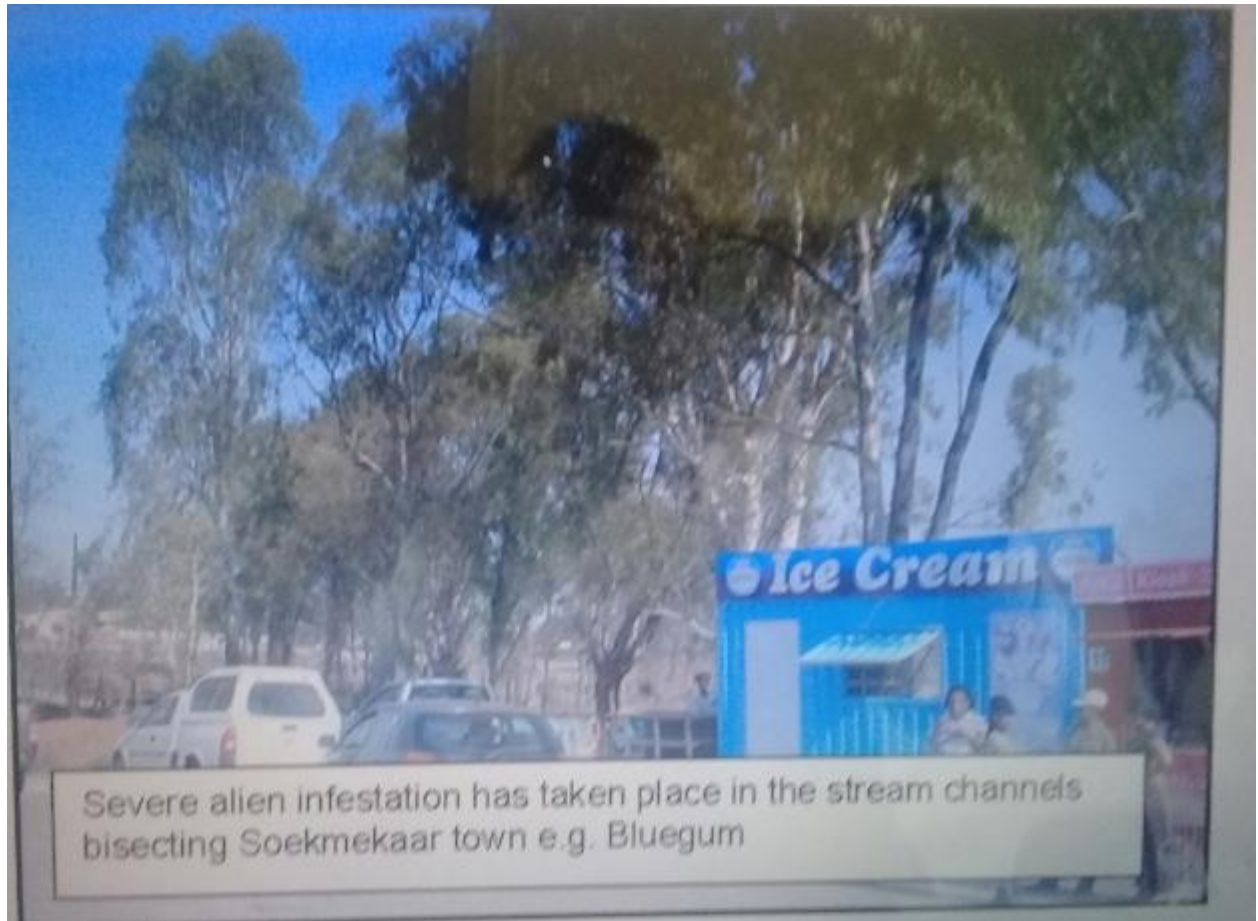
- *Reduced surface water runoff and groundwater reserves,*
- *Increased biomass and fire intensity,*
- *Markedly reduced biodiversity, and*
- *A number of economic consequences*



Water use increases where natural vegetation is replaced by dense stands of invasive alien trees. Fuel loads at invaded sites are increased, thus increasing fire intensities and causing soil damage, increased erosion and decreased germination from indigenous seed pools. An integrated approach involving the combined use of a range of methods should be employed to control alien infestation. The various methods that are available are usually classified as follows:

- *Mechanical methods (felling, removing of invading alien plants, often in conjunction with burning);*
- *Chemical methods (using environmentally safe herbicides)*
- *Biological control (using species-specific insects and diseases from the alien plant's country of origin);*

Mechanical and chemical controls are short-term activities – rigorous and disciplined follow-up and rehabilitation are necessary in the medium term. Biological control provide effective control in the short and medium term in some cases, and it is often the only reality sustainable solution in the longer term.



*Figure 19: Bluegum trees in Soekmekaar town*

- *Climate change and Air Quality*

Climate change and air pollution are closely related; most of the activities that cause air pollution also emit GHGs. Air pollutants, such as ground-level ozone and PM, contribute directly to global warming. Higher concentrations of ozone in the troposphere, which are dependent on methane, CO, NOX and VOCs

emissions, affect the climate. Other natural sources of ozone are lightning and transport from the stratosphere.

Particulate pollution affects climate directly and indirectly. A particle's ability to absorb or scatter light has direct effects. Particles such as black carbon absorb the sunlight, which heats the atmosphere, while sulphates and nitrates may have a cooling effect. Indirect effects on climate include changes in the reflectivity of clouds, or indirect influence in cloud lifetime and precipitation.

Similarly, climate change aggravates the effects of air pollution. For example, the pollution effects of ozone and PM are strongly influenced by shifts in the weather (such as heat waves and droughts) (EPA, 2011). Fortunately, most of the efforts to improve air quality also help to reduce GHG.

In March 2014, the DEA published a draft declaration in which GHG was declared a priority air pollutant. Once enacted, these regulations and declaration will together require emitters of GHGs to submit a pollution prevention plan for reducing GHG emissions to the DEA for consideration and approval.

*i. Wetlands*

In terms of wetlands, Molemole Local Municipality consists of 594 National Freshwater Ecosystem Priority Areas (NFEPA). Wetlands were identified, which consist of 194 channelled valley-bottom wetlands, 45 un-channelled valley-bottom wetlands, 119 flat/depression wetlands and 236 hillslope seep

wetlands. Importantly, of these wetlands, four wetlands are identified as FEPAs. These includes 2 depression wetlands, 1 channelled valley bottom wetland and 1 un-channelled valley bottom wetland.

Wetland FEPAs are wetlands that are to stay in good condition in order to conserve freshwater ecosystems and protect water resources for human use. These are classified according to number of criteria some of which including existing protected areas and focus areas for protected area expansion identified in the National Protected Expansion Strategy.

In terms of wetland health in the MLM, there is no overall present ecological status assessment on wetland health in the study area. However, conditions indicated describe the extent to which a wetland has been modified by human activity

The sandy nature of the soils and generally flat undulating terrain in the MLM make for a suitable template from which channelled valley bottom wetlands have been able to form, and can continue to develop into watercourses. Despite the broad nature of the valley bottoms in the MLM, the wetlands visited seem to be constrained to the channel and extended for no more than 50-100m either side of the channel.

The wetlands were mainly vegetated with grasses and some tree species in the bushveld areas. In-stream vegetation such as *P. australis* were also evident. Alien invasive species were evident in most channelled valley bottom

wetlands to some degree. As the investigation took place in the winter months, it is expected that other in-stream vegetation may well be present. Erosion was clearly evident to a greater or lesser extent in many areas. This is expected to have been exacerbated by cattle trampling. An example of a well-developed channelled valley bottom wetland is shown in Figure 7.



*Figure 20: Example of a developed channelled valley bottom wetland*

*ii. Un-channelled Valley Bottom Wetlands*

Where un-channelled valley bottom wetlands were observed, these wetlands were generally well vegetated with hydrophytic species in the eastern areas of the MLM. A relatively minimal amount of alien invasive vegetation was evident at the time. Overall, un-channelled valley bottom wetlands were less evident in the central and western areas of the MLM however. Erosion for some wetlands was evident and site specific near infrastructure such as road and bridge crossings which seem to have contributed to the onset due to disturbance and

altering the natural hydrology. An example of this type of wetland is shown in Figure 21 below.



*Figure 21: Example of a depression wetland taken in the dry season*

*iii. Flat/Depression Wetlands*

There are a number of flat and depression wetlands that were identified in the field. The vegetation of the flat/depression wetlands were mainly characterised by grasses with few sedges in the bushveld areas. Many were observed to be generally in a good condition with little vegetation disturbance, however there was some degree of physical impact which varied from trampling impacts and fence lines through wetlands to more significant impacts such as the



construction of berms and diversion canals to and from wetlands. An example of this wetland type is shown in Figure 22 below.



*Figure 22: Example of a depression wetland taken in the dry season. MOLEMOLE*

*iv. Hillslope Seep Wetlands*

Hillslope seep wetlands were difficult to identify in the areas chosen to investigate this wetland type. Many of the hillslope seep wetlands identified in the NFEPA database (2011) were incorrectly classified and seemed to belong to another wetland type. Additionally, access was limited for the remaining wetlands earmarked for observation, which prevented verification. However, it is not to suggest that there are no hillslope seep wetlands. The classification of this wetland type should be refined for this region.

- *Nature reserves*

There are a good number of private nature reserves, conservancies (west of Morebeng and Munnik) and commercial game farms (in the Mogwasi, Legkraal and Kalkbank areas). Many of these farms have reintroduced threatened game species such as Sable and Roan Antelope, White Rhino and Tsessebe. At least 10 large game farms within the Municipality have breeding projects for Sable Antelope and disease-free Cape buffalo.

*i. Machaka Game Reserve*

Only one formally protected area exists within the Molemole Municipality, namely the Machaka Game Reserve. The 1100 hectares game reserve is situated near Matoks 45km North of Polokwane and adjacent to the N1 highway.

Machaka Game Reserve and Lodge was officially opened in July 2006 by the people of the Botlokwa Tribe and their joint venture partners. The whole project was financed by the Department of Environmental Affairs and Tourism so as to create employment for the local tribe as well as sustainability for the future of the project and its people. The game reserve's name Machaka is derived from the owner of the property who was also the Chief of the local tribe, namely Kgosi KD Machaka.

The reserve contains several granite inselbergs which are expected to be in a fairly pristine state unlike the outcrops outside the reserve in the Matoks area. As far as the vegetation within the reserve is concerned – it can be described as the ecotones between the Makado Sweet Bushveld and the Mamabolo Mountain Bushveld vegetation types. Not much is known about the reserve but gauging by the standard of the perimeter fence along the N1 road which is in a dilapidated state the reserve is not well maintained.

*ii. Heritage sites*

The Molemole Local Municipality was found to have a distinct lack of documented heritage sites. Field investigations showed that this situation was not the result of a physical lack of heritage sites or objects, but rather the lack of research and documentation regarding such sites. The areas investigated showed a rich history of pre-contact as well as post-contact sites. The most prominent visual sites are the built environment sites within the various villages



where institutional buildings such as schools, churches and mission stations displayed a lush community history.

Several archaeological sites are located within the Molemole Local Municipality (MLM) due to its rich occupational past. Not many of these have however been documented and even less have been researched in detail.

*Identified Heritage sites, dated 2006*

Site Name	Type	Village	Description
Manthata School	Built Environment	Sekakene	School built in 1939 by Chief Tladi Manthata
Bethesda School	Built Environment	n/a	This school produces prominent leaders.
Mohodi	Ceremonial Place	Mohodi	Ancestral worship place
Peter Hermanas Mission Station	Built Environment	Mohodi	Early mission station
Ramokgopa Primary School	Built Environment	Mokomene	A historic school.
Mokomene High School	Built Environment	Mokomene	A historic school.
Tropic of Capricorn	Landmark	Capricorn	Geographic landmark. No historic value.
De Grange	Natural formation	Ga-Phasha	Ceremonial landmark.
Molemole hill	Ceremonial Place & burial ground	Ga-Phasha	First Batlokwa settlement and grave of Kgoshi Batlokwa Ba Machaka.
Moholoholo	Ceremonial site	Ga-Phasha	A cave used during military events.
Mphakane Hill	Historic site & archaeological site	Mphakane	Hill used to protect women and children during war. Archaeological site is located at its foot.
Lesoso No 2	Ceremonial site	Mphakane	Ritual site.

Site Name	Type	Village	Description
Lutheran Church	Built Environment	Mangata	Historic building.

Table 17: Heritage sites

Red-flagging sensitive sites and areas in municipal cadastral information systems. The following action plans are recommended from a heritage perspective:

- *Ongoing research and development studies (surveys, databases)*
- *Formal protection of heritage sites.*
- *The establishment and development of a local register of heritage resources*
- *Creation and maintenance of database of regional and local heritage specialists and information sources.*
- *Enforcement of site-specific Site (Conservation) Management Plans (CMPs) in accordance with Section 47 of the Act.*
- *General awareness programme concerning heritage management.*
- *Integration of heritage issues with Integrated Development Plans and Spatial Development Plans.*
- *Any other forms of compliance with the NHRA.*

i. *Flora*

Molemole local municipality is dominated by the mixed Bushveld vegetation type forming part of the Savanna biome (typically observed on shallow, relatively coarse-grained, sandy soil overlying granite, quartzite or shale). The vegetation found here varies from dense short bushveld to a more opened tree savanna. This vegetation type is found in areas where the rainfall varies between 350 and 650 mm/annum and the altitude comprises low relief at an altitude range of 700 to 1000 m.a.s.l.

The northern and western parts of the municipal area is dominated by mixed Bushveld (variation of open *Sclerocarya* veld). The eastern part of the municipality comprises of Sourish mixed bushveld.

Dominant grasses species found in undisturbed and disturbed areas are listed in the table below.

Table 18: Dominant grass species

Undisturbed	Disturbed
<i>Aristida congesta barbicollis</i>	<i>Cynodon dactylon</i>
<i>Aristida sciuris</i>	<i>Enneapogon centroides</i>
<i>Cymbopogon plurioriodes</i>	<i>Enneapogon scoparius</i>
<i>Digitaria eriantha</i>	<i>Melinis repens</i>
<i>Eragrostics rigdior</i>	<i>Pennisetum setaceum</i>
<i>Eragrostics superba</i>	<i>Stipagrostis uniplumis</i>
<i>Heteropogon contortus</i>	
<i>Panicum colorantum</i>	
<i>Themedia triandra</i>	
<i>Tricholaena moachne</i>	
<i>Triraphis audropogonoides</i>	

Dominant tree species that are found in the area is listed in the table below

Table 19: Dominant tree species

Scientific name	English common name
<i>Acacia caffra</i>	Common hook-thorn
<i>Acacia Karroo</i>	Sweet thorn
<i>Acacia nilotica</i>	Scented thorn
<i>Acacia tortilis</i>	Umbrella thorn
<i>Balanites maughamii</i>	Green thorn
<i>Bolusanthus speciosus</i>	Tree wisteria

Scientific name	English common name
<i>Boscia albitrunca</i>	Shepherd's tree
<i>Combretum apiculatum</i>	Red bushwillow
<i>Combretum hereroense</i>	Russet bushwillow
<i>Combretum molle</i>	Velvet bushwillow
<i>Combretum zeyheri</i>	Large fruited bushwillow
<i>Dichrostachys cinerea</i>	Sickle bush
<i>Kirkia wilmsii</i>	Mountain seringa
<i>Mundulea sericea</i>	Cork bush
<i>Ozoroa paniculosa</i>	Common resin tree
<i>Peltophorum africanum</i>	Weeping wattle
<i>Sclerocarya birrea</i>	Marula
<i>Strychnos madagascariensis</i>	Black monkey orange
<i>Vitex wilmsii</i>	Hairy vitex
<i>Ziziphus mucronata</i>	Buffalo thorn

## ii. Fauna

Most of large mammals found in Molemole are herbivores – either browsers or grazers. None of the animals are considered dangerous. No large carnivores are found in the area, it is however possible that they can move between the

farms and perhaps enter the area. Species that could move through the project area include leopard and cheetah.

Many small mammals, such as Mongooses, Porcupine, Chackma Baboon, Vervet monkeys, etc may be found in the area. Small carnivores such as: African wild Cat, Black Backed Jackal, Caracal, and small-spotted Gennet. Brown Hyena and leopard also occur.

The extent of disturbance in the areas immediately surrounding rural villages, is not conducive to the survival of fauna, particularly mammalian fauna, due to the presence of human and domestic animals (e.g. dogs).

Table 20: Common mammal species that are known to exist in Molemole Local Municipality, including their preferred habitat

Common mammal species	Preferred habitat
<i>Aepyceros melampus</i> (Impala)	Savanna and woodland
<i>Alcelaphus buselaphus</i> (Red Hartebeest)	Open savanna and grassy plains
<i>Kobus ellipsiprymnus</i> (Waterbuck)	Open woodland and moist grassland
<i>Oryx gazelle</i> (Gemsbok)	Dry plains and open woodland
<i>Phacochoerus aethiopicus</i> (Warthog)	Wide habitat tolerance, but prefers grassland and woodland bush
<i>Raphicerus campestris</i> (Steenbok)	Wide habitat tolerance, but prefers grassland
<i>Sylvicapra grimmia</i> (Common Duiker)	Wide habitat tolerance
<i>Tragelaphus scriptus</i> (Bushbuck)	Dense bush and riverine bush
<i>Tragelaphus strepsiceros</i> (Kudu)	Dense bush and open woodland

iii. *Critically Endangered Species*

•

Lotana Blue (*Lepidochrysops lotana*)

This is a medium-sized butterfly in the family Lycaenidae (Figure 5). The species was only discovered in 1959 and until recently was only known from a single locality of the farm Rietvlei west of Polokwane City. In 2006, another small, isolated population of the species was discovered in the Wolkberg. Both known populations number only a few individuals. The species is best seen from early September to December. They live on relatively steep hillsides or flat to moderately undulating areas on high plateaus. The species is closely associated with clumps of *Bechium grandiflorum*, which is probably its larval food plant.

The Rietvlei population is found on a steep slope on private land and is relatively inaccessible. However, the area of occupancy is small (less than 1ha) and any stochastic event not compatible with this species survival, e.g. fire at the wrong time of the year, infrastructural development at the site or overgrazing, may have a significant negative impact upon the species. The

only major threat to the species at present is a lack of knowledge regarding its biological and ecological requirements.

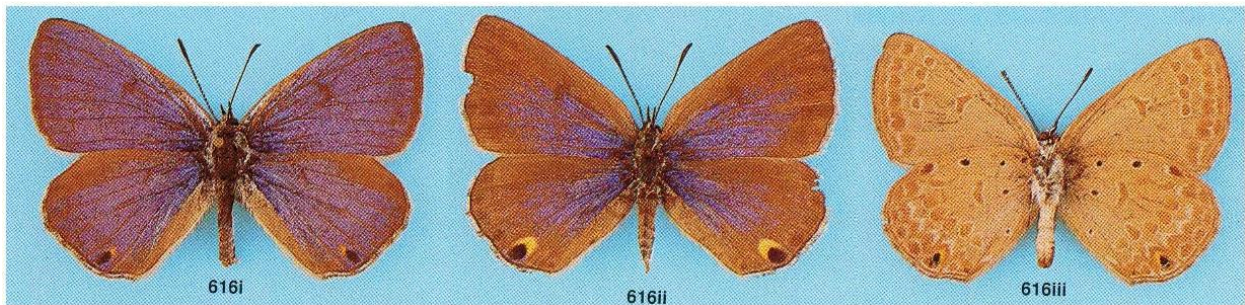


Figure 23: Dorsal and ventral views of male (left and right) and female (middle) of the Lotana Blue *Lepidochrysops lotana* (Pringle et al. 1994).

### Short-eared Trident Bat (*Cloeotis percivalli*)

Although this species has never been reported within the Molemole Municipality, it is included in this assessment as there are suitable roosting and perhaps maternity caves for the species within the municipal district. The species is poorly known but available evidence indicates that the species roosts in deep, dark and moist caves or mine adits, usually on hillsides (Skinner and Smithers 1990; Seamark 2005 in Grosel & Engelbrecht, 2010). Future surveys should consider the presence of this species in the Municipality

#### ☐ **Parks and cemetery**

Molemole municipality currently has two parks in Morebeng and Mogwadi respectively. Both parks face a challenge of water shortage, however the park in Morebeng is fully operational as plans to plant drought tolerant plants/trees were introduced. The municipality is planning to implement the same measures at the park in Mogwadi. Cemeteries in both Mogwadi and Morebeng towns fall

under the management of Molemole local municipality. The ones in rural areas fall under management and ownership of traditional leaders.

#### **❑ State of refuse removal**

Refuse removal takes place at Mogwadi and Morebeng towns on a consistent basis. Refuse collection is done by municipal employees for both households and businesses. Molemole has two licensed landfill sites at Mogwadi and Morebeng where waste from the two towns and surrounding villages are disposed. There are initiatives in place to construct a new land fill site at Ramokgopa village where site has already been allocated to the municipality. Due to limited resources, both disposal sites have a lot of compliance issues that need to be addressed.

In rural areas refuse collection is a priority as refuse is buried, dumped or burnt. The latter is as a result of lack of initiatives to collect refuse in rural areas. The municipality is developing mechanisms and strategies to collect refuse. The municipality previously procured 25 bulk refuse containers. Capricorn District municipality has donated an additional 30 bulk refuse containers to the municipality to be allocated and distributed to various villages. The municipality has only one skip loader truck, an additional skip loader truck has been procured for the 2023/24 financial year, There is also a need for transfer landfill sites in rural areas to address this escalating challenge.

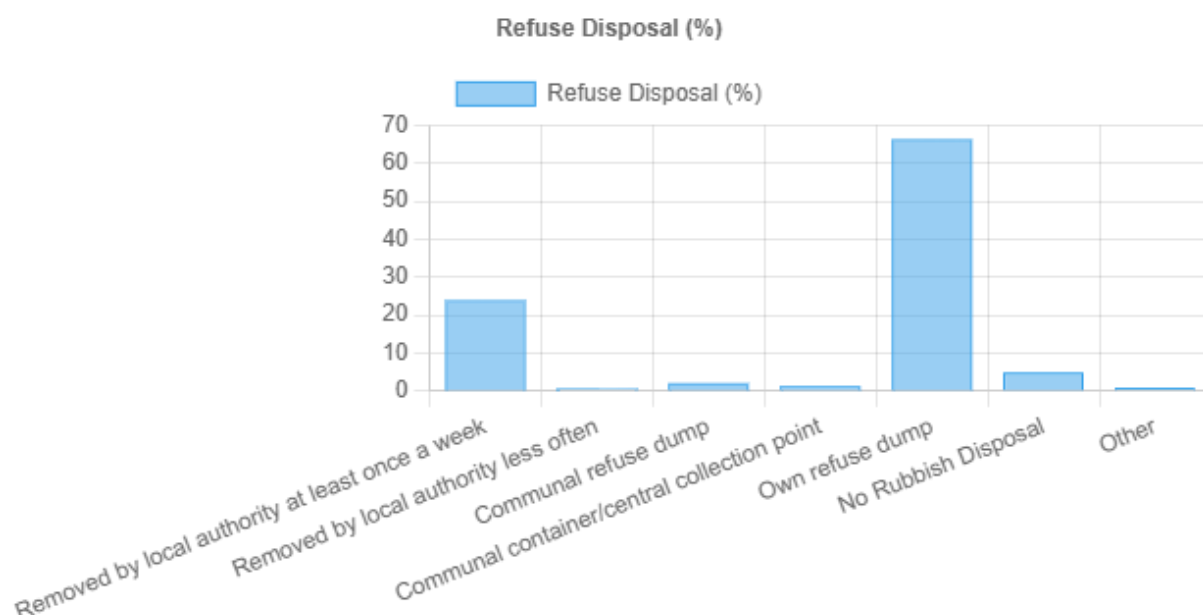
Currently the municipality does not practice rural waste management but processes have commenced to try and implement recycling initiatives at



schools in the villages. The EPWP programs on waste management are seen as some other mitigating mechanisms to address the issue of rural waste collection. Lack of funds pose challenges in implementing recycling, reuse and reduce practices but engagements for getting funding from relevant sector departments are in progress. The Integrated Waste Management Plan has been finalized and approved by council. Draft by-laws to complement the IWMP have been developed, adopted and approved by council and to be submitted for government gazetting.

On Waste Water Treatment Works, the municipality has no remarkable improvement instead raw effluent is discharged into the environment. The effluent analysis is not done as required. Mogwadi oxidation pond has no license and also there is no operating plan in place. Morebeng Sewerage

Works has no operating License and operational plan. There is no effluent analysis done.



#### ☐ Awareness Campaigns

- **Status quo:** Campaigns are done in conjunction with the district and the province but not effective. Target groups/areas are the community, Traditional authorities, councillors, ward committees and business facilities.

**Recommendations:** Campaigns or workshops should be held every quarter. The municipality to have innovative ways to intensify environmental awareness through adequate budget allocation.

#### ☐ Eco- School programmes

- **Recommendation:** Identify 5 schools to participate. Register the schools and monitor the process, organise workshops. Budget is needed and CDM to be engaged for assistance. The municipality must coordinate celebration of World forest day, world environmental day, Arbor week and world habitat day.

#### ☐ Mobile ablution facility and honey suckers management

- **Recommendations:** *Develop a document which is going to regulate handling and disposal of sewage effluent e.g. Bylaws.*

#### ❑ **Environmental Disaster Management.**

According to the Limpopo Disaster Management Framework of 2007, Disaster Management is an functional area of concurrent competence of National and Provincial Legislature, in terms of Part A of Schedule 4 of the Constitution of the Republic of South Africa (LPG, 2007). Sections 28 and 43 of the Disaster Management Act, Act No. 57 of 2002, prescribe that provinces and municipalities must establish and implement a disaster management framework, while sections 29 and 43 of the same Act also compel provinces and municipalities to establish disaster management centers.

Molemole local municipality is working with Capricorn District Municipality in addressing environmental disaster management, usually food parcels and temporary shelters are provided to the affected communities. Molemole local municipality in joint with Capricorn District Municipality have awareness campaign that addresses environmental disasters.

#### ❑ **AGRICULTURE AND FORESTRY**

The Provincial Growth and Development Strategy (PGDS) identified Agriculture, Mining and Tourism sectors as the important base for economic growth in the Capricorn District Municipality. There are various dominant vegetation types that characterise Molemole Local Municipality. The creation of Agro processing for horticulture crops is viewed as one of the district economic opportunities to unearth and improve agricultural production and market access through Agri-Park/Hubs projects. Capricorn District and Molemole Local Municipality in particular is known to be a potato production area. The crop choice also supports the initiatives for Agri –Park construction. Below is a map depicting potato belt within the Molemole municipal area.

Water scarcity has a critical impact on production of crops such as potatoes within Molemole Local Municipality. Emanating from this mammoth challenge, agriculturalists researched on more new methods and techniques to increase the yields and one of those techniques is Hydroponic cultivation commonly as Tunnel Farming. As a well –known fact, Makhado Arid Sweet Bushveld is the predominant vegetation type which covers about 80% of the study area, whereas others like Lowveld Sour Bushveld, Mamabolo Mountain Sour Bushveld, Polokwane Plateau Grassveld, Sourish Bushveld and Mixed

Bushveld account for the remaining 20% of the total land area of Molemole Local Municipality.

Despite all these natural vegetation, the study area is prone to environmental deforestation by communities including along the Sand River basin. Due to rolling grassland together with scattered shrubs and isolated trees accompanied by limited rainfall, the entire Molemole Local Municipality is classified as a Savannah biome.

❑ **CHEMICAL SPILLS AND HAZARDOUS ACCIDENTS (INFORMAL SETTLEMENTS)**

Unplanned settlements have a major negative effect to the environment in that through its practice the vegetation is destroyed when structures is established.

Air Quality: Air quality management plan is under review by Capricorn District Municipality.

❑ **The plan covers aspects of:**

- *Health impacts of key atmospheric pollutants*
- *Meteorological review*
- *Ambient air quality control and management*
- *Source identification and emission quantification*
- *Emission reduction strategies and implementation and*
- *Capacity Building and training*
- 

Some aspects of the plan will be implemented in the local municipalities including Molemole municipality. The implementation process will be headed by Capricorn District Municipality with the support of officials of Molemole Municipality in relevant and affected divisions.

From the above environmental assessment it is evident that Molemole Local Municipality is faced with a number of environmental challenges. Below is a map indicating the environmental sensitive areas.

***Based on the above information, the following conclusions can be made:***

- The largest rural land use comprises of thicket and bush land which comprise of 78% of the area. Large areas of the thicket and bush land (19%) is degraded owing to overgrazing as the majority of these areas is in close proximity to the settlement areas (western and central areas).
- The second largest agricultural activity vests with commercial dry land (10%) which is primarily located within the central area of the Molemole Local Municipality;
- The third largest activity is being occupied by commercial irrigation areas (6%) which are primarily located within the western portion of the study area in close proximity to Mogwadi;
- Forestation is the fourth largest activity, which is located towards the eastern section of the study area (4%) in the vicinity of Morebeng and
- The urban built-up area only comprise of 1% of the study area.

From the above analysis it is evident that the existing agricultural activities are diverse in nature and offer different agricultural options. Large tracks of agricultural land which vest with Traditional Authorities and is being utilized for commercial grazing and subsistence agriculture. A concerning factor is the large tracks of degraded bush land (energy and overgrazing) and the deforestation of the plantations.

## **2.3. KPA-2 BASIC SERVICES DELIVERY**

### **2.3.1. WATER AND SANITATION ANALYSIS**

*Norms and standards on water and sanitation provision*

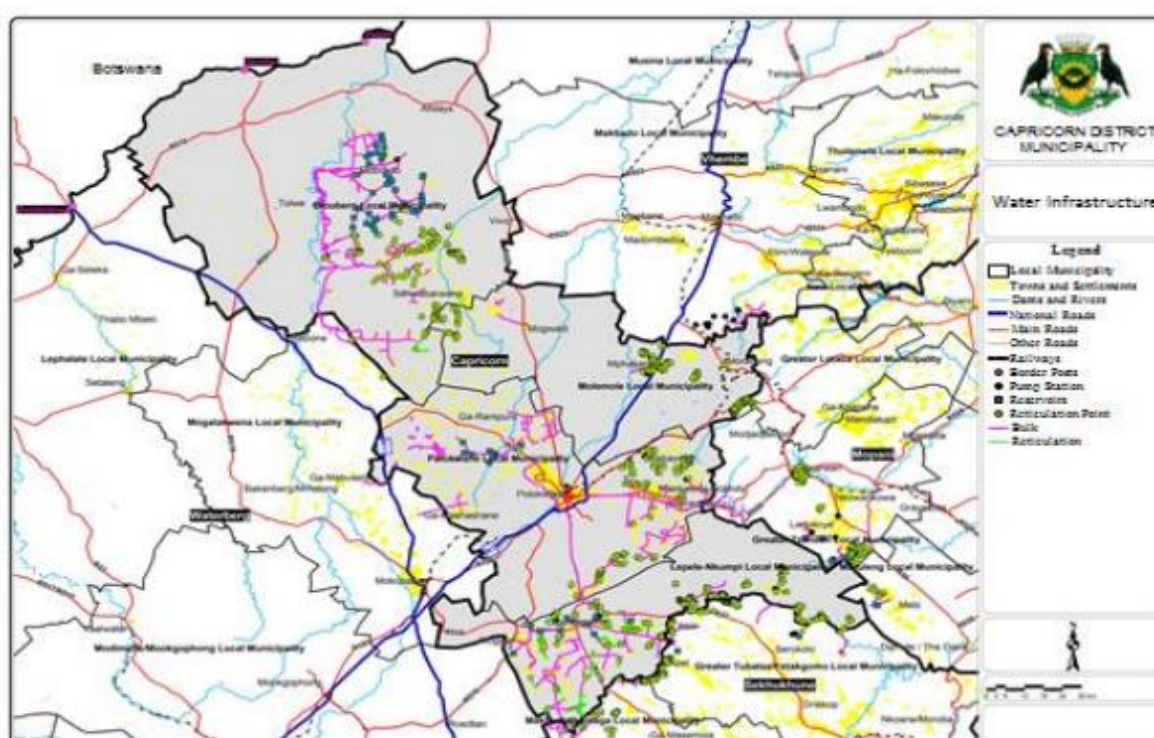
Water and sanitation provisions are guided by the Water Services Act (Act no. 108 of 1997) and National Water Act (Act no. 36 of 1998). The acts provide for the rights to access to basic water supply and sanitation services, the setting of national standards and norms (relating to amount, quality, distance from point of use, etc.), protection of water resources, the accountability of the Water Services Providers, the monitoring of water supply and sanitation services, etc.

It must however be indicated that Molemole Municipality is not a water services authority and provider. This function (water and sanitation) is performed by Capricorn District Municipality.

### Water Sources

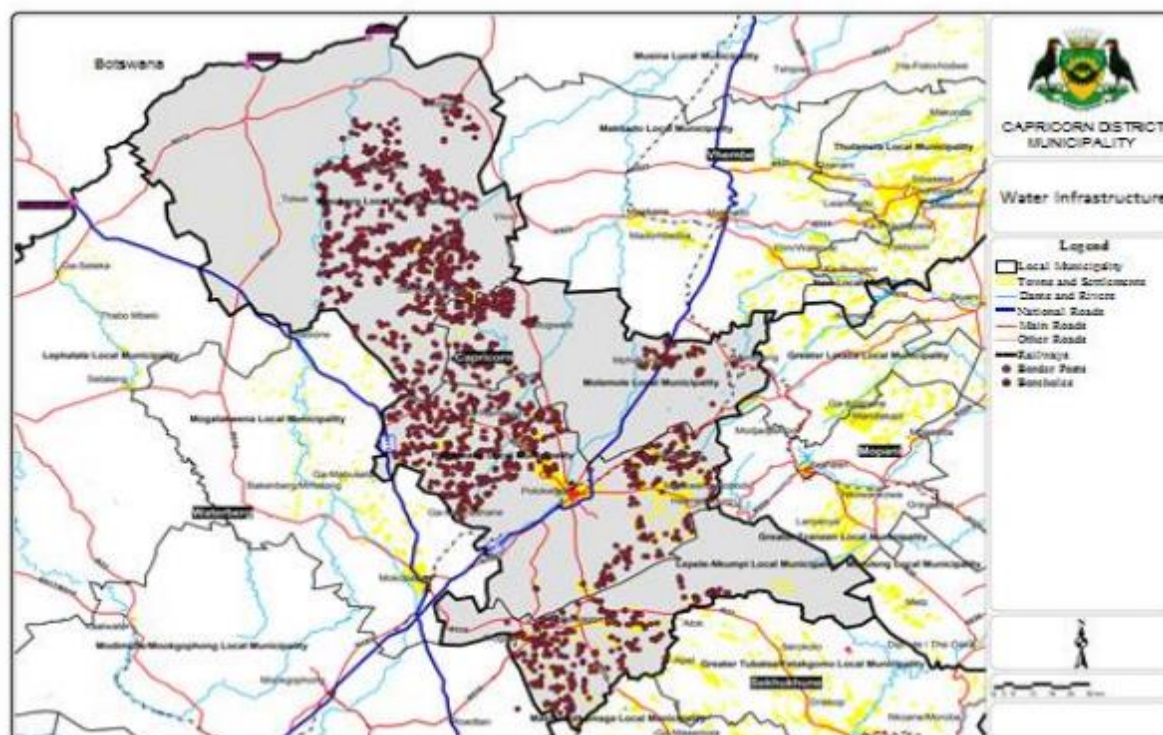
The capriorn district municipality as water service authority provides water to Molemole, bloubeg and Lepelle nkumpi. Lepelle-Nkumpi local municipality receives water from both Olifantspoort WTW and boreholes while Blouberg and Molemole rely solely on groundwater sources. Boreholes have low yields and are not sufficient to meet current water demands. Ground water resource abstraction needs to be carefully monitored to prevent over-exploitation. The maps below indicate the spatial location of the infrastructure. Furthermore, borehole transformers are frequently stolen which further increases the water backlog. Most households in Blouberg and Molemole are serviced by communal standpipes within 200m from the furthest house. CDM has provided water tankers as an interim measure to areas which experience water supply shortages. CDM has also employed term contractors for the purposes of maintenance, breakdown repairs and improved turnaround period

**Table 6:CDM Water infrastructure and reticulation**

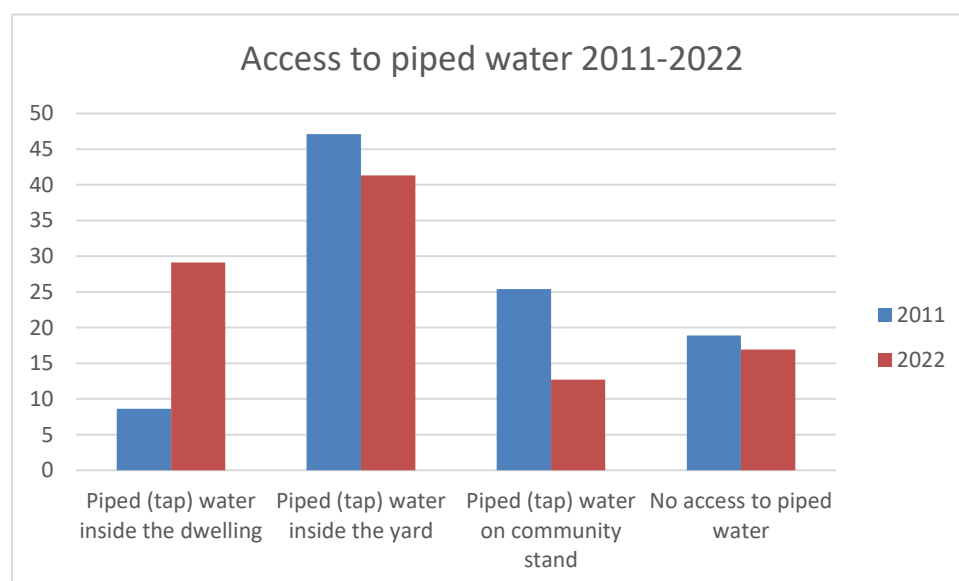




**Table 7:CDM Water Infrastructure Boreholes**



**Table 8: Access to piped water (Census:2022)**



### *Challenges Pertaining to Water and Sanitation*

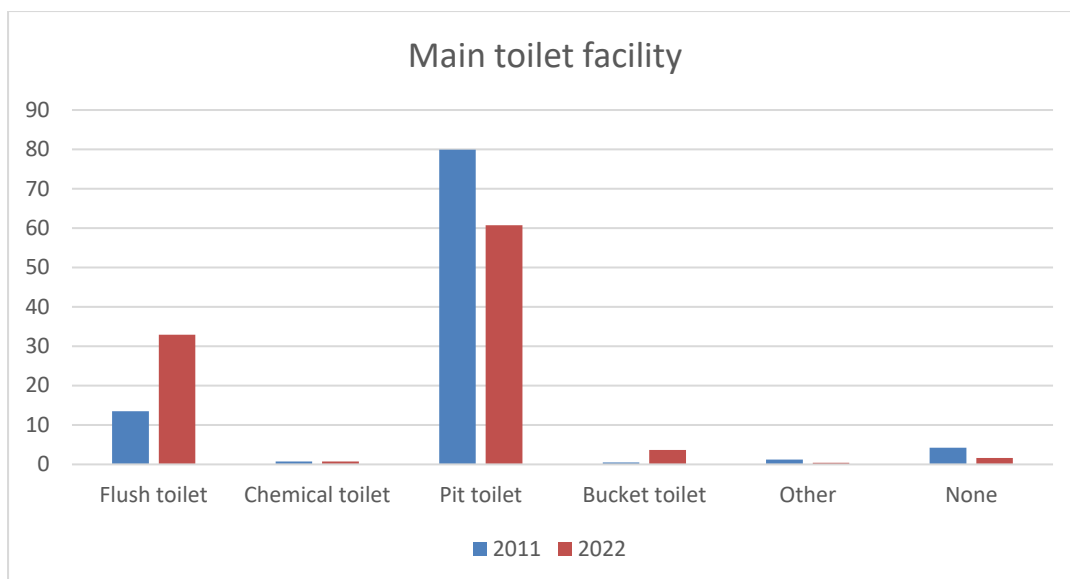
- *Aging water and sanitation infrastructure.*
- *Unreliability and unavailability of water sources.*
- *Breakdowns on water pipes.*
- *Inadequate water reticulation infrastructure in rural areas.*
- *Lack of sustainable water sources for future supply.*
- *Unavailability of funds to reduce the current water and sanitation backlog.*
- *Insufficient funds for maintenance of current water infrastructure.*

### **2.3.2. SANITATION SERVICES**

*There has been progression of sanitation access across municipalities in the Capricorn District from 1996 to 2022. Over the years, significant improvements are evident in all municipalities. Polokwane achieved the highest access rate of 48.3% by 2022, while other municipalities such as Blouberg and Molemole lag behind with 30.9% and 32.9% respectively. Capricorn District overall showing a 58.9% backlog as of 2022.*

<b>Municipality</b>	<b>Percentage Households with Access to Sanitation</b>				
	<b>1996</b>	<b>2001</b>	<b>2011</b>	<b>2022</b>	<b>Backlog</b>
Aganang	0.6	1.7	3.0	(Disestablished)	
Blouberg	3.2	4.1	9.0	30.9	69.1
Lepelle-Nkumpi	12.5	17.3	19.6	34.7	65.3
Molemole	7.8	13.4	16.2	32.9	67.1
Polokwane	27.2	34.9	44.1	48.3	51.7
<b>Capricorn District</b>	<b>15.1</b>	<b>21.8</b>	<b>29.1</b>	<b>41.9</b>	<b>58.9</b>





#### Molemole waste water status

WASTE WATER TREATMENT PLANT	STATUS
Mogwadi Oxidation Pond	<p>No License &amp; operation plan</p> <p>Effluent analysis not done No License &amp; operation plan.</p> <p>Effluent analysis not done</p>
Molemole Oxidation Pond	<p>No license &amp; operational plan.</p> <p>Abandoned &amp; Effluent analysis not done</p> <p>No operator</p>
Morebeng Sewage Works.	<p>No License &amp; Operational Plan</p> <p>Effluent analysis not available.</p>

*Provision of Free Basic Water and Free Basic Sanitation*

The municipality is supplying FBW and FBS to qualified indigents as per the indigent register in across municipal area of jurisdiction as part of the objectives to alleviate poverty. An indigent process was conducted as stipulated on the municipal policy and requirements for qualifying were as follows:

### **2.3.3. ENERGY AND ELECTRICITY ANALYSIS**

#### **2.3.3.1        Norms and Standards on Electricity**

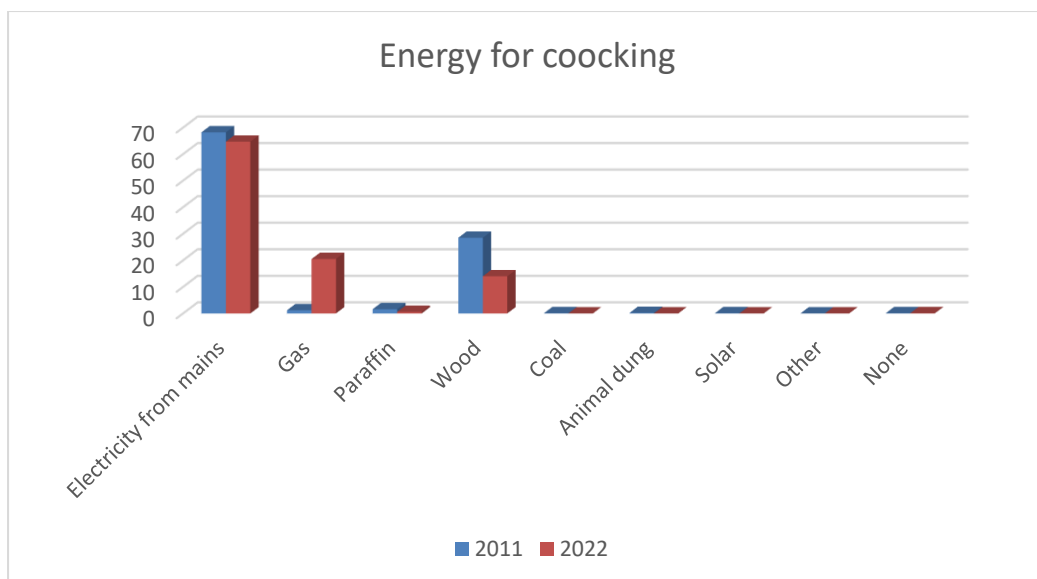
Electricity provision is guided by Electricity Regulation Act with National Energy Regulator as the regulatory authority. The act deals with the compulsory norms and standards for bulk supply and reticulation e NERSA regulates the tariffs between consumers, municipalities and ESKOM.

*The municipality is the electricity supplier/provider in Mogwadi and Morebeng while ESKOM is the supplier in all the villages.*

#### **2.3.3.2        Source of Electricity**

The source of electricity is Eskom. The municipality gets electricity in bulk from Eskom and sell to the two towns within the municipality (i.e. Mogwadi and Morebeng) while Eskom is supplying the villages directly. There are initiatives in place to make sure that the municipality makes application for the extension of the trade license on electricity. This will help in enhancing the limping revenue collection of the municipality. ESKOM has adopted strategy to curb the electricity backlog whereby there are initiative in place to create space for the municipalities to access funding from DOE so that municipalities are able to electrify villages on their own. The municipality have an Electricity Master Plan in place. It is also worth noting that the backlog in electrification is mainly on village extensions, the municipality is working closely with ESKOM to ensure that the backlog is addressed.

According to the 2022 Census data from Statistics South Africa, it is reported that 96.5% of the population in the Molemole Municipality community have access to electricity for lighting. This is a significant indicator of the community's progress in infrastructure development.



#### **2.3.3.3 Provision of Free Basic Electricity**

The municipality is supplying Free Basic Electricity to qualifying indigents as per the indigent register in Morebeng & Mogwadi.

#### **2.3.3.4 Challenges Pertaining to Provision of Electricity:**

- *Aging infrastructure and theft of electricity transformers*
- *Inadequate electricity source*
- *Unavailability of funds to electrify new developments*
- *Unavailability of human capital resource for electricity maintenance*
- *Low cost recovery on electricity bills due to illegal connections*
- *Lack of Medium Term Electricity Plans to electrify villages*
- *Unstructured stands in other villages*

ROADS AND STORM-WATER ANALYSIS.

## **2.3.4. ROADS AND STORM WATER**

### **2.3.3.1 Municipal Roads and Storm Water infrastructure**

Roads and Storm Water drainage provisions are guided by SANRAL and design manuals for roads and Storm Water drainage. They further provide for norms and standards of roads and Storm Water infrastructure in built-up areas. Design manuals guides in terms of design standards.

### **2.3.3.2 State of the municipal roads**

The majority of the roads within the municipal area are classified under rural category as per the South African Roads Traffic Sign Manuals. The infrastructure master plan and unbundling of roads documents are developed to assist in roads and storm water planning.

The municipality is responsible for internal streets in towns and villages. District Roads (D- roads) and provincial roads are the responsibilities of Roads Agency Limpopo (RAL), while national roads are the responsibilities of South African National Roads Agency Ltd (SANRAL).

### **2.3.3.5 Key issues relating to Road and Storm water analysis**

- *Infrastructure Master Plan and Unbundling of Roads documents are developed to assist in Roads and Storm Water planning.*
- *Blading and Re-Graveling of Rural Internal Roads per ward.*
- *Patching of Potholes on Municipal Roads across all wards.*
- *Remarking of Road Marks on Municipal Roads across all wards*
- *Unblocking storm water drains within the Municipal Roads across all wards*
- *Bush Clearing within the Municipal Roads across all wards*
- **Challenges**
  - Lack of funds to reduce roads and storm water backlog.
  - Inadequate equipment for road and storm water maintenance.
  - Lack of personnel to monitor roads and storm water projects.
  - Frequent Mechanical Breakdowns
- **Proposed Remedial Interventions**

- Leasing of Plant from Service Provider for 12 months (Term Contract).
- Payment of Invoices from Dealership within 30 days.
- Procuring of New Plant with Service & Maintenance Plans.
- Training and Workshopping of Officials on how to operate Plant.
- Outsource repairs and maintenance to Accredited Repair and Maintenance Service Provider for 12 Months.
- Dispose of Plant after 5 years or 120000km

#### **❑ Education and Awareness Campaigns**

Awareness campaigns are conducted in partnership with District municipality and sector departments. The challenge however is there no willingness to learn about environmental management and its effects as majority of the areas are complaining about water shortage. Their (communities) interest is only on resolving water crisis, while waste and environmental management is not on the radar. The intervention required is for the municipality to initiate innovative measures, organize clean-up campaigns and awareness campaigns on waste management.

### **2.3.1 PUBLIC TRANSPORT ANALYSIS**

Public transport forms a key part in the socio-economic development of our municipality. It also assists in providing communities with access to opportunities outside the local community. This is important to our Municipality as there are no opportunities for sustainable employment in most villages. The communities are mostly dependent on public transport to reach health care facilities, schools and other social facilities.

The Limpopo's road network within the District consist of National, Provincial and District roads. The national roads are managed by SANRAL, Provincial and District road network is managed by Road Agency Limpopo and the Provincial Department of Public Works, Roads and Infrastructure. The municipality has Law Enforcement Officers and through concerted law enforcement and educational campaigns, we strive for the reduction of fatal crashes on our municipal roads especially along the N1 from Polokwane to Musina. Operating from the limited budget it is difficult for the municipality to plan for a 24 hours law enforcement deployment on critical routes and hotspots on the road.

The Municipality does not offer public transport services to the community, however, there are two taxi associations that operates within our municipal jurisdiction, namely: Machaka

Ramokgopa Makgato (MARAMA) and Bochum Taxi Associations. The municipality constructed five taxi ranks - Mogwadi, Marama, Morebeng, Eisleben Cross and Mohodi - Maponto Taxi Rank to provide the community with efficient public transport waiting facilities. Various bus companies operate within the municipality. There are only four subsidized bus companies within the municipality namely; Great North transport, Kopano Bus services, Bahwaduba Bus services and Madodi Bus services. Molemole residents mostly rely on mini bus taxis and busses to commute within and outside the municipal boundaries. There are three existing and functional scholar patrol points established within the municipality.

The railway line that runs between Musina and Johannesburg passes in our municipality with Morebeng as one of the stations. There is no landing strip in the municipal area. Apart from the road network, there is a railway line servicing the Molemole LM.

This line links Polokwane to Makhado and other towns in the north and south via Molemole LM in a north-south direction. Currently this line only provides a freight service and long distance passenger service. There is a need to unearth economic activities emanating from this railway line. Being a municipality that its economy is mainly on agriculture, the railway could serve as a link to transport fruit and vegetables to the market.

There is a new initiative of having maxi taxis in Mogwadi and Mohodi area from Bochum Taxi Association and private individuals. The Bochum taxi association make use of private sedan and hatch back vehicles whereas Kuba Bros make use with 3 wheel tuk tuk to transport individuals in the Mohodi village area. This initiative is aimed at ensuring that people mobility is easy and convenient to the citizens.

The Molemole Transport Forum has been launched to address issues pertaining to transport and its logistics. The Capricorn District municipality is currently with the study on Integrated Transport Plan aimed at soliciting mechanisms to address the transport challenges within the district.

Priority area	Number of Taxi Ranks	Number of bus Companies	Number of Railway Stations	Number of Landing Strip
Public Transport	5	5	1	0

Table 22: Priority area

The CDM Integrated Transport Plan (2007, ITP) prioritised the following projects for tarring over a short to medium term period:

- Surfacing of Road **D2037** linking Mogwadi to Bandelierkop;
- Surfacing of Road **D15 (P54/1)** linking between CDM and Vhembe DM around Morebeng;
- Surfacing of Road **D3459** which is gravel road between Ga-Kgare and Road D1200; and
- Surfacing of Road **D879** which is road between Boschbokhoek and Provincial Road D1356.

*a) Possible Causes Of Accidents*

- Drunken Pedestrians mostly;
- Fatigue;
- Un-safe Overtaking;
- Reckless driving;
- Over speeding;
- Use of cell phone while driving;
- Drunken driving and
- Road conditions (permanent pot holes)
- Challenges Pertaining To Public Transport:
- Lack of efficient public transport accessibility due to poor road infrastructure;

- High taxi fare tariffs in areas where road infrastructure is poor;
- Increased motor vehicle ownership and reluctance to use public transport;
- None compliance with transport permits to public transport owners, especially the bus and taxi industry;
- Lack of access to, and within villages;
- Lack of storm water provision on most of our municipal roads;
- Lack of fencing on some of key strategic Municipal, Provincial and National Roads;
- Stray animals cause accidents which at some stage claims many lives and
- Lack of clear road markings and signage.

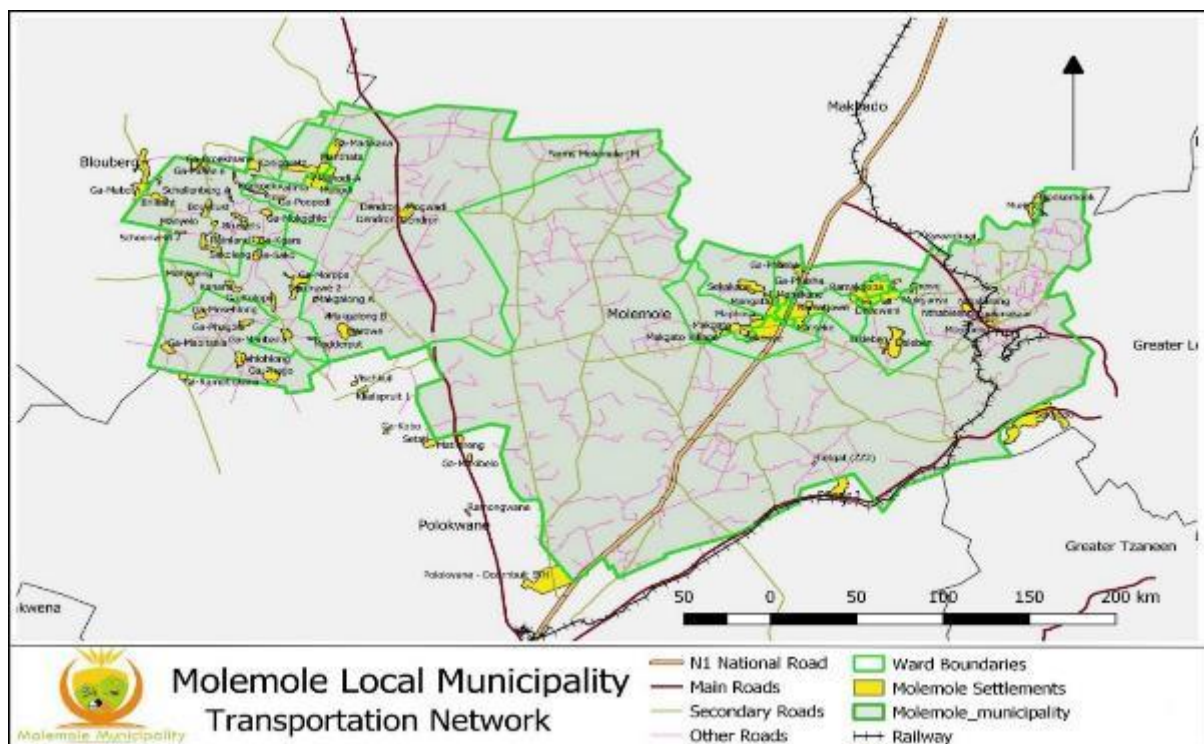


Figure 25: Transportation Network



### **3.2.3. SOCIAL ANALYSIS/SERVICES**

#### **❑ Library Services**

Molemole municipality play a coordination role for library services. The function resides within the department of Sports, Arts and Culture. There are no prescribed books provided by the department. The current collection of books is irrelevant and outdated. There is a need for sufficient budget to be allocated to meet the information needs of users. Recently published books to be made available to the users.

Outreach programmes are very important and have to be done to market the library. Celebration of library themes e.g. library week, literacy week, heritage month, librarian day, etc. are not adequately and effectively rendered due to financial constraints. There is a need for increase in budget for marketing and publicity of the Library services. Current support staff are from the department of Sports Arts & Culture, institutional memory is not guaranteed. There is a need for budgeting for 3x assistant librarians for Ramokgopa, Fedile and Mogwadi and the Librarian post in Mogwadi has been upgraded to a Chief Librarian post.

#### **❑ Health Services**

The municipality is responsible for coordination of health services with other sector departments. There is generally no proper adequate coordination of health and social programmes. Inadequate clinics within the wards. No delegated personnel focusing on programmes of health. The relevant sector departments need to be visible during municipal strategic planning sessions and outreach programmes.

#### **❑ Sports, Arts and Culture**

The municipality is responsible for the coordination of sports, arts and cultural activities. The function resides in the department of Sports, Arts and Culture. There is no dedicated official to coordinate sports, arts and cultural activities. The position for Sports Coordinator has been prioritized but is not funded in the current financial year. There is a general lack of maintenance of sporting facilities in the municipality. No sufficient funding allocated for procurement of sporting equipment. The municipality need to engage with the department for allocation of sufficient budget for the maintenance of facilities and procurement of equipment.

The Municipality participated in most of the provincial games – Golden games and Indigenous games in the financial year. The Municipality has functional sporting facilities, the Ramokgopa stadium. The project of Mohodi Sports complex has been completed.

The Sekwena Arts and Culture project was completed during the 2012/13 financial year. The project is not fully functional as members do not have capital to kick start the business operations.

The Sekwena Arts and Culture project was completed during the 2012/13 financial year. The project is not fully functional as members do not have capital to kick start the business operations. There is a borehole from this project which is equipped and functional. Beneficiaries are busy planting spinach, tomatoes and other related crops.

There are also some project related machinery needed and plans are in place to also have a sewing division within this project. There are no cinemas, museums or theatres within the Municipality. There is a heritage site, the Tropic of Capricorn along the N1 Louis Trichardt road. There is also Motumo Trading Post which is now at a dilapidated stage and need to be revitalized same as Tropic of Capricorn. Both projects need to be resuscitated so that they become fully functional and contribute to the local economic development of the municipality.

The Municipality has no access to formal sport and recreational facilities. A need for a diversity and varying hierarchy of sport and recreational facilities exists for the greater part of the Municipality. Sport facilities found within Molemole Local Municipality comprise of informal sport and recreational facilities such as primarily rudimentary soccer fields instead of a diversity of well-developed sport and recreational facilities providing different sporting codes. Effectively, there are no functional sport and recreational facilities in the Molemole Local Municipality areas.

**❑ Challenges Associated with Sport, Recreational and Community Facilities:**

- Need for diversity and a varying hierarchy of sport and recreational facilities throughout the LM;
- Vandalism on completed projects;
- Lack of facilitation for proper sport, recreation and community facilities in needy areas;
- Lack of proper sport and recreational facilities at school level;
- Lack of security on community based municipal properties;

Dysfunctional completed municipal infrastructure has the potential to attract criminals for vandalism and theft of municipal equipment.

#### **❑ Housing**

Molemole is not a housing implementation agency but depends on COGHSTA for provision of Low Cost houses. The municipality only provides land for construction of such units. In most cases land is donated by Traditional Authorities in consultation with municipality as more than 80% of our municipality is rural. The housing backlog is currently at 1 500 from the 800 that we had in the 2020/2021 financial year.

Council has approved the implementation of the Normalisation Process aimed at addressing disparities which resulted in the past due to improper allocation of RDP units in Molemole, particularly Mogwadi and Nthabiseng Townships. There is however similar challenge in some villages whereby you find an RDP house build in an incorrect stand number because of maladministration of contractors or project steering committees.

The process is a collaborative effort between the municipality and COGHSTA and it commenced at Mogwadi town in September 2012. After completion of the process at Mogwadi the same exercise will be extended to Nthabiseng and Capricorn Park and other villages within the municipality.

The municipality in partnership with COGHSTA, DRDLR, CDM and other Sector Departments are on the right track to unlock the housing development taking place in ward 11 Fatima, Mohodi Ha-Manthata. The development is at an advanced stage. Both the municipality and COGHSTA have endorsed the project. CDM and other Sector Departments have committed to the roll out of bulk infrastructure services such as water, sanitation, electricity and others to this project. Communities will be informed about the normalisation process of the project including amongst others the establishment of project steering committees and recruitment of labour.

#### **❑ Education**

The high proportion of people without schooling is a very important issue to advise on as a high illiteracy will reflect negatively on the socio-economic performance and development of the municipality. The improvement of the resident's skills will act as a catalyst to the development of the Municipality. Molemole is serviced by 82 schools comprising 51 primary schools, 30 secondary schools and 1 combined school.

There is one FET College at Ramokgopa village. Molemole has the highest proportion of people without schooling (20.1%). Of the people that have had a formal education, 3% completed primary school, and only 18, 4% completed matric. All the schools have access to water, sanitation and electricity. The Province is providing school transport for learners in two (2) schools within our Municipality. All schools are provided with school nutrition.

Molemole has two (2) functional community libraries at Mogwadi and Morebeng and six (6) mobile libraries at schools – four (4) in the East (Sefoloko High School, Kgwadu Primary School, Itshumeleng Primary School and Rakgasema Pre-School) and two (2) in the West (Seripa High School and Mangwato Primary School). The municipality also has two libraries in the villages, Ramatjowe and Matseke libraries but due to staff shortages and limited resources, the libraries are not functional.

Most of the schools are currently experiencing shortages of both classrooms and educators and hence an imbalance in the teacher/learner ratio. Most schools are at a dilapidating stage and need to be rebuild, e.g. Masenwe primary school at Mohodi Ha-Manthata.

**❑ Challenges Pertaining to Education:**

- High statistics of teenage pregnancy in schools;
- Dilapidated schools with no budget provision for refurbishment;
- Lack of sufficient classrooms to accommodate all learners;
- Lack of primary schools in the new extensions;
- Lack of pre-schools in the new extensions;
- Lack of sanitation facilities at schools and
- Late arrival of learner materials such as books, desks

**❑ Health and Social Development**

Molemole has one hospital in Botlokwa, eight (8) clinics and two mobile teams. Based on the geographical diversity of our municipality, it is necessary to build one additional Hospital in the Western part of the municipality and five additional clinics so as to comply with health accessibility requirements, which states that a clinic must be within a radius of 5 km from the community it serves.

Mohodi Clinic services almost all communities in the Molemole West and should be considered to be upgraded into a Health Centre. This could speed up service delivery and reduce the high influx of patients at Hellen Franz Hospital on a daily basis. The facility is already having nurse's houses which can accommodate up to twelve staff members. There is also a need to have a clinic in Moletjie and Bought Farms Cluster at a central place.

Beneficiaries for social grants are assisted at SASSA offices located in ward 4 in Molemole East. The communities of Molemole West do not have a SASSA serving point and get assistance from Blouberg Offices. There is an old clinic from Mohodi Ha Manthata which the community together with the Tribal Authority are in a process of turning into a Thusong Centre.

The services from the following departments are prioritised:

- SASSA
- Home Affairs
- SAPS

The Molemole Technical Aids Committee was officially launched by the Honourable Mayor, Cllr Masilo Edward Paya. The Molemole Local Aids Council is chaired by the Mayor and also convened once in every quarter.

## Community facilities

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Priority area	Number of hospitals and clinics	Backlog
<b>Health Facilities</b>	1 hospital, 8 clinics	1 Hospital, 5 clinics

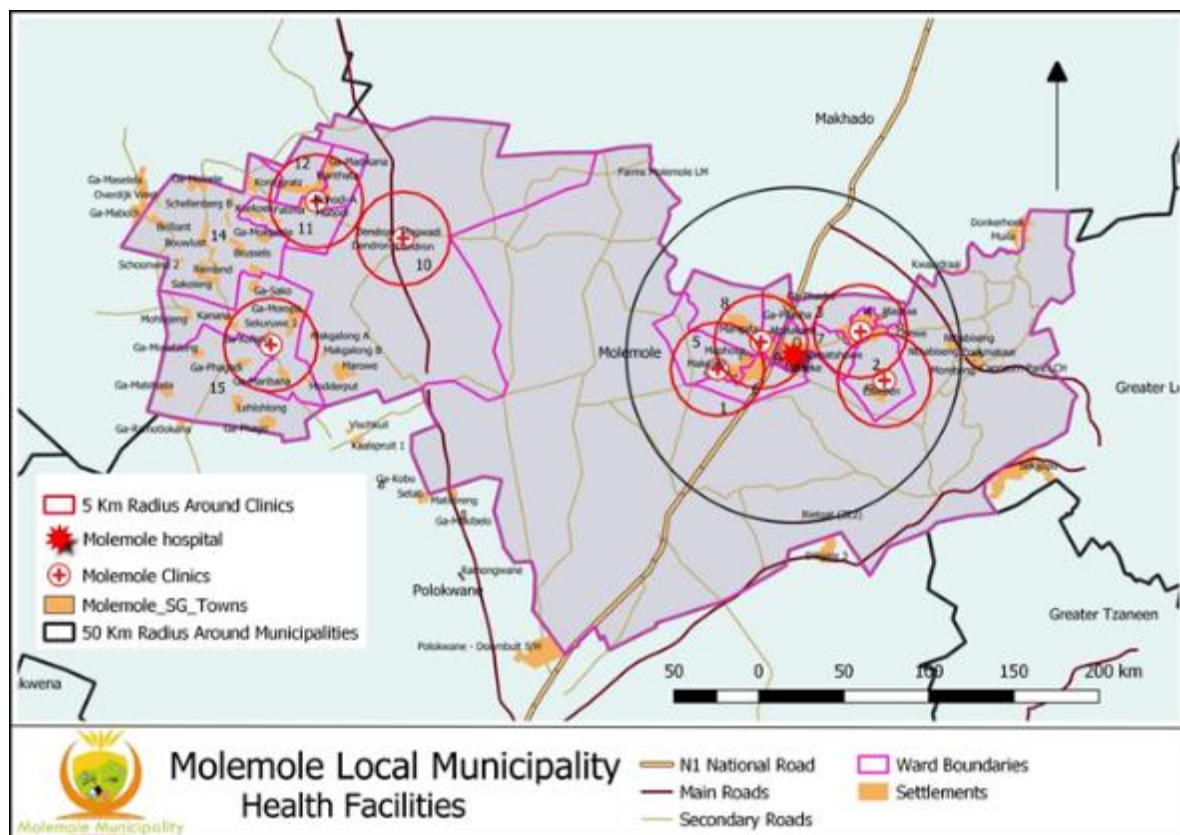


Figure 26:health facilities

Table 9: : List of Health Facilities in Molemole LM

SETTLEMENT NAME	HOSPITAL	CLINIC
Dendron		Dendron Clinic

Eisleben		Eisleben Clinic
Ramokgopa		Ramokgopa Clinic
Makgato		Makgato Clinic
Mangata		Matoks Clinic
Ramatjowe	Botlokwa Hospital	
Morebeng		Rosenkranz Clinic
Wurthsdorp		Mohodi Clinic

**❑ Challenges Pertaining to Health and Social Development:**

- High prevalence of HIV/AIDS within the community result in child headed families and the elderly being foster parents to minor orphans.
- Substance abuse, particularly alcohol lead to broken and dysfunctional families and eventually also affect youth in their performance at schools resulting in increased illiteracy level;
- Increased level of juvenile delinquents;
- High level of poverty (indigents) lead to over dependency on social support grants;
- The overloaded indigent register in the municipality results in low revenue generation in the two towns.
- Teenage pregnancy lead to dropping out of school at a young age resulting in withdrawal of foster care grants for affected orphans.
- Lack of medicines at clinics and hospitals;
- Lack of personnel at clinics and
- Lack of ambulances at hospitals and clinics



#### **❑ Safety and Security Status Quo Analysis**

There are three (3) police stations in Molemole - Morebeng, Botlokwa and Mogwadi. In addition to these there are two (2) Satellite Police Stations at Eisleben and Dipateng but due to personnel shortages these satellites are not fully operational. Infrastructural and corporate issues associated with police and emergency services within the Molemole Local Municipality is still faced with major challenges of human capital. There is a need for additional police personnel and emergency services in the Eastern and western extents of the Molemole Local Municipality. The Department of South African Police Services currently planning the construction of a Police Station at the corner of Masehlong and Phaudi village.

This will help to mitigate the safety and security challenges that the surrounding areas are confronted with as a result of lack for such services or having to travel long distances to access those services. Community Safety Forum (CSF) has been established in Molemole and is fully functional.

The municipality has erected high mast lights in areas identified as hot spots areas of crime. There is a magistrate's court at Morebeng and a periodic court at Mogwadi. There are developments taking place where a site has been established for the construction of Mogwadi Magistrate office. The project has since been abandoned and there should be follow-ups made with the relevant sector

department regarding the said project. Poor road infrastructure in certain areas affect the turnaround and or response time of emergency services. There is a need for satellite police stations as well as resources such as police vehicles, efficient communication services, and adequate police personnel.

## **❑ Law Enforcement and Licensing**

### *I. Law Enforcement and Licensing*

The municipality has a fully functional law enforcement unit which ensures safety and compliance of motorists to traffic legislation within the jurisdiction of Molemole municipality. Law enforcement operations are conducted consistently and traffic officers' patrols and visibility have improved. There is a need for additional law enforcement officers.

The municipality has two (2) Driving License Testing Centre (DLTC's) and Registering Authority (RA) that are fully operational and guided by the National Road Traffic Act 93 of 1996. Feasibility studies were compiled for the proposed Driver's License Testing Centre and Vehicle testing in Mogwadi, Morebeng and Moletjie areas.

The main key deliverables include:

- *Registration and licensing of vehicles;*
- *Renewal of Driving Licenses and Professional Driving Permits;*
- *Application of both learners and driving licenses and*
- *Testing and issuing of learners and driving licenses.*

### *ii. Challenges Pertaining to Safety and Security*

- Need for street lighting in high crime areas;
- False alarms by school children on the emergency lines;

- Need for speed humps on local roads for reduction of pedestrian accidents;
- Illegal occupation of RDP houses by foreign nationals result in xenophobic attacks;
- Poor accessibility to existing police stations and emergency facilities;
- Need for additional DLTC;
- The need to improve public transport services to police stations;
- Bad quality (gravel) roads in most areas complicate police patrols and response rates and
- Lack of high mast lighting creates unsafe environments, leading to an increase in criminal activity.

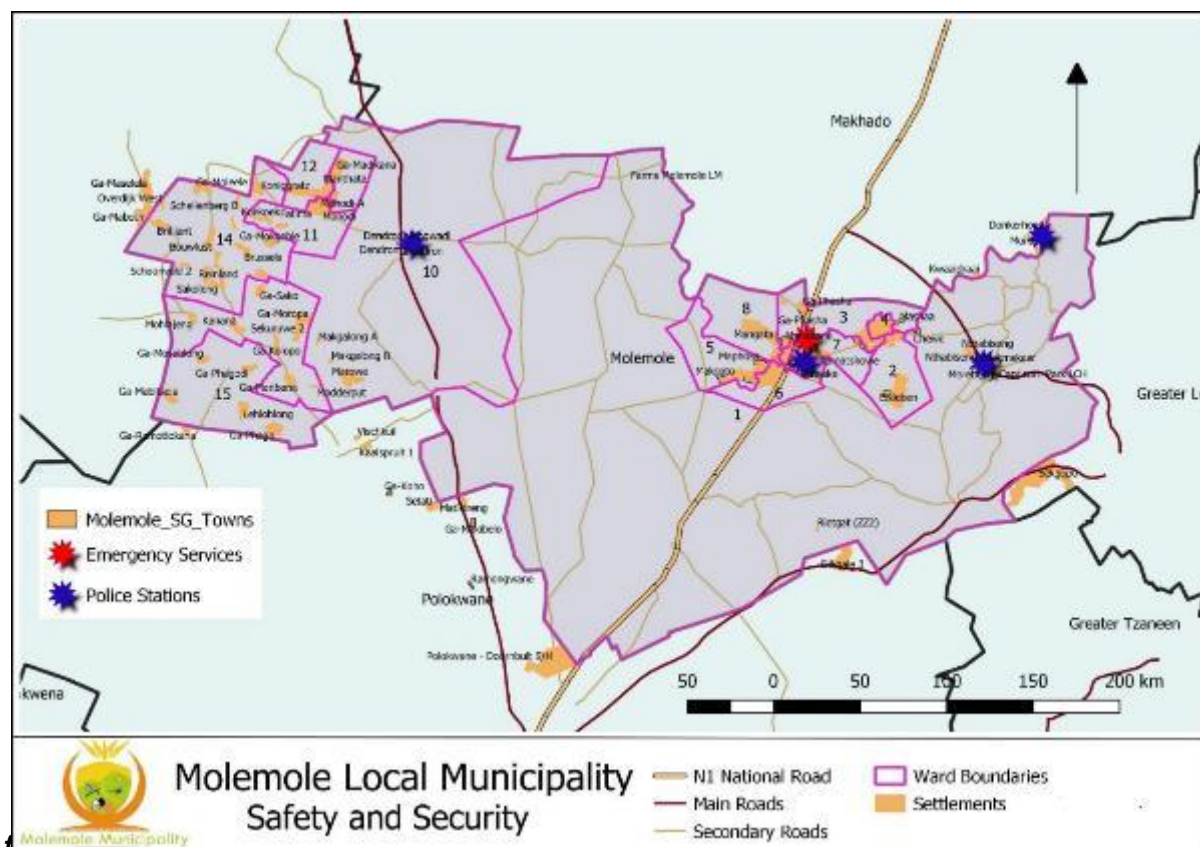


Figure 27: Safety and Security

☐ **Fire and Rescue Services, Disaster and Risk Management**

The municipality has a Disaster Management Plan in place to assist with the coordination of disaster and incidences. Disaster management is still the core competency of the district municipality but Molemole Local Municipality still has an obligation to assist communities in times of need. Vulnerable areas have been identified mostly in the West. Villages such as Mohodi, Maponto, Koekoek and Makgalong have encountered disasters a number of times over the years. The

three dongas that run in the Centre of Mohodi and Fatima had incidents of disaster in the past and still poses very serious possible disaster incidents.

❑ **Challenges Pertaining to Disaster Management:**

- *Lack of resources, both human and materials to attend to disaster incidents.*
- *The geographic spread of the municipality versus one disaster centre is also an issue that needs to be attended to.*
- *No fire belts in most of our grazing camps.*
- *Lack of industrial areas also poses another danger in instances whereby you find people having scrapyards in their residential areas.*
- *Illegal dumping and lack of land fill sites in rural areas.*
- 

❑ **Post Office and Telecommunication Analysis**

There are six postal facilities within the municipality located in Mogwadi, Dwarsrivier, Eisleben, Manthata, Ramokgopa and Morebeng. Mail collection points are also used in remote areas as another form of providing postal service to communities. **Figure 6** depicts the spatial distribution of all existing postal facilities throughout the Molemole LM. Despite the uneven spatial distribution of fully-fledged postal facilities, it would be unrealistic and uneconomical to establish fully-fledged postal facilities in every village. However, some form of service should be provided at strategic points, which are accessible to communities.

Information and communication technology (ICT) infrastructure comprising electronics; business process outsourcing; internet services and web

development, telecommunications including cellular and fixed phones, and computer services, are the main way of communication and conveying information in a modern economy and across various economic sectors. Comparing the usage of Information Communication Technology in Molemole Local Municipality to other municipalities, as can be observed from Table 6 below, it indicates that 87% of the population of Molemole Local Municipality have access to cell-phones, which is higher than all the municipalities across the district with the exception of Polokwane at 92%.

There are however network problems in other areas of the municipality such as Kalk-Bank, Bylsteel, Legkraal and Brilliant. Though the municipality has the second highest proportion of people with access to fixed telephone lines in their households, it is still far below the availability rate of cell phones and it is expected that fixed lines are unlikely to see much growth in future.

This is simply because the transaction costs using cell phones is cheaper than the costs of a land line. For example it was initially assumed that cell-phones would be a supplement to those who already had fixed line telephones (given that the cost of cell phones call was so much higher than fixed line), but cell-phone use

amongst the poor (who have limited access to fixed line) has rapidly grown and overtaken the use of fixed line despite its higher costs.

Municipality	Cell Phones		Computer		Television	
	Yes	No	Yes	No	Yes	No
Blouberg LM	82%	18%	6%	94%	67%	33%
Molemole LM	87%	13%	10%	90%	78%	22%
Polokwane LM	92%	8%	21%	79%	70%	30%
Lepele-Nkumpi LM	86%	14%	11%	89%	74%	26%

The reason for this paradox is that although the direct costs of a cell-phone call are higher, the indirect costs to the poor (finding and accessing a cheaper fixed line phone) are much higher. It may be accessibility of the cell-phone to the poor (and others) trumps its higher costs.

One of the most important measures of ICT infrastructure is the broadband which is mostly used for transmitting higher volumes of communication. Essentially, broadband refers to the telecommunication signal or device with a greater bandwidth (holds greater capacity of telecommunication traffic capacity) than standard or usual capacity. As can be observed from the map below, Limpopo has a pocket of broadband infrastructure lying mainly in major economic centers.





What is interesting from this map is that the main town of Molemole Local Municipality (Dendron/Mogwadi) has also reflected some pockets of this infrastructure. Given the improved access to cell phones it would be important for the municipality to also advocate for such infrastructure to be rolled out in their area of jurisdiction since it has some of the positive implication for business and also residence at large.

For example the businesses operating in the area would be able to use third generation (3G) network (which transmit high volume of data at faster rate) to communicate with the purpose of doing business with various potential customers and suppliers within and outside of the jurisdiction of Molemole Local Municipality. Moreover, recently there are initiatives to use Social Media Network such as what's-up and Mix it to teach learners subjects such as mathematics. Therefore availing this infrastructure to larger proportion of the population will undoubtedly have positive impact to the residence of the area in improving the cost of doing business and also uplifting the standard of education.

#### ❑ Challenges Pertaining to Post Office and Telecommunication:

- *Low network coverage*
- *Inconsistent rates of various communication networks*
- *Lack of infrastructure to access social media networks*
- *Delays from SA Post Office to adapt to new technological advancement*
- *Lack of service to Local Satellite postal services*
- *Lack of capacity from SA Post Office to roll the Social Grants as required*

## 2.3. 3.4. KAP-3 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

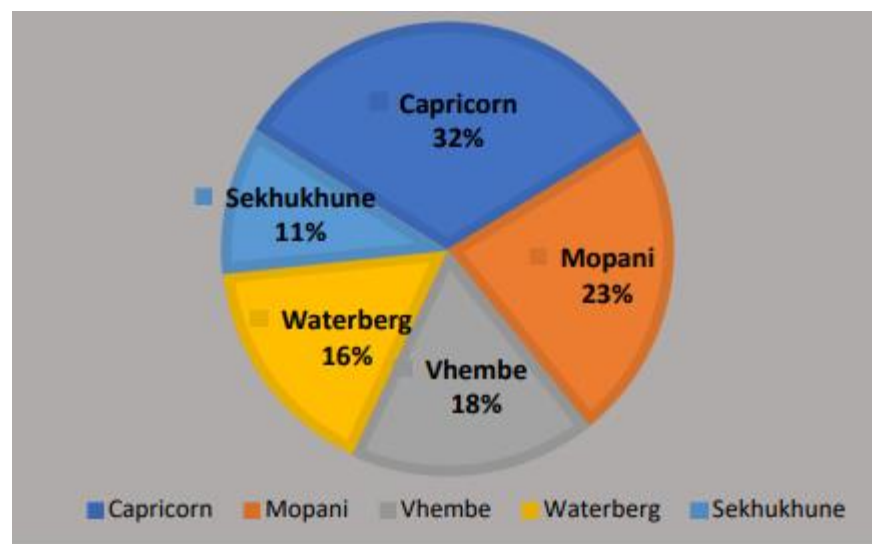
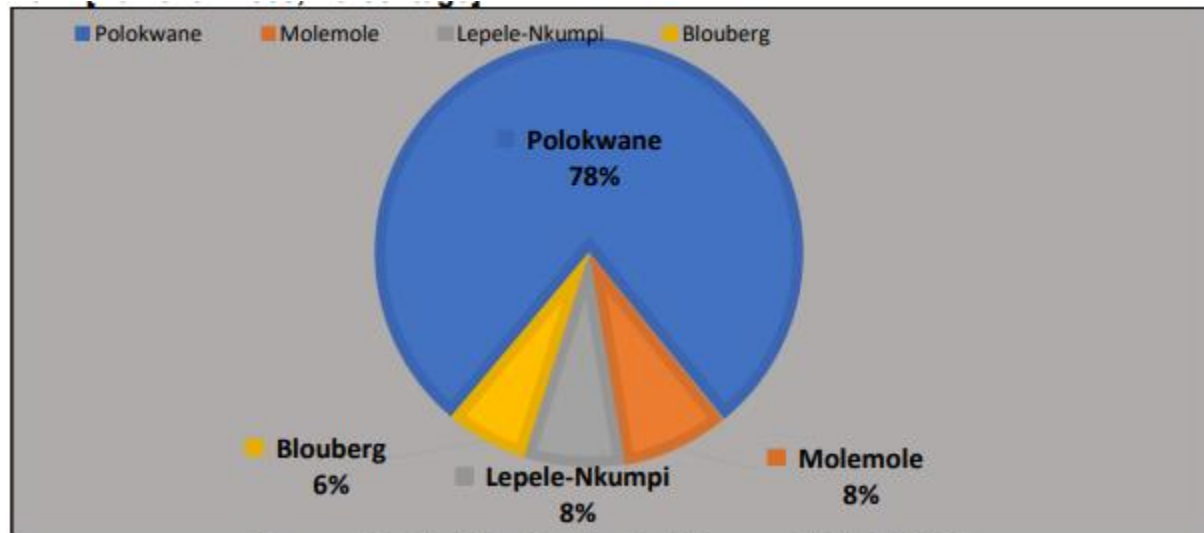


Figure 4: Limpopo GDP, 2022

The greatest contributor to the Capricorn District Municipality economy is the Polokwane Local Municipality with a share of 78.02% or R 122 billion, increasing from R 61.6 billion in 2012. Molemole's contribution of 8% came a strive with the

economy with the lowest contribution is the Blouberg Local Municipality with R 9.68 billion growing from R 5.14 billion in 2012.



**Figure 5: Local municipalities' contribution to CDM GDP (Source: South Africa Regional eXplorer v2404 Jul 2023)**

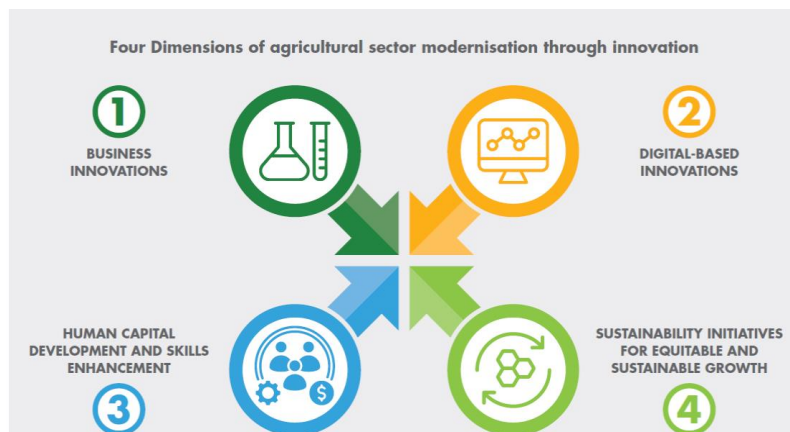
**Table 10: Gross domestic product (GDP) - local municipalities**

Municipality	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Blouberg	9.7	6.2%	6.1	6.6	0.74%
Molemole	12.8	8.19%	8.1	8.6	0.60%
Polokwane	121.8	78.02%	74.1	84.9	1.36%
Lepelle_nkumpi	11.8	7.59%	7.3	7.8	0.67%
Capricorn	156.1		95.7	107.9	

Polokwane had the highest average annual economic growth, averaging 1.36% between 2012 and 2022, when compared to the rest of the regions within the Capricorn District Municipality. The Blouberg Local Municipality had the second highest average annual growth rate of 0.74%. Molemole Local Municipality had the lowest average annual growth rate of 0.60% between 2012 and 2022.

### Local skill base

### Modern Rural Development Trends



Digital Connectivity: Beyond broadband for e-commerce and education, incorporating smart agriculture tools revolutionize farming efficiency and enable remote monitoring systems for irrigation and livestock.

Sustainable Agriculture: Agro-processing hubs can adopt precision farming practices, organic farming, and eco-friendly technology to boost productivity while protecting natural resources.

Renewable Energy: Solar projects could power not only rural households but also agro-processing hubs and digital infrastructure, fostering energy independence and creating green jobs.

Eco-Tourism: Conservation zones could emphasize renewable energy installations, integrate digital platforms to market rural tourism globally, and showcase sustainable practices to attract environmentally conscious travellers.

Recent innovation policy developments in South Africa reinforce the centrality of innovation as a driver of inclusive and sustainable development. Central to this are the principles outlined in both the 2019 White Paper Policy on Science, Technology, and Innovation (STI) and its accompanying STI Decadal Plan 2022-2032.. In particular, the White Paper highlights the importance of technological innovation for the modernisation of agriculture in South Africa and its increased global competitiveness

Adopting advanced technologies such as precision agriculture, robotics and other related information and communication technologies, together with implementing

sustainable farming and land use practices can maximize productivity on farms, reduce wastage and minimize negative environmental impacts

Molemole LM mainly comprises agricultural activities (commercial and subsistence), plantations (especially along the western boundary), and small-scale mining. A large part of Molemole’s economy depends on agricultural development. The municipality produces some of the finest potatoes and tomatoes for the export markets. As a result the

The minister of DRDLRR remarked that the Capricorn district will be allocated Agri-park networked innovation system.

Table 11: Agri Park in CDM

AGRI PARK SYSTEM	LOCATION
8 x Farmer production support unit	Matlala, Botlokwa, Avon, Dendron, Malebogo, Moletjie, Tooseng And Mogodi
1x Agri hub	Ga-Poopedi

3.4.1.OVERVIEW OF LOCAL ECONOMIC DEVELOPMENT

The constitution is the overarching legislation in South Africa and all other policies, legislation and strategies have to align to it. It mandates all levels and spheres of government, to promote social and economic development.

Section 152 of the Constitution relates to economic development by stating the following objectives of local government:

- To promote social and economic development.

- *To promote democratic and accountable government for local communities;*
- *To ensure the provision of services to communities in a sustainable manner;*
- *To promote a safe and healthy environment; and*
- *To encourage the involvement of communities and community organisations in the matters of local government.*
- 

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth, poverty alleviation, skills development and employment generation.

Key LED goals include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Initiatives to ensure compliance of business on building regulations, public safety and health requirements, while contributing to municipal revenue generation.

The LED strategy forms part of our responsibility as government to create suitable environment for members of the public with business ideas to invest in our areas

and provide our local communities with employment opportunities. It is only through strong partnerships with the private sector and the public in general can win the fight against unemployment and poverty.

Our municipal area is predominantly rural and it is also dominated by agriculture, our strategy must reflect this if it is to successfully improve the lives of the local communities. The contribution of our municipality to this area is dependent on our ability to strengthen the performance of agriculture, and encourage productivity. Our performance in agriculture support will put us at the forefront of socio-economic development as we will be able to empower local communities and enable them to contribute towards job creation and poverty eradication.

The analysis of the socio-economic and physical situation of the municipality area indicate that:

- Molemole economy is dominated by government, finance, retail, accommodation, and general and personal services. These account for much of formal employment in the public service, banks, retail centres, services, consulting and household services. There are no large firms in manufacturing, agriculture, mining, construction or forestry.
- In the absence of productive economic sectors like minerals, agriculture and manufacturing, the economy is consumption driven as individuals and households spend more than 80% of income on consumer and durable goods like furniture, transport, electronics, food, apparel, services and public goods.
- This consumption economy is indicated by the growth of retail and informal business, which have been the only major economic developments in the past decade in the area. Consumption is driven by unsustainable levels of credit card debt, medium term loans and mortgage debt.



The analysis further reveals that the municipality needs to deal with the following structural challenges in order to grow its economy:

- Chronic poverty, structural unemployment and a relatively small market.
- Poor education and skills development outcomes – which exacerbate poverty and unemployment.
- Lack of industrialization programmes.
- Spatial distances between the urban/rural divide and within urban areas, and binding constraints posed by poor physical planning and network infrastructure.
- Distance from main markets globally and limited market access.
- Poor implementation and coordination at provincial and municipal levels.

Molemole can tap into the implementation of the Agricultural Policy and Action Plan. The NDP sees the potential to create close to 1million new jobs by 2030, a significant contribution to the overall employment target.

To achieve this target the NDP identified the following key activities:

- Molemole can expand irrigated agriculture: Evidence shows that the 1.5 million hectares under irrigation(which produce virtually all South Africa's horticultural harvest and some field crops) can be expanded by at least 145 000 hectares through the better use of existing water resources and developing new water schemes.
- Molemole can make use of underutilised land in communal areas and land-reform projects for commercial production. Better land use in communal areas could improve the livelihoods of its people, and create jobs in communal areas.
- Growing the local economy and improving the quality of life of the community will be achieved through the following strategies:

- To promote agriculture and agro-processing
- To promote Tourism and Hospitality
- To promote the Services, Retail and Light Manufacturing Sector
- To undertake Business Retention, Attraction and Expansion
- Institutional Arrangements and Capacity Building of the LED Unit
- A number of projects have been identified in order to realise the LED vision of the municipality and improve the local economy. Care has been taken to ensure that only bankable and implementable projects which are in line with the municipality's vision and are realistic are included in the strategy.
- **Pillars of the LED Framework:**

The following six core pillars of the LED framework will guide local economic development of Molemole local municipal LED:



## • SWOT ANALYSIS

Analysis of the strengths, weaknesses, opportunities and threats (SWOT) for the following economic sectors: Agriculture, Tourism and Manufacturing, Service and Retail. The purpose of the SWOT analysis is to identify and evaluate the key factors that will guide the community in developing a strategic plan for the economic development of Molemole that is responsive to the environment within which it is to be executed.

<b>AGRICULTURE and AGROPROCESSING SECTOR</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ Well –Skilled extension officers</li> <li>▪ Rural employment (seasonal and part/time</li> <li>▪ Source of food security</li> <li>▪ Good soil and climatic conditions</li> <li>▪ Skilled farmers (agric. Graduates)</li> <li>▪ Easy access to agricultural land (tribal authorities)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of resources (mechanisation / start-up capital)</li> <li>▪ Few black commercial farmers</li> <li>▪ Inadequate support from sector departments / Parastatals</li> <li>▪ Relationship between farmers and farm workers is not good</li> <li>▪ . Limited water supply</li> <li>▪ Lack of skills</li> <li>▪ Unable to meet market requirements (quantity/quality standards)</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>▪ Agri -park development</li> <li>▪ Organic farming and food production</li> <li>▪ Improved farming methods and established standards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate change/unpredictable weather patterns</li> <li>▪ Natural disasters (draught)</li> <li>▪ Policy uncertainty</li> </ul>

<ul style="list-style-type: none"> <li>▪ Food processing potential</li> <li>▪ Agricultural awareness in schools</li> <li>▪ Outstanding land claims</li> <li>▪ Red meat production</li> <li>▪ Agricultural awareness in schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Escalating prices of production inputs</li> </ul>
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<b>TOURISM SECTOR</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ Natural beauty of community;</li> <li>▪ Linkages with neighbouring municipalities</li> <li>▪ Existence of an information center);</li> <li>▪ Hospitality establishments</li> <li>▪ Clean environment;</li> <li>▪ Friendly and helpful residents.</li> <li>▪ Location along tropic of Capricorn</li> <li>▪ Location along N1</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unreliability of potable water;</li> <li>▪ No inventory of tourism attractions;</li> <li>▪ No local tourism strategy</li> <li>▪ Lack of signage;</li> <li>▪ Limited retail and other services</li> <li>▪ No calendar of local tourism events</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>▪ Potential for eco-tourism;</li> <li>▪ “Farm tourism”</li> <li>▪ Home stays</li> <li>▪ Under-utilised assets Machaka Game Reserve</li> <li>▪ Optimal usage of Tropic of Capricorn</li> <li>▪ Increased recreational activities through use of Mogwadi Park</li> </ul>	<ul style="list-style-type: none"> <li>▪ High unemployment rate;</li> <li>▪ Increased human, vehicular traffic;</li> <li>▪ Climate change and the unpredictable weather patterns,</li> </ul>

<ul style="list-style-type: none"> <li>▪ Development of physical attractions.</li> <li>▪ Support from sector departments</li> <li>▪ Establishment of local tourism association</li> </ul>	
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## 2.4. KPA-4 MUNICIPAL FINANCIAL VIABILITY

### 3.4.1. ASSESSMENT OF THE FINANCIAL STATUS OF THE MUNICIPALITY

The financial position of the Municipality is sound and the going concern of the institution is under no threat. Nothing has yet pointed anything contrary to continued support by the government and no major borrowings are allowed and no commitments are made against own income or any other income. Capital projects are only committed to, when assurance is obtained from Treasury that such funds are guaranteed. Operational expenditure is similarly funded.

Financial performance

Functional Classification Description R thousand	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b><u>Revenue - Functional</u></b>							
<b><i>Governance and administration</i></b>	223,741	242,028	245,788	245,788	246,455	248,141	258,140
Finance and administration	223,740	242,028	245,788	245,788	246,455	248,141	258,140
<b><i>Community and public safety</i></b>	6,679	25,780	24,153	24,153	7,761	6,642	6,408
Community and social services	1,229	1,534	1,534	1,534	1,405	–	–
Sport and recreation	224	2	2	2	1	1	1



Public safety	5,226	24,244	22,617	22,617	6,356	6,642	6,408
<b><i>Economic and environmental services</i></b>	<b>45,234</b>	<b>43,734</b>	<b>43,600</b>	<b>43,600</b>	<b>55,832</b>	<b>49,471</b>	<b>51,582</b>
Planning and development	45,234	43,734	43,600	43,600	55,832	49,471	51,582
<b><i>Trading services</i></b>	<b>54,588</b>	<b>45,031</b>	<b>43,031</b>	<b>43,031</b>	<b>35,190</b>	<b>27,084</b>	<b>27,902</b>
Energy sources	29,241	35,541	35,541	35,541	27,371	18,914	19,527
Water management	709	72	72	72	75	78	80
Waste water management	21,220	2,885	885	885	924	965	989
Waste management	3,418	6,532	6,532	6,532	6,820	7,127	7,305
<b><i>Other</i></b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Revenue - Functional</b>	<b>330,242</b>	<b>356,572</b>	<b>356,572</b>	<b>356,572</b>	<b>345,238</b>	<b>331,338</b>	<b>344,033</b>

#### Budgeted Financial Performance expenditure by functional classification

Functional Classification Description	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Expenditure - Functional</b>							
<i>Governance and administration</i>	143,374	141,796	142,808	142,808	154,625	159,174	163,199
<i>Community and public safety</i>	28,959	33,656	32,981	32,981	4,614	3,389	3,474
<i>Economic and environmental services</i>	20,750	28,505	27,418	27,418	28,924	28,904	28,389
<i>Trading services</i>	80,951	92,275	93,153	93,153	90,943	81,125	83,295
<i>Other</i>	–	–	–	–	–	–	–
<b>Total Expenditure - Functional</b>	<b>274,034</b>	<b>296,233</b>	<b>296,360</b>	<b>296,360</b>	<b>279,106</b>	<b>272,593</b>	<b>278,356</b>
<b>Surplus/(Deficit) for the year</b>	<b>56,208</b>	<b>60,339</b>	<b>60,212</b>	<b>60,212</b>	<b>66,132</b>	<b>58,746</b>	<b>65,677</b>

### Capital expenditure

Vote Description	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<u>Capital expenditure -</u>								
<u>Multi-year expenditure to be appropriated</u>								
Corporate Services	2,050	1,400	2,438	2,438	2,417	4,300	836	857
Municipal Manager	78	200	148	148	148	150	–	–
Mayors Office	–	–	–	–	–	–	–	–
Budget And Treasury	430	5,000	4,886	4,886	–	–	–	–
Community Services	–	(40)	1,929	1,929	1,463	16,000	13,794	6,920

Technical Services	62,777	53,779	50,842	50,842	32,519	45,683	44,116	57,901
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The Municipality is managing revenues earned and expenses incurred in line with requirements of Provincial and National Treasury. The Municipality account for its resource as prescribed and regulated and in line with the Generally Recognized Accounting Practice (GRAP). The greater purpose behind the financial reporting of the Municipality is to keep the municipality accountable to the public and assist it to make a fully informed disclosure of its viability and the management of resources under its control as prescribed. No unregulated risks and rewards are executable that will pose a threat that cannot be detected by the regulatory authorities that controls its activity.

**Collection rate:**

Financial Years	Percentages
2022/2023	73%
2021/2022	82%
2020/2021	148%
2019/20	150%

**Debt Growth rate**

Description	2023	2022	Percentage
Receivables from exchange transactions	6 380 641.00	4 324 869.00	32 %

Description	2023	2022	Percentage
Receivables from non-exchange transactions	65 574 138.00	58 696 602.00	10 %

### 3.4.2. MUNICIPAL DEBTS (GOVERNMENT AND RESIDENTAL DEBTS)

All government properties have been verified from the department of public works and rural development's Fixed Assets Registers, municipal valuation roll and deeds office. All relevant account names in our financial system were linked to specific departments. This has resulted in the improvement in collection rate. In cases where properties are not registered at the Deeds office, the dispute will continue and engagement has been done with all the relevant departments.

All the credit control and debt collection procedures has been considered by the municipality but the implementation is being disrupted by the shortage of water. Engagements has been made with land owner's representatives for the settlement of the monies owed by land owners. The municipality is currently in a process of analysing all the billed municipal arrears for the consideration of performance by the municipal council.

#### **Challenges Pertaining to Revenue Management are as follows:**

- Community disruption in the implementation of credit control
- Increased rate in electricity distribution losses due to :
  - illegal connections

- Inability to pay tamper fines
- Community not accepting the smart meters installation
- Slow development in the area reduces the rates charged on properties as their values are not growing as expected.

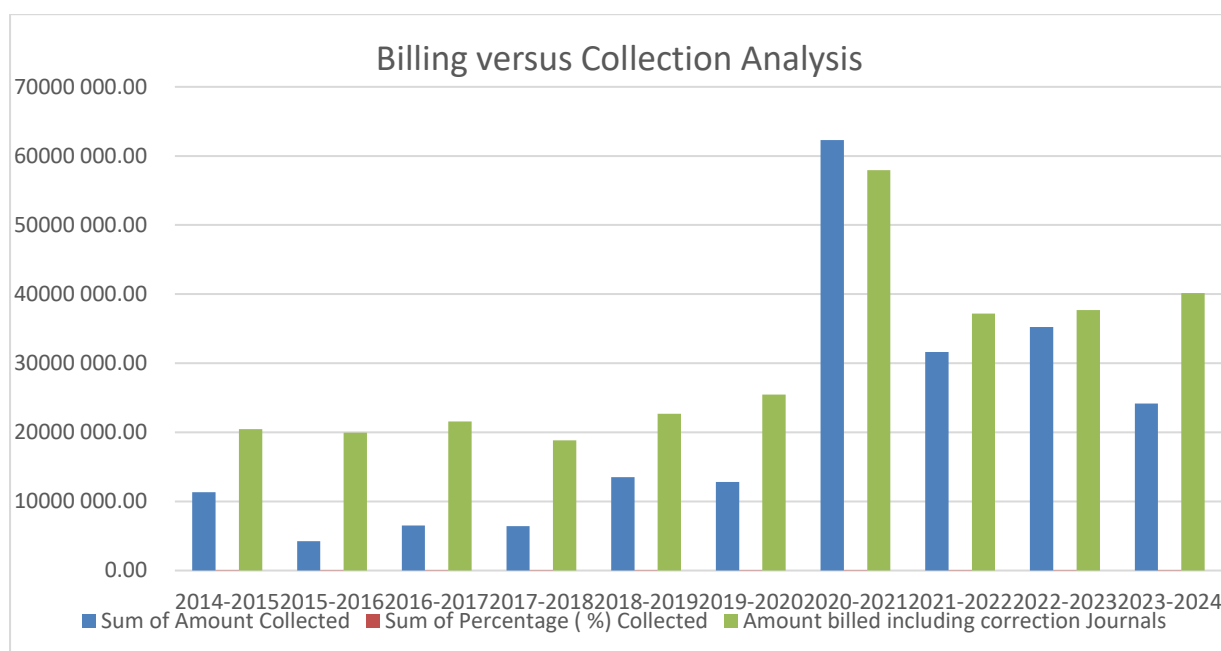
### **3.4.3. PROGRESS ON ALTERNATIVE REVENUE SOURCES**

- The municipality anticipated on selling municipal properties in the current financial year in which the process was not finalised on time due to regulated required process which has to be followed by the municipality.
- Traffic and licensing challenges has reduce as the functionality of the system has also improve which lead to the increase in revenue component.
- The municipality is currently analysing possible additional resources which can assist the municipality to improve the percentage of own revenue to improve service delivery.

### **3.4.5. CHALLENGES FACED BY THE MUNICIPALITY OF REVENUE GENERATION .**

- Limited number of resources to improve the revenue base of the municipality.
- Limited resources to implement revenue enhancement projects in assisting the municipality to improve it's revenue base.
- Slow collection of the old accumulated rate payers debt.
- Reliance on Government transfers.
- Limited number of township establishments
- Huge number of government properties within the Municipal jurisdiction lead to the highest reliance of government departmental income.

### **3.4.4. *FINANCIAL PERFORMANCE ON BILLING AND COLLECTION FOR THE PREVIOUS TEN (10) FINANCIAL YEARS FROM THE 1ST JULY 2014 TO JUNE 2024.***



### 3.4.5. REVENUE PERFORMANCE BY SOURCE AS AT MID YEAR – 2024/25 FINANCIAL YEA

#### a) Investments

	2024	2023	2022	2021
Interest received	12,6m	8,1m	4,7m	2,6m
Initial invested funds	140m	100m	90m	60m

- The Money is invested with Nedbank on a call account which is a flexible account, we transfer as the need arises. No fixed term.
- Over the years, we have been able to earn an average of 7%

- Invest in line with the MFMA requirements

#### ❑ **Cash flow**

- The municipality closed off 2023/24 with a cash balances of R 140 mil
- Equitable share allocation for the year 2024/25 amounts to R 187,593,000.
  - *It has increased by R 9 mill from the previous year which is 5%.*
- Equitable share for the coming year 2023/24 amounts to R 178,109 000.
- No overdraft facility,
- *No Loans*

#### ❑ **The Current ratio**

2023/24	2022/23	2021/22
4:1	5:1	5:1

#### ❑ **Interpretation of Results**

- The ratio 4:1 is above the norm which means that the municipality will be able to pay its short term obligations with the available current assets. When comparing the current year ratio to the prior year it is stable, thus no indication of uncertainties on the liquidity of the municipality.

#### ❑ **Interpretation of Results**

- The ratio 4:1 is above the norm which means that the municipality will be able to pay its short term obligations with the available current assets. When comparing the current year ratio to the prior year it is stable, thus no indication of uncertainties on the liquidity of the municipality.

#### ❑ **Going Concern**

- Positive net assets position



- Operating in a positive cash flow for the past financial year and we believe that the trend will continue
- No significant long term borrowings

#### ❑ **5. Sustainability**

- Even though the Municipality is a going concern for the next 12 months, it does not guarantee the sustainability as it is heavily dependent on grants. Should the equitable share changes negatively, the municipality will also be affected negatively.
- Enforcement of revenue enhancement strategy is still continuing to ensure that we identify additional sources of revenue.

#### ❑ **Progress: Revenue Enhancement Strategy**

- **Credit control implemented and Disconnection of services commenced**
- **Service provider appointed to engage the departments to settle their long standing debts. This is bearing positive results and we shall continue to pursue it.**
- **A dedicated credit controller was appointed to assist with enforcement of this strategy.**
- **A service provider was also appointed to conduct property audit in order to provide specific property description that will assist the municipality to be able to bill.**
- **Electricity revenue protection has been conducted by Technical services to reduce the loss on electricity sales by**
  - conducting meter audits
  - Verification of meter and stand data
  - Resealing of meters and replacement of faulty meters and issuing of tamper fines.
  - Issuing of tamper fines.

### 3.4.6. LIABILITY MANAGEMENT

The municipality does not have long-term loans which can be recognized as long-term liability. All expenditures occurred are being settled within thirty days.

### 3.4.7. INDICATIONS OF NATIONAL AND PROVINCIAL ALLOCATIONS

The National and Provincial allocations are as reflected in the table below:

GRANT NAME	Budget 2022/23	Year	Budget 2023/24	Year +1	Budget 2024/25	Year +2
Equitable shares	168 761 000		177 379 000		186 814 000	
Financial Management Grant	2 300 000		2 300 000		2 300 000	
Municipal Infrastructure Grant	39 792 000		41 458 000		43 232 000	
Intergrated National Electricity Programme	–		10, 000, 000		10, 000, 000	
Expanded Public Works Programme	–		–		–	
<b>TOTAL</b>	<b><u>210853000</u></b>		<b><u>193824000</u></b>		<b><u>242346000</u></b>	

Table 26: INDICATIONS OF NATIONAL AND PROVINCIAL ALLOCATION

The municipality has the following budget related policies in place that are reviewed annually and approved together with the annual budget:

- Asset Management Policy
- Cash Management Policy
- Credit Control and debt collection policy
- Supply Chain Management policy

- Property rates policy
- Budget policy
- Virement policy
- Petty cash policy
- Tariff policy
- Debt write off policy
- Indigent policy
- Banking and investment policy
- Cash flow Management policy
- Uallocated deposit policy

All these policies are approved by council annually.

There are however challenges pertaining to the implementation of these policies such as:

- Residents raise disputes on the payment of long outstanding debts.
- Disputes over property rates.
- Powers and functions of the district and local municipality regarding the writing off of bad debt

#### ▪ **SUPPLY CHAIN**

Section 217(1) of the Constitution of South Africa requires that every organ of the state and all public institutions and related structures shall contract for goods and services in accordance with a system which is Fair, Equitable, Transparent, Competitive and Cost effective.

#### ▪ **ASSET MANAGEMENT**

Asset verifications are conducted to check the status of the assets and to help the Accounting Officer in determining which assets are obsolete for the purpose of disposing them. To strengthen the completeness and existence of movable and immovable assets test, the municipality has established a new division in the 2024/2025 financial year.

t. The municipality did not hold any auctions in the 2024/2025 financial year. The Municipality has also compiled a Fixed Asset register for auditing by the Auditor-General of South Africa.

### **3.4. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Intergovernmental relations structures are coordinated at District and Provincial level with the municipality participating in various IGR forums. The IGR structures coordinate government activities at various spheres with a view to ensure integration and efficiency of service delivery. At a local level the IDP/Budget representative forum provides a platform for the spheres to co-plan infrastructure investment at a local level.

#### **3.5.1. ROLE OF MUNICIPAL COUNCIL AND ITS COMMITTEES**

During the year under review, Molemole Municipality operated with 32 councilors with sub-structures as outlined below:

- *Council*
- *Executive Committee*
- *Corporate Services Portfolio Committee*
- *Community Services Portfolio Committee*
- *Local Economic Development and Planning Portfolio Committee*
- *Technical Services Portfolio Committee*
- *Finance Portfolio Committee*
- *Municipal Public Accounts Committee (MPAC)*
- *Audit Committee*
- *Ethics and Rules committee*
- *Risk Management Committee*
- *Mayoral Public Participation Outreach programs.*

### 3.5.2. RELATIONSHIP WITH THE PUBLIC

Description of Outreach event	No of events	Purpose
Mayoral outreach programmes	02	Report on Implementation of IDP and official opening of Moletjie Cluster office
MPAC Annual report programme	02	Public consultation on draft 2020/21 Annual Report
IDP Public Participation	04	Public consultation on draft 2022/23 IDP/Budget
Open Council	03	Ordinary open council in line with Systems and Systems Acts
State of the Municipal address	01	State of the Muncipla adrees held together with open council when approving the 2023/2024 IDP Budget

### 3. TABLE 27: RELATIONSHIP WITH THE PUBLIC

Draft

### **3.5.3. INTERGOVERNMENTAL RELATIONS**

Intergovernmental relations structures are coordinated at District and Provincial level with the municipality participating in various IGR forums. The IGR structures coordinate government activities at various spheres with a view to ensure integration and efficiency of service delivery. At a local level the IDP/Budget representative forum provides a platform for the spheres to co-plan infrastructure investment at a local level.

### **3.5.4. ROLE OF MUNICIPAL COUNCIL AND ITS COMMITTEES**

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- *Community Services Portfolio Committee*
- *Local Economic Development and Planning Portfolio Committee*
- *Technical Services Portfolio Committee*
- *Finance Portfolio Committee*
- *Municipal Public Accounts Committee (MPAC)*
- *Audit Committee*
- *Ethics and Rules committee*
- *Risk Management Committee*

### **3.5.5. RELATIONSHIP WITH TRADITIONAL LEADERSHIP**

There are 6 traditional authorities with the municipality: Machaka, Ramokgopa, Makgato, Ratsaka, Moloto and Manthata. There are also bought farms mostly found in Ward 14 – Led by Mr. Kgare as the Chairperson. All traditional authorities are invited to municipal outreach programmes whereas two traditional authorities are required to attend council meetings, i.e. Ramokgopa and Machaka.

The Municipal Systems Act 32 of 2000, chapter 4, requires that a municipality develops a culture of municipal governance that reflects a system of community participation in municipal affairs. The year under review experienced a culture of good governance in the form of functionality of key stakeholders such as;

- *Mayor-Magoshi Forum.*
- *Business sector and Agricultural sector.*
- *Molemole Community Based Organization.*

- *Mayoral Public Participation Outreach programs.*

## **1.1. STRUCTURES OF PUBLIC PARTICIPATION IN THE IDP PROCESS**

The IDP process and the participation of the community in this process have to be structured. Molemole Municipality has two distinct structures through which formalized public participation with its communities takes place i.e.

- The Ward Committee system
- Molemole IDP Representative forum

### **.6.3. WARD COMMITTEES**

The role of Ward Committees with respect to the IDP is to participate in the .

- Preparation, implementation and review of the IDP, Establishment, implementation and review of a Performance Management Framework, (PMS) and preparation and review of the municipal annual budgets.
- *Compile montly reports during community feedback programmes of the municipality with the assistance of the Ward Councillor. They represent various sectors within he wards, e.g. Water, Electricity and road infrastructure.*

### **.6.4. THE IDP REPRESENTATIVE FORUM**

Local municipalities establish IDP Rep forums to facilitate integrated planning by all spheres of government at a local level. The forum consists of representatives from the following



Government Departments, Farmers, Business Sector, Traditional Healers, Religious groups, Education Sector, Non-Governmental Organizations,

The forum seats are normally arranged during the municipal IDP and Budget review processes and covers all phases of the IDP process plan.

The interrelationships between the various structures as identified above as well as the workflow process to be followed in the drafting of the IDP is presented in the diagram below. The information and/or data contained at the end of each IDP phase is a culmination of the work that shall have been concluded at the various sittings of the structures as depicted above. Engagements with the various internal departments will be on-going and the external sector departments shall be engaged in the formal inter-governmental relations (IGR) processes. The engagements above can be depicted as per the diagram below:

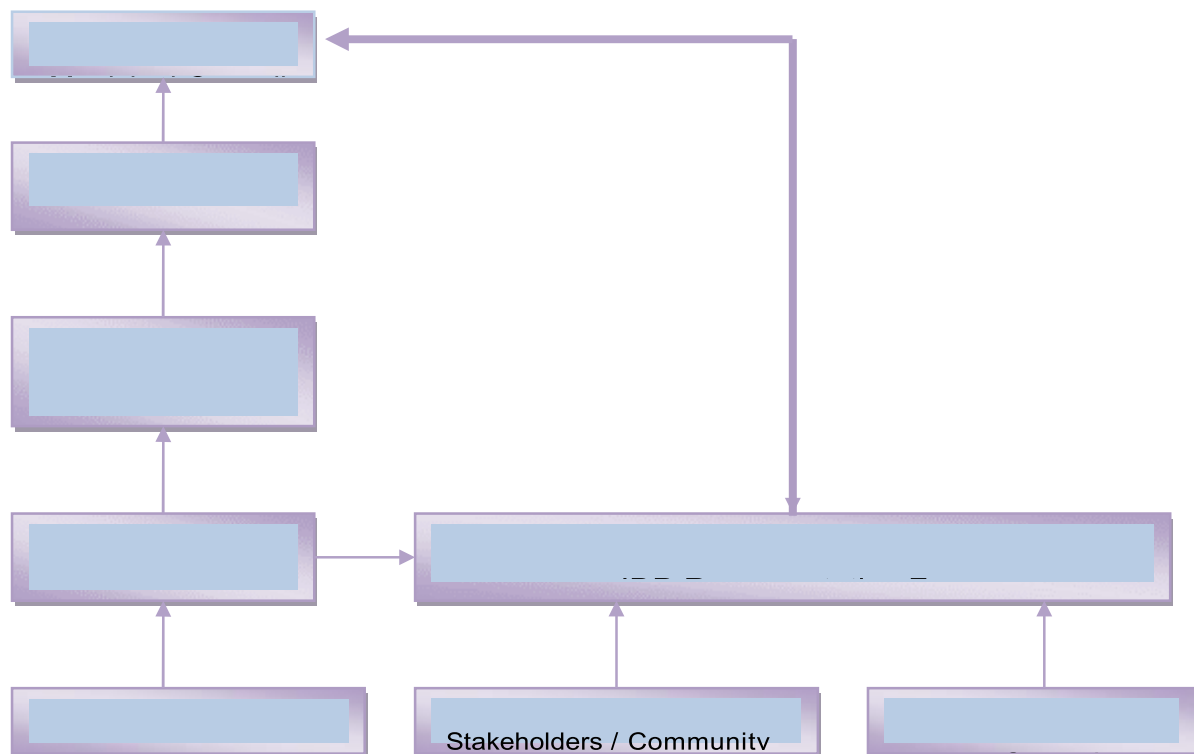


Figure 2: IDP Interrelationships

#### **3.5.5.1. Channels of Communication with the Public**

- Mayoral outreach programmes
- Social media: Facebook and Twitter
- Community Radio station
- Quarterly Newsletters
- Electronic mail
- Quarterly, Mid-year and Annual Performance Reports

#### **4. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

- *Role of the KPA*
  - Overall functions of municipal transformation and organizational development include:
    - Assisting with the development of necessary policies across all depts. and ensure effective implementation thereof.
    - Creating a conducive climate for all employees and councillors,
    - Establishing systems that are enablers of improved performance for all departments thereby contributing maximally towards improved organizational performance.
    - Creating a committed and highly productive workforce for improved delivery of basic services to our communities

3.5.6. 2025/2026 STRATEGIC RISKS

No	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner

No	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner

No	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner

No	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner

N o	Strategi c objecti ve	Risk descripti on at Strategic Objective level	Risk catego ry	Primary Cause (Risk at Operational level)	Seconda ry Cause (Risk at Business unit level)	(Impac t)	Likeliho od	Inhere nt risk	Existin g control s	Perceived control effectivene ss	Residu al risk	Risk own er	Actions to improve manageme nt of the risk	PO E	Actio n owne r

TABLE 27 : STRATEGIC RISKS



Public Audit no. 25 of 2004

- To give effect to the provisions of the Constitution establishing and assigning functions to an Auditor-General;
- To provide for the auditing of institutions in the public sector
- To provide for accountability arrangements of the Auditor-General;

- Local Government : Municipal Finance Management Act no 56 of 2003

Section 165 provides for the establishment of an Internal Audit unit and outline functions

- *Main Functions of Internal Audit*
- *To give assurance to management in relation to the effectiveness of internal controls as well as compliance to legislative requirements.*

### 3.5.7. INTERNAL AUDIT: CHALLENGES AND PROPOSED INTERVENTIONS

Challenges	Intervention
Inadequate staffing	Filling of the three funded positions as per the approved organiational structure
Slow implementation of internal audit/auditor general recommendations	Adherence of the set timeframes for implementation of issues raised.

#### a) Matters Affecting Audit Report

Financial year	2022/23
Municipality name	Molemole
Audit opinion	Unqualified
Reporting period	Jun-2023

- A SUMMARY OF AUDIT FINDINGS FOR THE 2022/23 FINANCIAL YEAR IS TABLED BELOW

<b>Auditor-General Report on Financial Performance 2022/2023</b>	
Audit Report status*:	Unqualified
<b>Non-Compliance Issues</b>	<b>Remedial Action Taken</b>
<p>The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA.</p> <p>Material misstatements of cash flow statement and segment information identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.</p>	<p>Timely preparation of the Annual Financial Statement process plan.</p> <p>Monthly Audit Steering Committee meetings to monitor implementation of the audit action plans on issues raised by the Auditor General and Internal Audit.</p>
<p><b>Expenditure management</b></p> <p>Reasonable steps were not taken to prevent unauthorised expenditure amounting to R11 075 924, as disclosed in note 61 to the annual financial</p>	<p>Preparation of accurate and complete financial statement that are supported and evidenced by reliable information</p>

### **Auditor-General Report on Financial Performance 2022/2023**

statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by the municipality not budgeting for the loss of transfer of assets. Unauthorised expenditure amounting to R8 634 348 was incurred on the electrification of Maponto village.

#### **Procurement and contract management**

The invitation to tender for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2). This non-compliance was identified in the procurement processes for the supply, delivery and installation of culverts bridges.

The commodities designated for local content and production, were procured from a supplier who did not submit a declaration on local production and content as required by the 2017 preferential procurement regulation

8(5). This non-compliance was identified in the procurement processes for the supply, delivery and installation of culverts bridges.

The commodities designated for local content and production, were procured from a supplier who did not meet the prescribed minimum threshold for local production and content, as required by the 2017 preferential procurement regulation 8(5). This non-compliance was identified in the procurement processes for the supply, delivery and installation of culverts bridges.

Auditor-General Report on Financial Performance 2022/2023	
Note:* The report's status is supplied by the Auditor – General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse) T6.1.1	
Auditor-General Report on Service Delivery Performance 2022/23	
Audit Report status*:	Unqualified
Non-Compliance Issues	Remedial Action Taken
No material findings on the usefulness and reliability of the reported performance information for the following development priority: <b>KPA 2: Basic service delivery</b>	Unqualified
<b>COMMENTS ON AUDITOR-GENERAL'S OPINION 2022/23</b> As at 30 June 2023 the municipality has resolved 65% of audit findings raised by Auditor-General as well as 100% issues raised by Internal Audit. These efforts have helped our cause to maintain the unqualified audit opinion in the current financial year. The total number of findings for the year under review were nineteen (19) which is an improvement on the twenty four (24) from the previous financial year..	

## 1.1. LEGAL AND ADVISORY SERVICES

Challenges	Proposed Interventions
An increase in cases – notably eviction related	Capacitate the unit to speedily resolve cases
Need for Legal admin Officer to assist with legal manager	Consider creating a new post for Legal Officer
Inadequate support from departments in relation to defending municipal cases	Intervention required to get cooperation from within the municipality to defend cases

*a) Status of Legal Cases*

Status/Developments	Total cases
Active Cases	4
Pending Cases	4
Finalized cases	4
Total Cases	12

### 3.5.8. AVAILABILITY AND FUNCTIONALITY OF MUNICIPAL GOVERNANCE STRUCTURES

#### a) MPAC

The municipality has established key governance structures to ensure that adequate internal mechanisms are employed to facilitate Good Governance. The Municipal Public Accounts Committee was launched and adopted by Council. Since the establishment of the committee, activities of MPAC are running as required even though the level of capacity has improved to the better. The division need to be beefed up in terms of administrative staff.

#### **Challenges Pertaining to Functionality of MPAC Committee:**

- *Lack of capacity and resources dedicated to the MPAC Office.*
- *There is no dedicated support staff (i.e. COORDINATOR & RESEARCHER) for the committee to operate smoothly.*

#### **Separation of Powers**

MPAC still has to be given clear powers (in terms of legislation) to execute their work with authority.

Members of the Portfolio Committees to be elected Chairpersons, EXCO members are not allowed to chair the Portfolio Committees.

*b) Political Governance Structures*

A Municipal Council comprising of 32 elected public representative (councilors) for the 2021 - 2026 term of Council is in place and established in accordance with the Municipal Structures Act. Council established and elected councilors to serve on five Portfolio Committees in accordance with the Municipal Structures Act.

Council established the positions of Mayor and Speaker as fulltime office bearers; furthermore, Council established an Executive Committee comprising of the Mayor and five members of the Executive Committee.

Committees (other than Mayoral / Executive Committee) and Purposes of Committees				
Municipal Committees	Members	No. of meetings attended	No of meetings not attended	Purpose of Committee
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE  TOTAL MEETINGS HELD: 11	Rathete P.T	11	0	To perform an oversight function on behalf of the Council over the executive functionaries of the Council
	Modiba M.G	11	0	
	Nong M.C	11	0	
	Nakana S.R	07	04	
	Machaka C.M	11	0	
	Matjee M.C	05	06	
	Ramarutha E.M	11	0	
	Kubyana M.J	04	07	
	Sekgota N.J	11	0	
AUDIT &	1. Ms FJ Mudau	11	0	Established in terms of



PERFORMANCE AUDIT COMMITTEE	2. Mr MD Mogano	7	04	Section 166 of the MFMA. Committee established per Council resolution 3.2.1/10/2023 dated 06 October 2023
	3. Mr MJ Kgopa	11	0	
	4. Mr FL Ndou	11	0	
TOTAL MEETINGS HELD: 07				
ETHICS & INTERGRITY COMMITTEE	Cllr Nakana S.R	04	04	Enforcement of Councillor code of conduct
	Cllr Modiba G.M	04	04	
	Cllr Nong M.C	04	04	
	Cllr Kgopane T.O	04	04	
	Cllr Selabe M	01	03	
TOTAL MEETINGS HELD:04				
RISK MANAGEMENT COMMITTEE	Chairperson: Mathibela K	01	04	Appointed by the Accounting Officer / Authority to review the
	Senior Managers And Risk Officer Chief Audit Executive	04	04	Institution's system of risk management
ICT STEERING COMMITTEE	Makgatho K.E	04	02	To ensure the application, management and review of the ICT systems are consistent with the goals and objectives of the municipality
	Manyelo M.F	04	04	
	Wiso P	04	02	
	Moloto J : CAE	04	04	
	Ralephenya T	04	04	
	Mashatola D	04	02	
	Bernady J (SITA)	04	01	
	Mamabolo H (CDM)	04	0	
	Mabuela MF	04	03	
	Zulu K	04	02	
	Mahatlani T	04	03	
	Wasilota Y	04	04	
TOTAL MEETINGS HELD:04				

*c) Administrative Governance Structures*

The municipality established administration in accordance with the provisions of both the Municipal Structures Act and Municipal Systems Act with the Municipal Manager as head of administration and accounting officer.

The following administrative structures were established to bolster good governance:

- *Senior Management Committee*
- *Extended Management Committee*
- *Local Labour Forum*
- *Training Committee*
- *Supply Chain Management Committees*
- *Budget & IDP Steering Committee*
- *Performance Audit Committee*

Availability and Functionality of Audit Committee

The committee was appointed in terms of section 166 of the Municipal Finance Management Act. The Audit Committee comprises of four independent members who are neither employees nor councilors of the municipality. The Audit Committee meets at least four times during the financial year

#### *d) Availability and Functionality of Internal Audit*

The municipality has a functional Internal Audit appointed in terms of section 165 of the Municipal Finance Management Act. The key roles of internal audit is to provide independent, objective and consulting

services in order to add value and improve the municipality's operations. The internal audit is guided by an approved Internal Audit Charter and other applicable legislations

#### *e) Risk Management*

The municipality in response to the King III report and the MFMA has since identified a need encapsulating Risk Management in its daily process. Risk management activities are guided and monitored by the Risk Management Committee and the Audit Committee. The municipality has conducted formal risk strategic objectives. The objectives are used to determine the level of the exposure and tolerance of the risk assessment and to compile the register.

#### ANTI-CORRUPTION STRATEGY

This policy is intended to set down the stance of Molemole Local Municipality to fraud and corruption and to reinforce existing systems, policies and procedures of Molemole Local Municipality aimed at deterring, preventing, reacting to and reducing the impact of fraud and corruption.

The policy of Molemole Local Municipality is zero tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedial mechanisms available within the full extent of the law and the implementation of appropriate prevention and detection controls.

The municipality in response to the King III report and the MFMA has since identified a need encapsulating Risk Management Committee and the Audit Committee. The municipality has conducted formal risk

strategic objectives. The objectives are used to determine the level of the exposure and tolerance of the risk assessment and to compile the register.

## COMPLAINTS MANAGEMENT SYSTEM

In September 2009 the new administration of Government led by the former President Jacob Zuma introduced the Presidential Hotline. The main objective of the hotline was to improve interaction between government in all spheres (National, Provincial and Local) and the residents. For the first residents were allowed to register their views on how government provide services to them. In April of 2011 the Limpopo government introduced the Premier hotline to cater for the residents of Limpopo.

Molemole municipality has appointed a dedicated official to work on all cases registered via both the Presidential and Premier hotlines with a view to get them resolved by the relevant department. A customer care policy was adopted by Council in 2009 to provide service standards that officials must adhere to when dealing with customer queries. Molemole municipality went even further and introduced suggestion books

for clients to register walk-in complaints, suggestions and compliments. The suggestions and complaints are forwarded to the relevant departments to be resolved.

#### Achievements on Complaints Management

As at June 2022 the municipality had a total of three complaints received from the suggestion book relating to maintenance of roads and street light. Phone case had been resolved while the remaining 2 relating to storm water were still outstanding and as for Presidential and Premier hotlines no case received

#### Challenges on Complaints Management

There is a general lack resources for the municipality to address the complaints on time

Slow response to issues not within the powers and functions of the municipality. The municipality could only refer service delivery complaints to the relevant departments for resolution.

#### Municipal Service Points

Service points on the Mogwadi side are: Old Building, Civic Center and Mogwadi Traffic Station.

Service points on the Morebeng consists: Morebeng municipal office, Morebeng Library and Sekgosese Traffic station.

Service point on the Moletjie consist: *Moletjie cluster offices*

## MUNICIPAL WORKFORCE

Organisation has 215 posts

180 permanently employed staff

15 vacant and funded

20 vacant but unfunded

82 females and 98 males

Interns are deployed in various departmental sections as a way to contribute to community skills development.

## FUNCTIONALITY OF HUMAN RESOURCE MANAGEMENT COMMITTEES

Local Labour Forum meetings are held regularly as scheduled. The forum is playing a crucial role as the forum to engage on employer and employee matters. The forum serve as negotiating committee and also strengthen the employer and employee relationships.

The OHS committee is also functional and hold quarterly meetings to discuss occupational health and safety related issues. The committee is conducting inspections in municipal buildings to guide management on compliance to the OHS act.

The training committee is functional and hold quarterly meeting. Its major role is the contribution towards the development of Workplace Skills Plan and to monitor the implementation of the WSP. The committee strive to address any matter related to the development of the workforce.

#### THUSONG SERVICE CENTRES

It is a one –Stop centre, providing government information and services in an integrated manner.

It brings government information and services closer to the people to promote access to opportunities to better the lives of communities and speed up service delivery.

The aim of Thusong service centre is to ensure that government widens access to all citizens particularly in the remote rural and sparsely populated.

Status Quo: Municipality currently has two (2) Thusong Service Centres which are Botlokwa and Festus Mothudi Service Centre.

Botlokwa Thusong is servicing an average of 9814 people. While Festus Mothudi service 3885.

Core service of Thusong service centre:

Civic Services (home affairs & saps)

Social security services (sassa & social development)

Local economic development services

Information services (Telecentres)

Municipal Responsibility on the Thusong Service Centres:

Monitoring the quality of service delivery by all spheres of government

Source of funding for the establishment and sustainability of centres.

Must submit regular reports to premiers office, GCIS, District and DPSA

Must participate in provincial and national programs

Records Management and Registry services

Functions include among others:

Archiving of municipal documents



Provide photocopying services

Administering of documents from external

### Challenges with Registry Services

Lack of sufficient office space for archiving of documents

High volume of photocopying

Regular Breakdown of photocopy machines

### Recommendations

Sufficient office space for archiving of documents be made available

Reduced volume of photocopying which will ultimately reduce breakdown of machines.

Reduce breakdown of machines.

### INFORMATION AND COMMUNICATION TECHNOLOGY

All ICT policies have been reviewed and approved by council. ICT Steering committee established and functional. There are also functional ICT systems to enable internal and external communication,

Telephones, Email and Website. All satellite offices are connected to the Municipal Head Office. The Municipality has implemented a fully functional Disaster Recovery Solution.

#### Challenge of Information and Communication Technology

Poor network connectivity at Morebeng office and DLTC.

#### Recommendations

Increase SITA bandwidth at Morebeng office from 128kb to 2MB

Implementation of Wifi at all Municipal offices

Continuous upgrading of ICT Infrastructure at Municipal Offices

Appointment of System Administrator and Information Security Officer (ISO) in the institution as per the recommendation of AG.

#### COMMUNICATION SYSTEM (INTERNAL & EXTERNAL)

##### Internal Communication

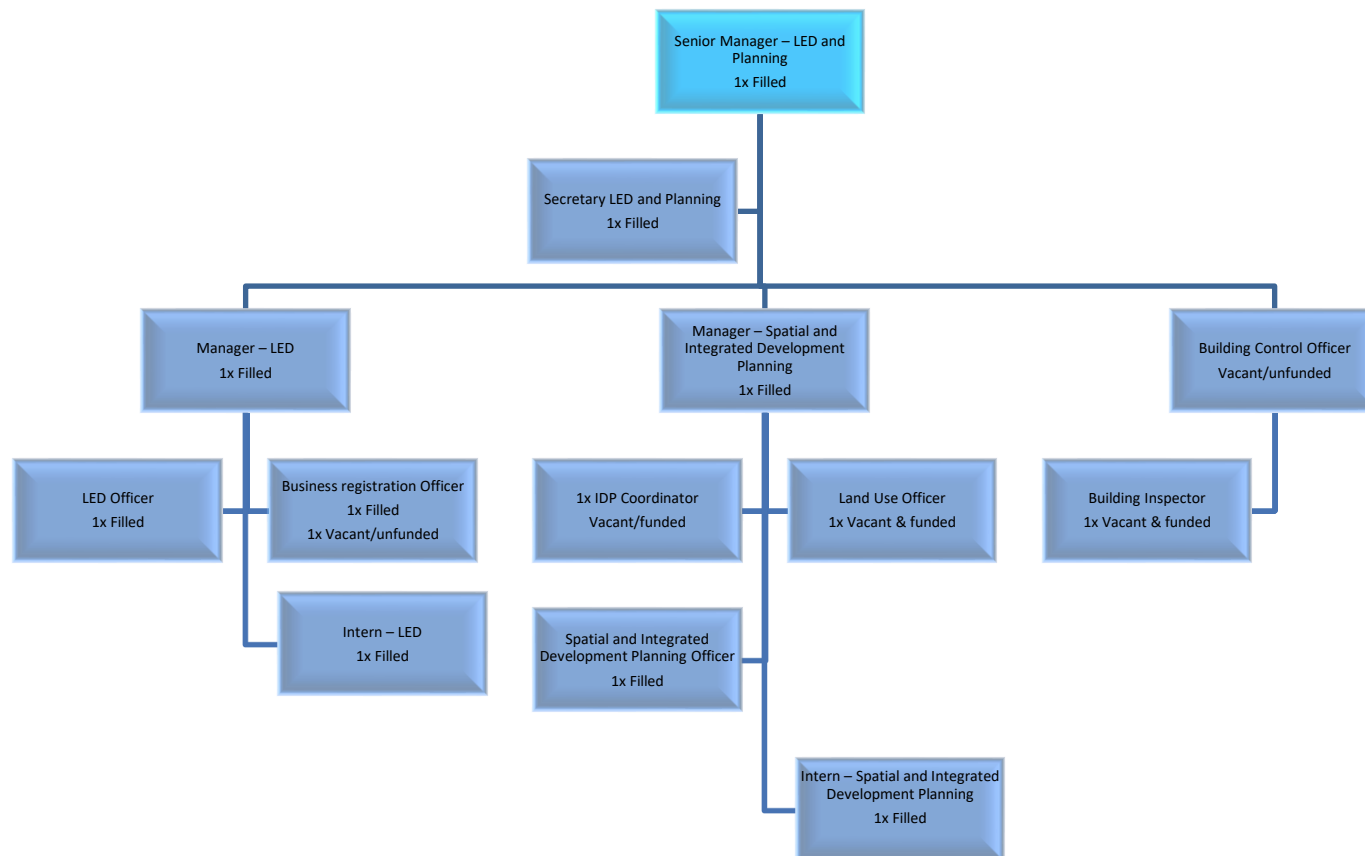
The municipality relies on several communication tools to convey information and to conduct its business, for internal and external communication we employ electronic information technology such as emails, internet, telephones as well as manual communications such as letters, notices etc.

#### External Communication

The municipality currently does not have sufficient branding and advertising of the municipal events. The current communication strategy reviewed on an annual basis. Communication with external stakeholders is done through various formats to reach as far wide as possible

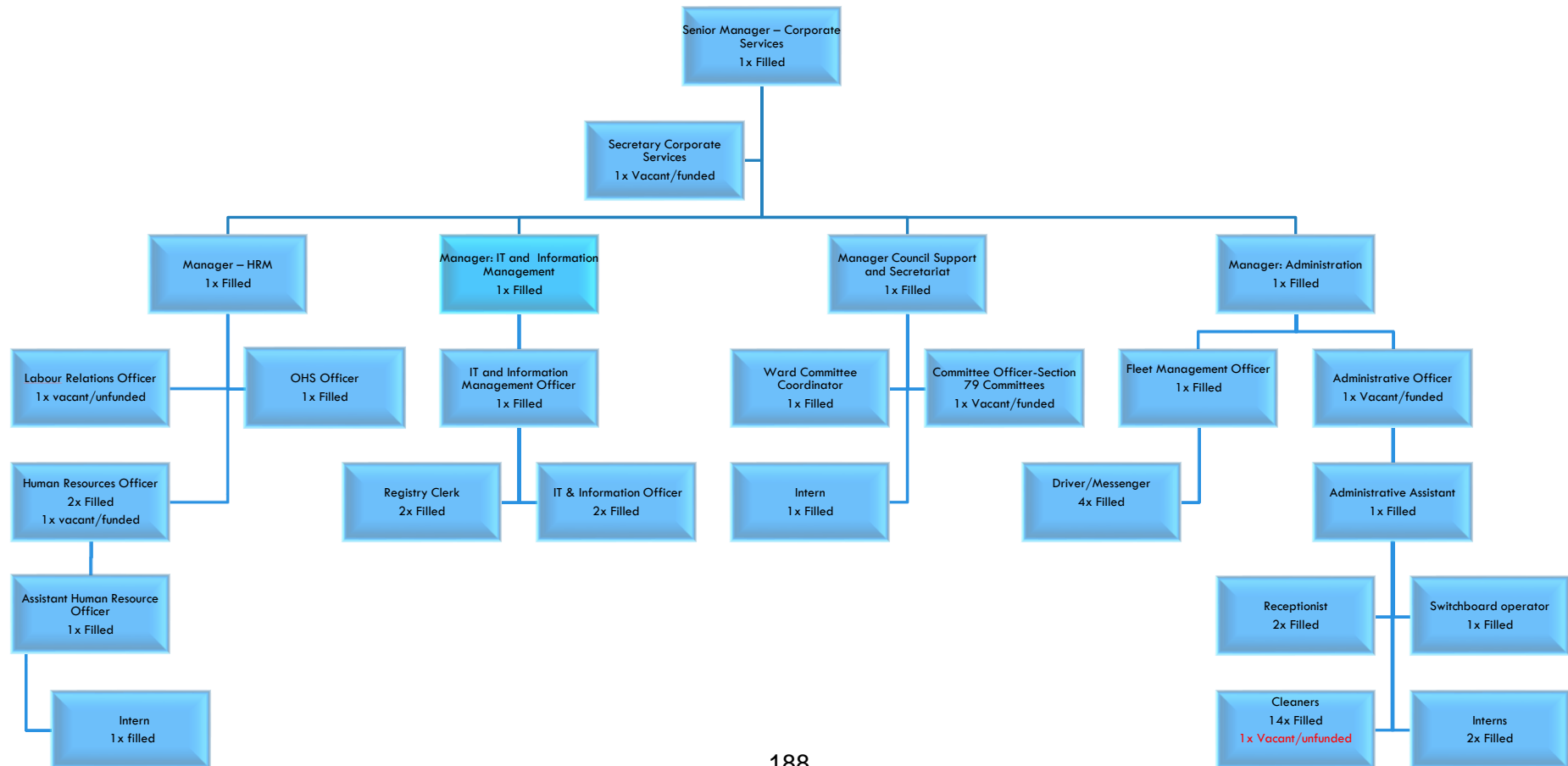
#### ORGANISATIONAL STRUCTURE

## LED AND PLANNING

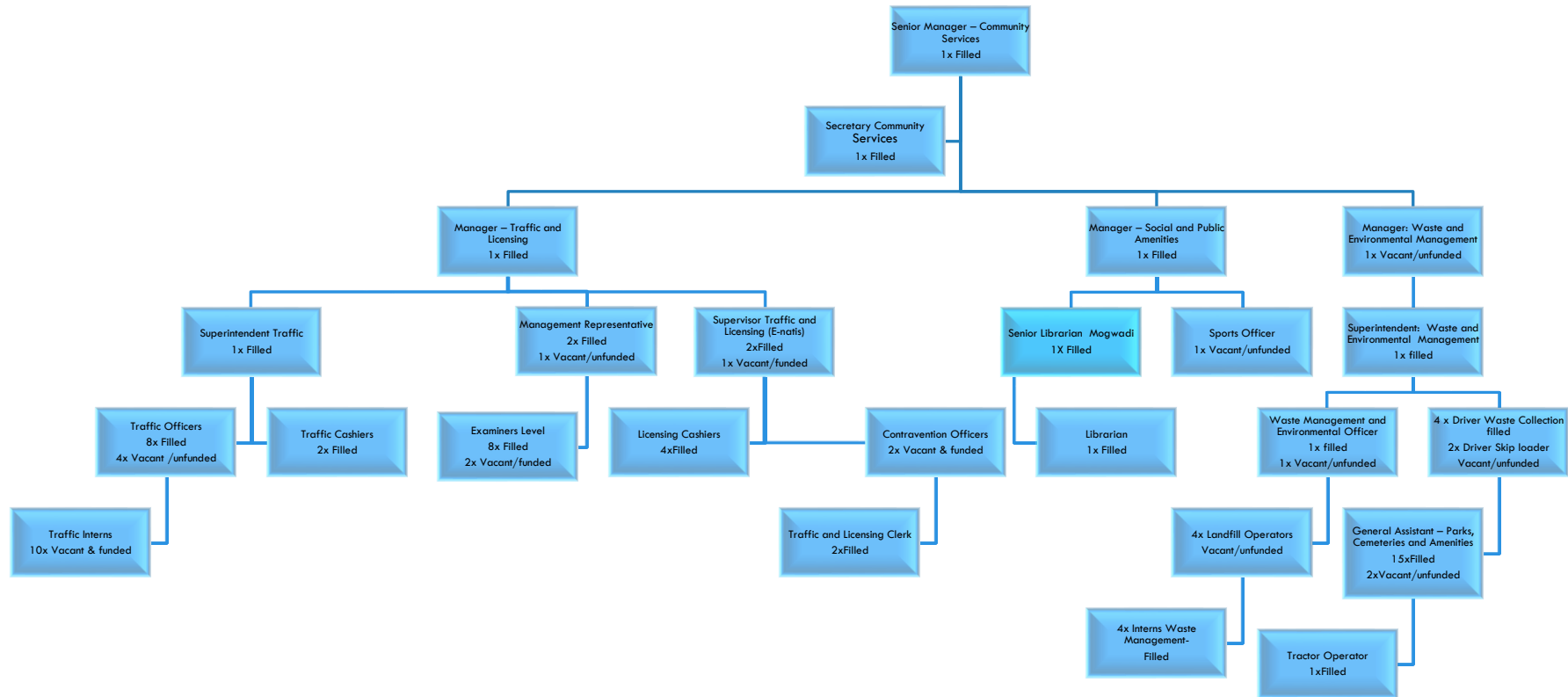




# Corporate Services



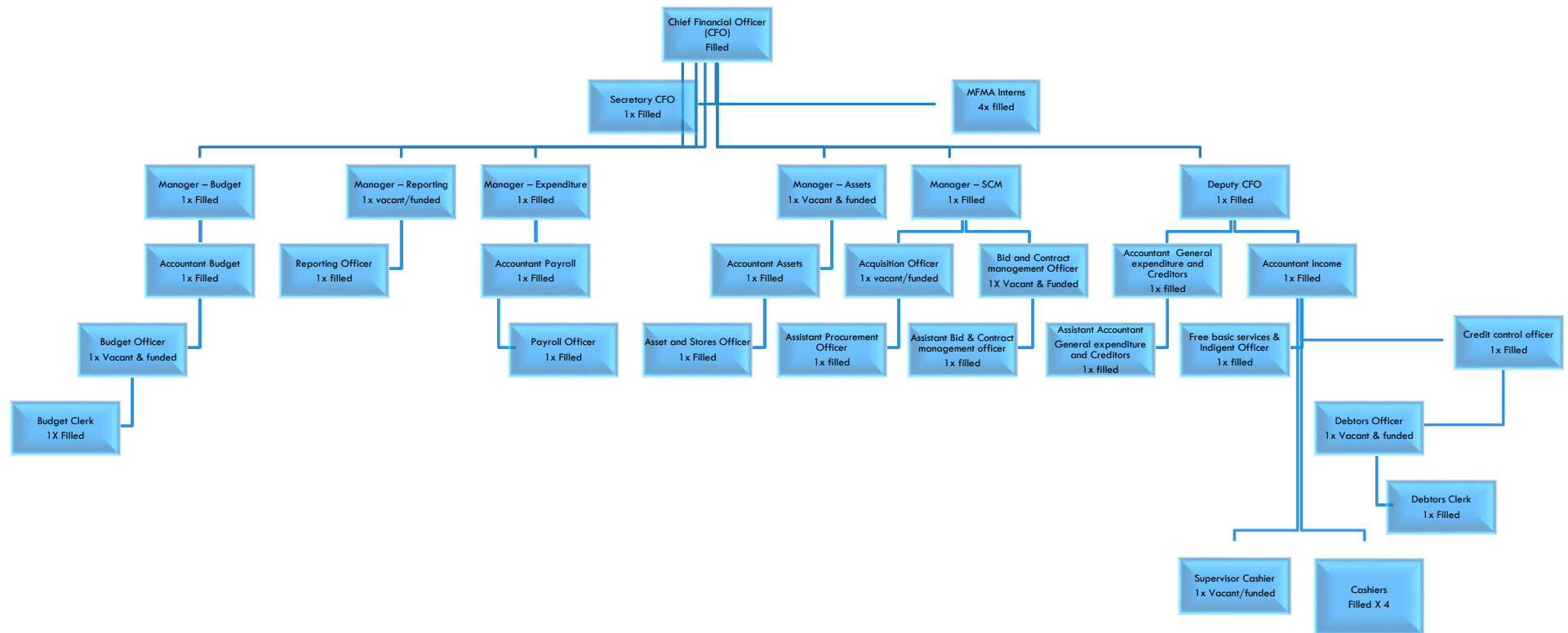
# Community Services



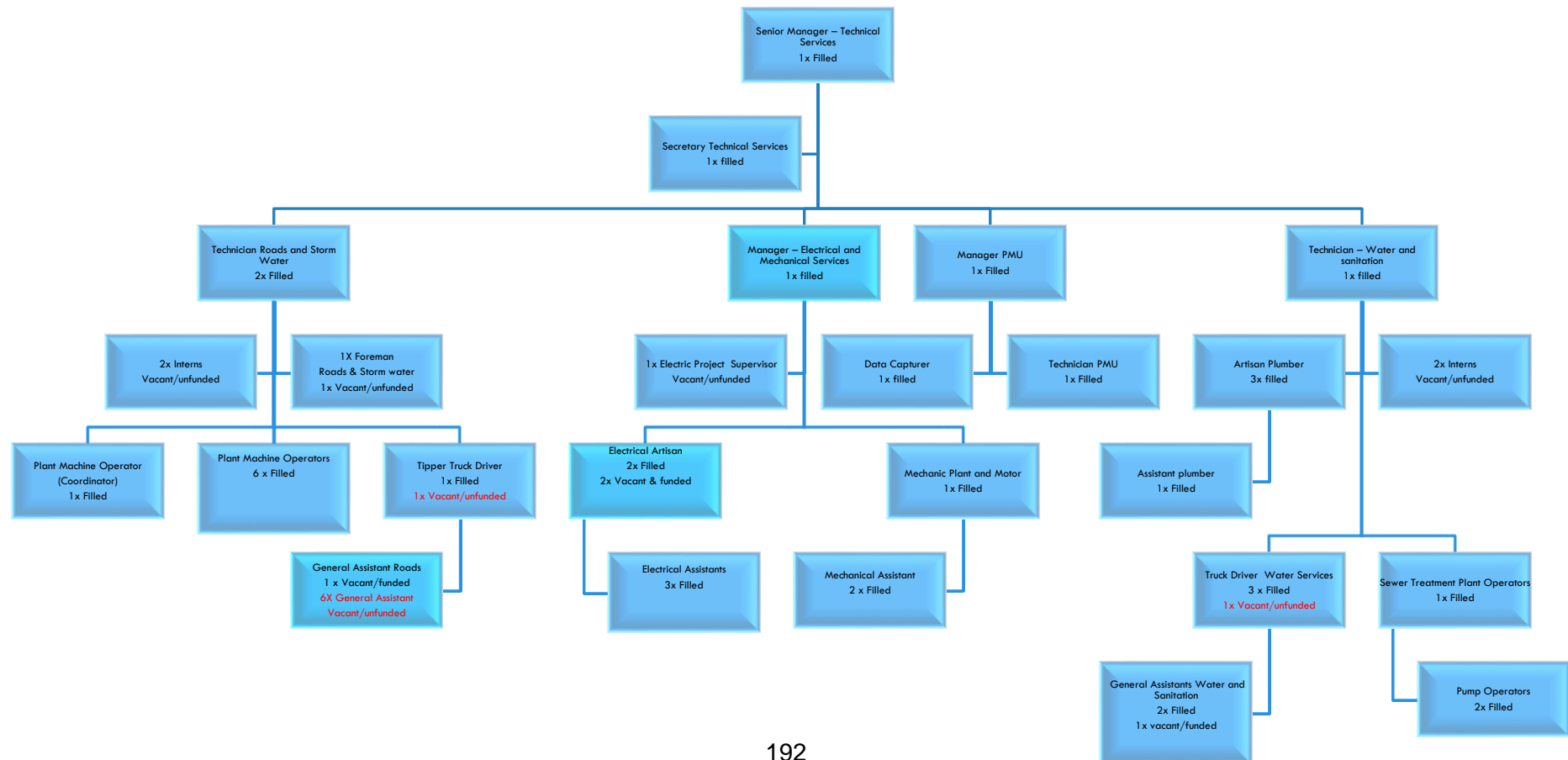




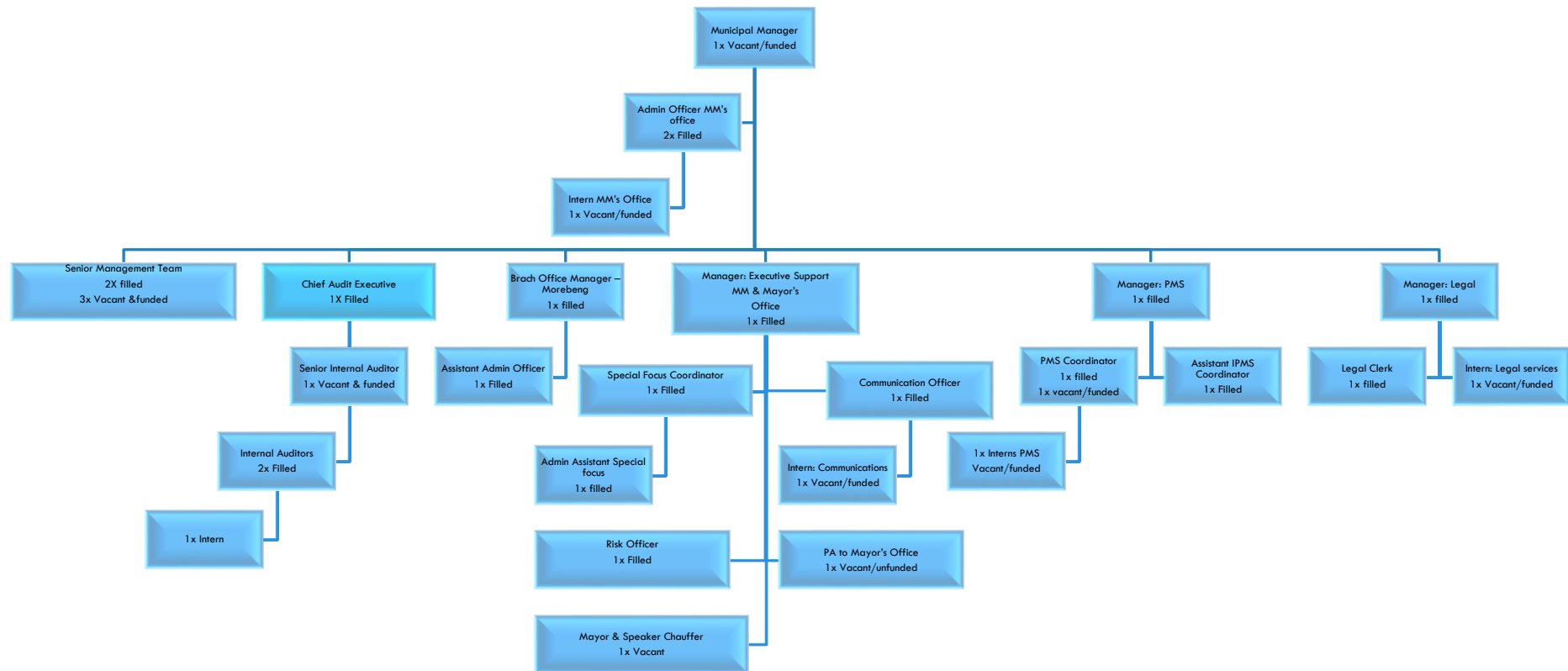
# Budget and treasury



# Technical Services



# Municipal Managers Office



**a) Skills Development**

The municipality has conducted broader consultation with all stakeholders in compiling the Workplace Skills Plan (WSP) for the 2025/2026 financial year and has accordingly submitted to LGSETA on the 31<sup>th</sup> April 2024. Training interventions relevant to the development of both officials and Councillors are incorporated in the WSP. The individual performance management system contribute largely in identifying performance gaps and identifying training intervention aimed at closing performance gaps.

In order to ensure that section 79 Committees are effective, Councilors who serve in this critical are also trained. All employees in finance and other components of the municipality are also trained to ensure sustainability to the revolving changes in the sector. The National Development Plan (NDP) is very clear on the issue of building capacity of the state hence the budget has been increased to continuously strengthen capacity and ensure retention of the current human resources for continuity and institutional memory.

**3.5.8.1.** Employees trained on the following programmes:

- Municipal Public Accounts
- Performance Monitoring and Evaluation
- Certificate in Municipal Finance Management
- Diploma in public finance and administration
- Certificate in public finance and administration

**3.5.8.2.** Councillors trained on the following programs:

- Certificate in Municipal Finance Management
- Municipal Public Accounts
- Ethical Leadership and Public Accountability

**3.5.8.3.** Minimum Competency Requirement

Position	Status
CFO	Completed
Senior Manager – Corporate	Not applicable
Senior Manager – Community Services	Not applicable
Senior Manager – Technical Services	Not applicable
Manager – SCM	Completed
Manager – Budget and Reporting	Completed
Manager – Income	Completed
Manager – Expenditure	Completed
Manager – Internal Audit	Completed
Accountant – Budget	Completed
Accountant – Income	Completed
Accountant – Expenditure	Completed
Procurement Officer	Completed

The training committee is playing a role of ensuring the municipality implement the Annual workplace skills plan across all levels of employees. The municipality is able to use 100%

of allocated training budget and recommendations have been forwarded to increase the budget in order to cover more employees per financial year.

*a) Employment Equity*

There are Two (2) Senior Management positions filled: there are zero (0) males and two (02) Females and three (3) vacant (0:100). The total Middle Management Team complement is currently equal to ten (10) Males and five (6) Females (67:33). More work still needs to be done to improve the above statistics. The recruitment process is underway to fill the vacant position for Municipal Manager.

The municipality's Employment Equity profile depicts a work profile comprising of 55% African Males; 43% African Females; 0% Whites Males; 1% White Female and 1% representation of employees with disabilities. One of the critical organizational challenges pertaining to Employment Equity is the recruitment and retention of disabled persons and African women at middle and senior management levels. The table below depicts the current statistics.

Occupational Levels	Males				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	0	0	0	0	0	0	0	1
Senior Management	2	0	0	0	3	0	0	0	5



Occupational Levels	Males				Female				Total
	A	C	I	W	A	C	I	W	
Professionally qualified; experienced Specialist & mid management	11	0	0	0	5	0	0	0	16
Skilled Technical; academically qualified workers; junior management; supervisors; foremen and superintendents	31	0	0	0	19	0	0	2	52
Semi-skilled & discretionary decision making	30	0	0	0	20	0	0	0	50
Unskilled & defined decision making	29	0	0	0	28	0	0	0	57
EPWP	35				55				90
-Total	139	0	0	0	130	0	0	2	271
Temp	0	0	0	0	0	0	0	0	0
Grand Totals	131	0	0	0	136	0	0	2	271

**3.5.8.4.** *Equity standing at middle and senior management levels:*

EQUITY REPRESENTATION AS PER EMPLOYMENT CATEGORY			
CATEGORY	MALE	FEMALE	TOTAL
Top Management	1	0	1
Senior Management	2	3	5

Professionals	11	5	16
Technicians	31	21	52
Skilled/Clerical	30	20	50
Unskilled	29	28	57
Total	104	77	181

#### c) Recruitment and Selection

The recruitment drive of the municipality ensures appointment of suitably qualified personnel to enable effective delivery of sustainable services. Robust programme of action has been put in place to strengthen capacity at all levels of the municipality. Human Resources is putting together a Strategy is in place to address all HR related matters.

The municipal council has approved the Human resource Plan for the 20220/23 financial year. This policy will help the municipality to properly plan for the succession planning for sustainability in the municipal operations.

#### d) Retention & Succession Issues

The municipality has over the past financial years maintained its workforce profile and is strongly believed that it is mainly due to how the municipality treat them and the

commitment to continuously develop and empower the workforce with necessary skills to carry out their responsibilities as well as the stable leadership in terms of Council. An approved retention policy also contributes towards ensuring retention of highly skilled personnel through counter-offer measures.

## CONTRACT MANAGEMENT

The municipality has entered into service contracts with various service providers, the office of the Municipal Manager through Legal Services Unit, is charged with a responsibility to maintain a contract register of all contracts whilst various user departments. All contractors are expected to perform in line with applicable terms as per the signed contract or service level agreement.

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departments. All contractors are expected to perform in line with applicable terms as per the signed contract or service level agreement.

## PERFORMANCE MANAGEMENT SYSTEM

Section 83 of Municipal systems act 32 of 2000 makes provision for the establishment of performance management system within the municipality and section 40 of the same act makes provision for monitoring and review of performance management system. Each financial year annual performance reports are prepared in accordance with section 46 of municipal systems Act, 2000 (Act 32 of 2000)

The budget performance assessment of the municipality is done Mid-year in accordance with section 88 (1) of the MFMA which states that, the accounting officer of a municipal entity must by 20 January of each year assess the performance of the entity during the first half of the financial year.

The mid – year performance assessment outcome of the municipality is informed by the performance outcomes of each department in the organization. The monthly statements referred to in section 87 of MFMA for the first half of the financial year and the targets set in the service delivery, business plan or other agreements with the entity's annual report

for the past year and progress on resolving the problems identified in the annual report and submit assessment reports to the board of directors and the parent municipality.

The municipal council has approved the performance management policy to guide management of both organizational and individual performance. Performance management at individual level has commenced in the 2019/20 financial year. Employees that are employed in terms of Section 57 of the Local Government: Municipal Systems Act No 32 of 2000 are evaluated on four (4) occasions during the financial year with mid-year and annual evaluations done on formal basis and the other two done informally to monitor performance regularly and identify areas for improvement.

Individual staff are evaluated on two instances during the financial year by their managers. Staff are given the opportunity to complete a self-review before the manager-review is concluded. Performance plans are reviewed on an annual basis before by the start of the financial year in order continuously improve on performance and development of the workforce. The performance management system is seamlessly aligned with the IDP and Budget processes.

Two SDBIPs are developed for monitoring of organizational and departmental performance. The two SDBIPs are closely and in fact are informed by the IDP as approved by Council. The organizational SDBIP assist the Council and the community to monitor the performance of the municipality in line with the IDP whilst the departmental SDBIP assist

the municipal council to monitor the performance of departmental managers and workforce.

CROSS-CUTTING ISSUES (HIV/AIDS)

The spread of HIV/Aids and related diseases seemed to be decreasing. The municipality prioritized special programs dealing with issues of HIV/Aids. Voluntary counseling and testing is continuously done in partnership with the Department of Health in most of the municipal events. Botlokwa Hospital is accredited as a service provider to issue out ARV's to the needy. Youth against the spread of HIV/Aids and substance abuse including also teenage pregnancy are coordinated by this forum.

3.5.9. MUNICIPAL SWOT ANALYSIS

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> <li>• <b><i>Sound Organisational Governance</i></b></li> <li>• <b><i>Administrative Systems in place.</i></b></li> <li>• <b><i>Basic Service delivery infrastructure is in place</i></b></li> <li>• <b><i>Job creation through CWP and EPWP.</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• </li> <li>• <i>Low collections on municipal services.</i></li> <li>• <i>Unavailability of proper maintenance plans.</i></li> <li>• <i>Inefficient anti-fraud and corruption mechanisms.</i></li> </ul>
<b>OPPORTUNITY</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• <b><i>Availability of land for development.</i></b></li> <li>• <b><i>Strategic partnership with other spheres of government to improve infrastructure.</i></b></li> <li>• <b><i>Tropic of Capricorn Needle.</i></b></li> <li>• <b><i>Availability of railway line.</i></b></li> <li>• <b><i>Two transitional roads passing through the municipality.</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Vandalism on municipal infrastructure.</i></li> <li>• <i>Aging infrastructure.</i></li> <li>• <i>Shortage of water sources.</i></li> <li>• <i>Inadequate budget for infrastructure development</i></li> <li>• <i>Aging infrastructure.</i></li> <li>• <i>Unresolved land claims and disputes.</i></li> <li>• <i>Cross border pests (fruit fly, pathogens, food and mouth disease</i></li> </ul>

## **CLUSTER AND WARD BASED PLANNING**

### **INTRODUCTION**

The municipality engaged in cluster-based consultations prior to finalization of the 2024/2025 During these consultations, community members, stakeholders, and interested parties actively participated by expressing their views, concerns, and recommendations related to the proposed development initiatives. Their valuable input ensures transparency, inclusivity, and accountability in our decision-making process. The report we present highlights key themes, common suggestions, and modifications made to the



draft IDP based on the feedback received. As local authorities, it is our responsibility to make informed decisions that align with the community's needs and aspirations.

consultation meetings were held per cluster in both Molemole East and west. The following are the dates and venues

#### MOGWADI RATE PAYERS

Venue : Mogwadi community hall

Date : 04 April 2025

Time :17:00

Targeted audience : Mogwadi residents

- ☐ **High Mast Near Dendron High School:** Attendees requested the installation of a high mast near Dendron High School for improved lighting and safety.
- ☐ RDP
- ☐ **.Housing Site:** Attendees proposed allocating a site within the town for the construction of RDP (Reconstruction and Development Programme) houses.

- ❑ **Market Stall Prioritization:** Attendees emphasized prioritizing Dendron residents when allocating market stalls to promote local businesses.
- ❑ **Straying Animal Control:** Attendees expressed concern about straying animals and urged measures to address this issue effectively.
- ❑ **Mogwadi Swimming Pool Revival:** Attendees advocated for the revival of the Mogwadi swimming pool, recognizing its importance for community health and recreation.
- ❑ **Clarification on Abandoned Stands:** Attendees sought clarification from the municipality regarding the status of abandoned stands within the town.
- ❑ **Infrastructure Development for Rita Bethesda:** Attendees recommended including access roads, culverts, bridges, and electrification in the Integrated Development Plan (IDP) for the newly established Rita Bethesda area.
- ❑ **Pipeline Connection at the Post Office:** Attendees highlighted the need to connect the pipeline at the post office to the purification plant for efficient water supply.
- ❑ **Reconsidering Payment Rates for CWP Participants:** Attendees requested a review of payment rates for participants in the Community Work Programme (CWP).
- ❑ **Project Location Information:** Provide maps and coordinates to help community members locate project sites accurately.

- ❑ **Mogwadi Tennis Court Renovation:** The tennis court in Mogwadi requires renovation.
- ❑ **Proper V-Drain Construction:** Construct v-drains effectively for internal streets in Mogwadi.
- ❑ **Mogwadi Graveyard Maintenance:** Ensure proper maintenance of the Mogwadi graveyards.
- ❑ **Tennis Court Rubble Clearance:** Clear rubble near the tennis court next to the crèche.
- ❑ **Market Stall Regularization:** Regularize market stalls for efficient management.
- ❑ **Stormwater Drain Unblockage:** Address the blockage of the stormwater drain at Keiser Street

#### MOREBENG RATE PAYERS

Venue : Morebeng Boresal

Date : 05 April 2024

Time : 17:00

Targeted audience : Morebeng residents

## Issues raised

- ❑ **Completion of Partially Constructed Road at Nthabiseng:** The community requests the timely completion of a partially constructed road in the Nthabiseng area.
- ❑ **Renovation and Utilization of Abandoned Buildings (Nthabiseng Community Hall):** The abandoned Nthabiseng Community Hall should be renovated and put to effective use.
- ❑ **Nthabiseng Community Hall and Ablution Facilities Renovation:** The community hall and ablution facilities in Nthabiseng need renovation.
- ❑ **Shopping Complex Request around Morebeng Area:** Residents seek the establishment of a shopping complex in the Morebeng vicinity.
- ❑ **High Mast Requests:**
  - ✓ **RDP Section:** A high mast is requested for the RDP section.
  - ✓ **Capricorn Park:** Another high mast is needed at Capricorn Park.
  - ✓ **Ratsaka:** The community also seeks a high mast in the Ratsaka area.
- ❑ **Stormwater Drainage at Capricorn Park:** Address the need for stormwater drainage in Capricorn Park.
- ❑ **Maps for Identified Land:** Provide maps and coordinates to help community members locate the identified piece of land.

- ❑ **Ratsaka Electricity Connection Re-wiring:** Re-wire the electricity connection in Ratsaka.
- ❑ **High Mast Next to Capricorn Park School:** Install a high mast near Capricorn Park School.
- ❑ **Illegal Dumping at Church Street:** Address the issue of illegal dumping on Church Street.
- ❑ **Bhaka Waste Collection:** Ensure regular waste collection services in the Bhaka area

## CLUSTER ONE

Venue : Ramokgopa community hall

Date : 09 April 2024

Time : 11:00

Targeted audience : ward 1, ward 2, ward 3, ward 4 residents

Issues raised

- ❑ Grading of Internal Streets: Residents from Molotone, Eisleben, Ratsaka, Nthabiseng, and Deelkraal have requested the grading and maintenance of internal

streets within their neighborhoods. Properly maintained roads are essential for safe and efficient transportation.

- ❑ **School Establishment:** The Molotone community has identified a suitable site for a school. We recommend exploring the feasibility of establishing a school at this location to improve educational access for local children.
- ❑ **Culvert Bridges:** Residents in Diwawene and Ratsaka have highlighted the need for culvert bridges. These structures are crucial for managing water flow during heavy rains and preventing road damage.
- ❑ **Councilor Responsiveness:** Concerns were raised about councilors not responding promptly when summoned by community members. We need to address this issue to enhance communication and accountability.
- ❑ **Water Shortages:** Several areas are experiencing water shortages. Investigate the causes and implement measures to ensure consistent water supply.
- ❑ **Illegal Dumping:** The community has reported incidents of illegal dumping. We must raise awareness and enforce regulations to maintain a clean environment.
- ❑ **Pedestrian Safety:** Residents have requested speed humps near pedestrian crossings. These measures will enhance safety for pedestrians and reduce accidents.

- ❑ Playground Expansion: The Ramokgopa stadium needs additional playground facilities. Expanding recreational spaces will benefit families and promote physical activity.
- ❑ Ramokgopa Stadium Maintenance: Regular maintenance of the stadium is essential. Additionally, consider installing rubberized tracks to improve athletic performance and safety.
- ❑ Ablution Facilities: Adequate ablution facilities are necessary at the Ramokgopa stadium. Proper sanitation is crucial for public health.
- ❑ Water Tank Installation: Installing a water tank at the stadium will ensure a reliable water supply for various activities.
- ❑ High mast Lighting: Residents near Capricorn Park have requested high mast lighting. Evaluate the feasibility of installing these structures for improved safety and visibility.
- ❑ Sports Field Grading: Nthabiseng's sports field requires grading to maintain its quality. Well-maintained sports facilities contribute to community well-being.

## CLUSTER TWO

Venue : Kgoro ya Menoke Community Hall



Date : 10 April 2024

Time : 11:00

Targeted audience : ward 5, ward 6, ward 7, ward 8 and ward 9 residents

- ❑ **Shortage of Water:** Residents have reported water shortages in certain areas. Investigate the causes and implement measures to ensure consistent water supply.
- ❑ **Access Road at Maphosa Extension:** The community has requested the construction of an access road in the Maphosa extension area. Proper road connectivity is essential for residents' mobility and economic activities.
- ❑ **Electrification Project at Maphosa Extension:** Residents in Maphosa extension are seeking electrification. Access to electricity is crucial for households, businesses, and overall development.
- ❑ **Culvert Bridges:** The need for culvert bridges has been highlighted. These structures are essential for managing water flow during heavy rains and preventing road damage.
- ❑ **Clinic Site Identification:** The municipality should follow up with the Department of Health regarding an identified site for a clinic in Ward 06. Accessible healthcare facilities are vital for community well-being.

- ❑ **Weigh Bridge Along Mokomene Road:** Residents have requested a weigh bridge along Mokomene Road. Such infrastructure is necessary for monitoring vehicle weights and ensuring road safety.
- ❑ **Stormwater Control at Sekakene Internal Street:** Address stormwater drainage issues in Sekakene's internal street. Proper drainage systems prevent flooding and road deterioration.
- ❑ **Upgrading Sekakene Internal Street:** Transform the gravel road in Sekakene into a surfaced road. Well-maintained streets enhance safety and convenience for residents.
- ❑ **Electrification of Households at Dikgolaneng:** Prioritize electrification in the Dikgolaneng area. Access to electricity improves living conditions and supports economic activities.
- ❑ **Culvert Bridges Near the Clinic and Low-Level Areas:** Install culvert bridges near the clinic and other low-lying regions. These structures facilitate water flow and prevent erosion.
- ❑ **Electrification of Households at Sekgwatheng:** Extend electrification to households in Sekgwatheng. Reliable electricity supply is essential for daily life.
- ❑ **Road Regraveling and Grading:** Address poor road conditions by regraveling and grading roads. Safe and well-maintained roads benefit all residents.

- ❑ Agriculture Building Utilization: Investigate the underutilization of the agriculture building. Explore ways to maximize its potential and benefit the community.
- ❑ Meeting Between LED&P and Morebeng Development Forum: Facilitate a meeting between the Local Economic Development and Planning (LED&P) department and the Morebeng development forum. Collaboration is essential for effective development initiatives.
- ❑ Water Shortage in Ward 5: Residents in Ward 5 have reported a shortage of water. Urgently address this issue to ensure consistent water provision for the affected community.
- ❑ LED Projects for Community Benefit (Sekonye): The community around Sekonye has requested Local Economic Development (LED) projects that directly benefit

residents. Consider initiatives that enhance livelihoods, create employment opportunities, and improve quality of life.

- ❑ Infrastructure Improvement in Botlokwa: To attract investors and promote economic growth, prioritize infrastructure development in Botlokwa. Upgraded roads, utilities, and public spaces will contribute to the area's appeal.
- ❑ Job Creation: Explore strategies to create sustainable employment opportunities within the municipality. Job creation is essential for community well-being and economic prosperity.
- ❑ Retail Shop and Spaza Shop Licensing Monitoring: Regularly monitor licenses for small retail shops and spaza shops. Compliance ensures fair business practices and supports local entrepreneurs.
- ❑ Mighty Soccer Field Grading: The Mighty soccer field requires grading and maintenance. Well-maintained sports facilities contribute to community health and recreation.
- ❑ Student Accommodation at Ramokgopa TVET College: Consider including Ramokgopa TVET College in municipal plans for student accommodation. This strategic move can enhance revenue generation and educational access.
- ❑ Water Tanks for Maphosa: Respond to the water shortage in Maphosa by providing water tanks. These tanks will serve as temporary solutions while addressing the underlying water supply issues

- ❑ Culverts for Maphosa and Springs: Residents in Maphosa and Springs have requested the installation of culverts. These structures are essential for managing water flow and preventing road damage during heavy rains.
- ❑ Electrification of New Extensions: The community seeks electrification for new residential extensions. Access to electricity is crucial for households and economic activities.
- ❑ Fairness in Project Awarding: Concerns were raised about unfairness in awarding projects to service providers. The municipality must address this issue to ensure transparency and equitable distribution of opportunities.
- ❑ High Mast Maintenance in Ward 5: Regular maintenance of high masts in Ward 5 is necessary. Proper lighting enhances safety and visibility in public spaces.
- ❑ Clinic Construction on Available Land: Residents have reported the need for a clinic that has been pending for years. Utilize the available land to construct a clinic and improve healthcare access.
- ❑ Rejuvenation of Motumo Trading Post: The Motumo trading post requires rejuvenation. Explore ways to revitalize this area for economic and social benefit.
- ❑ Borehole Machine Repair in Cluster 2: Address the water shortage in Cluster 2 by fixing borehole machines. Reliable water supply is essential for residents' well-being.

- ❑ Water Project in Springs: Attend to the water project in Springs that awaits a transformer. Community members request timely action to resolve this issue.

### CLUSTER THREE

Venue : Maponto Community Hall

Date : 11 April 2024

Time : 11:00

Targeted audience : Ward 10, ward 11, ward 12, ward 13 residents

- ❑ Stormwater Blockage Next to Kobe: Residents have reported a blockage in the stormwater system near Kobe. Address this issue promptly to prevent flooding and damage.
- ❑ High Mast at Crèche (Not Energized): The high mast lighting at the crèche remains unenergized. Urgently activate the lighting to enhance safety and visibility in the area.

- ❑ RDP House Allocations: Ensure that RDP houses are allocated to qualifying beneficiaries fairly and transparently. Transparency in housing allocation is crucial for community trust.
- ❑ Grading of Internal Streets for New Establishments: As new developments emerge, prioritize the grading and maintenance of internal streets. Well-maintained roads contribute to residents' well-being.
- ❑ Security Personnel at Boreholes: Place security personnel at boreholes to prevent vandalism and ensure uninterrupted water supply. Reliable water sources are essential for the community.
- ❑ Sports Complex Maintenance: Regularly maintain the sports complex to provide quality recreational facilities for residents. Well-kept sports areas promote health and community engagement.
- ❑ Tar Road from Kgotloana to Graveyard: Construct a tar road connecting Kgotloana to the graveyard. Proper road infrastructure facilitates transportation and access to essential services.
- ❑ Electrification Project at Koekoek: Prioritize electrification in the Koekoek area. Access to electricity is fundamental for households and economic activities.
- ❑ Improvement of Internal Roads: Address the poor state of internal roads. Well-maintained roads enhance safety and convenience for residents.

- ❑ Water Shortage at Koekoek: Respond to the water shortage in Koekoek by exploring solutions such as additional boreholes or water storage facilities.
- ❑ Paving of Bermuda Road (Mapeke – Masehlong): Residents have requested the paving of partially constructed Road between Mapeke and Masehlong. Proper road infrastructure improves transportation and accessibility.
- ❑ Establishment of Pounding Facilities: The community seeks the establishment of pounding facilities. These facilities are essential for food processing and economic activities.
- ❑ Funding for Spaza Shops: Residents have requested financial support for spaza shops. Empowering local businesses benefits both entrepreneurs and the community.
- ❑ Unemployed Graduate Database: Molemole should introduce a database for unemployed graduates. This initiative will facilitate employment opportunities and skills development.
- ❑ Transport for Cluster Meetings: Provide transportation for cluster meetings to enhance community participation and engagement.
- ❑ High Mast Lighting (Next to Bataung): The high mast lighting near Bataung remains unenergized. Activate the lighting promptly to improve safety and visibility in the area.



- ❑ Machine Breakdown at Broekman: Address the breakdown of machinery at Broekman. Timely repairs are crucial for efficient service delivery.

#### CLUSTER FOUR

- ❑ Mokgehle to Kanana Road Condition: Residents have reported that the Mokgehle to Kanana road is in poor condition. Urgently assess and address the road's maintenance needs to ensure safe and efficient transportation.
- ❑ Grading of Funerals: The community has requested the prioritization of funeral grading. Properly maintained burial sites are essential for honoring the departed and providing comfort to grieving families.
- ❑ Culverts for Kanana-Mohlajeng Road: Residents along the Kanana-Mohlajeng road have requested the installation of culverts. These structures are crucial for managing water flow during heavy rains and preventing road damage.

- ❑ Clinic Request at Ga-Tibu: The community seeks the establishment of a clinic in Ga-Tibu. Accessible healthcare facilities are vital for residents' well-being.
- ❑ Tar Road from Thupana Cross: Construct a tar road connecting Thupana Cross. Proper road infrastructure enhances transportation and accessibility.
- ❑ Community Works Program (CWP) Recruitment in Flora: Include Flora in the recruitment process for the Community Works Program. Engaging residents in meaningful work benefits both individuals and the community.

#### Children's forum

Venue : Mohodi community hall

Time : 11:00

Target audience : Leaners

The Following were requested from Children's forum

#### A. EDUCATION

- ❑ Extension of Library Operating Hours: Residents have requested extended operating hours for libraries. Consider allowing libraries to remain open during evenings and weekends to accommodate more patrons.
- ❑ Weekend Library Operations: The community seeks libraries to operate on weekends. Weekend access to educational resources and recreational materials benefits students, families, and lifelong learners.
- ❑ Desks Shortage in Schools: Address the shortage of desks in schools. Proper classroom furniture is essential for students' comfort and learning experience.
- ❑ Water Shortage: Investigate and resolve water shortages in affected areas. Reliable water supply is crucial for households, schools, and community well-being.
- ❑ Backup Generators for Load Shedding: Install backup generators to address load shedding. Uninterrupted power supply ensures continuity of essential services.
- ❑ Cleaning Materials Assistance: Provide cleaning materials such as brooms and cleaning soaps to schools and public facilities. Clean environments promote health and safety.
- ❑ Expanded Feeding Schemes: The existing feeding scheme may not suffice for all children. Explore ways to expand food assistance programs to reach more students in need.

- ❑ School Security Personnel: Deploy security personnel at schools to enhance safety and prevent unauthorized access. Safe learning environments are essential for student well-being.
- ❑ Sports Facilities Maintenance: Regularly maintain sports facilities at schools. Well-kept fields and courts encourage physical activity and community engagement.
- ❑ Infrastructure Maintenance: Address maintenance needs for various infrastructure, including roads, buildings, and utilities. Well-maintained facilities contribute to community development.
- ❑ Support for Needy Children: Identify needy children within schools and initiate donation drives. Providing essentials like school supplies, clothing, and meals can make a significant impact.
- ❑ Creation of Jobs for Parents: The community emphasizes the need for job opportunities for parents. Employment not only supports families but also contributes to overall community stability.
- ❑ Parental Counseling Services: Recognizing that parents sometimes express frustration at home, which can negatively impact children's learning experiences,

we recommend implementing counseling services. Emotional support and guidance are essential for healthy family dynamics.

- ❑ Liquor Outlet Trading Hours: Residents have requested adjustments to the trading hours of liquor outlets, limiting their operation to weekends only. This measure aims to balance social activities while minimizing potential negative effects.

#### Recommended Actions:

- ❑ Engage with Social Development: Collaborate with the Department of Social Development to explore programs that address parental stress, mental health, and family dynamics. Counseling services can be a valuable resource.
- ❑ Negotiate Library Operating Hours: Initiate negotiations regarding library operating hours. Extending library hours, especially during evenings and weekends, will enhance access to educational resources for both parents and children.
- ❑ Follow Up on Raised Issues: Direct the concerns raised during the IDP meetings to relevant municipal departments. Timely follow-up ensures that community needs are addressed effectively.
- ❑ Quarterly Children's Sessions: Organize quarterly sessions specifically focused on children. These gatherings can address their unique needs, provide support, and foster positive interactions within the school environment

## **DRAFT PROJECTS AND STRATEGIES**

## DRAFT PROJECTS: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Key Performance Area (KPA) 1&3					Spatial Rationale and LED						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"><li>• Implement a differentiated approach to municipal financing, Planning and support</li><li>• Improving access to basic services</li><li>• Implementation of the community works programme</li><li>• Actions supportive of human settlement outcome;</li></ul>						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/202	2026/2027	2025/2026	2025/2026	2026/2027	
LED&P-001-2025/26		Number of Municipal Properties rezoned	Rezoning of municipal properties	Municipal wide	4 Municipal properties rezoned	Rezoning of 3x municipal properties	No target	1,100,000.00	0.0	0.0	Own funding

Key Performance Area (KPA) 1&3					Spatial Rationale and LED						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> <li>Implement a differentiated approach to municipal financing, Planning and support</li> <li>Improving access to basic services</li> <li>Implementation of the community works programme</li> <li>Actions supportive of human settlement outcome;</li> </ul>						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/202	2026/2027	2025/2026	2025/2026	2026/2027	
LED&P-002-2025/26		Number of Municipal building plans compiled	Compilation of municipal building plans	Municipal wide	5 municipal building plans compiled	No target	No target	600,000.00			Own funding
LED&P-003-2025/2026		Number of Regional Spatial Development plans compiled	Compilation of Regional Spatial Development Plans	ward 16, 11	Compilation of 2x Regional Spatial Development Plans	No target	No target	600,000.00			Own funding



Key Performance Area (KPA) 1&3					Spatial Rationale and LED						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"><li>• Implement a differentiated approach to municipal financing, Planning and support</li><li>• Improving access to basic services</li><li>• Implementation of the community works programme</li><li>• Actions supportive of human settlement outcome;</li></ul>						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/202	2026/2027	2025/2026	2025/2026	2026/2027	
LED&P-004-2025/26		Number of existing Settlements surveyed	Surveying of existing settlements	Municipal wide	1 existing settlement surveyed	No target	No target	300,000.00	0.0	0.0	Own funding
LED&P-005-2025/25-	SPATIAL RATIONALE	Number of feasibility studies coordinated	Coordination of Feasibility study for PPP	Municipal wide	1 Feasibility study for PPP coordinated	No target	No target	1,300,000.00	0.0	0.0	Own funding

Key Performance Area (KPA) 1&3					Spatial Rationale and LED						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"><li>• Implement a differentiated approach to municipal financing, Planning and support</li><li>• Improving access to basic services</li><li>• Implementation of the community works programme</li><li>• Actions supportive of human settlement outcome;</li></ul>						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/202	2026/2027	2025/2026	2025/2026	2026/2027	
LED&P-006-2024/25	Local Economic Development	Number of panel of transactional advisors appointed	Appointment of panel of Transactional Advisors	Municipal wide	3 panel of Transactional advisors appointed	No target	No target	700,000.00	0.0	0.0	Own funding
LED&P007/2025/26			Number of Agricultural Skills development and mentorship coordinated	Coordination of Agricultural skills develop	Municipal wide	1 Agricultural skills development and mentorship	No target	No target	400,000.00	0.0	0.0

Key Performance Area (KPA) 1&3					Spatial Rationale and LED						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> <li>Implement a differentiated approach to municipal financing, Planning and support</li> <li>Improving access to basic services</li> <li>Implementation of the community works programme</li> <li>Actions supportive of human settlement outcome;</li> </ul>						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/202	2026/2027	2025/2026	2025/2026	2026/2027	
			ment and mentors hip		coordinate d						
LED&P-OP-001 2025/26	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit	Municipal wide	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	Opex	Opex	Opex	Own Funding
LED&P-OP-002-2025/26	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG	Municipal wide	100% AG Action plan implemented	100% AG Action plan implemented	100% AG Action plan	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 1&amp;3</b>					<b>Spatial Rationale and LED</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li>• Implement a differentiated approach to municipal financing, Planning and support</li> <li>• Improving access to basic services</li> <li>• Implementation of the community works programme</li> <li>• Actions supportive of human settlement outcome;</li> </ul>						
<b>Key Organizational Strategic Objective</b>					<b>To manage and coordinate spatial planning within the municipality</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/202	2026/2027	2025/2026	2025/2026	2026/2027	
			Action Plan				implemented				
LED&P-OP-003-2025/26	Risk Management	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	Opex	Opex	Opex	Own Funding
LED&P-OP-004-2025/26	Council resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	Opex	Opex	Opex	Own Funding

Key Performance Area (KPA) 1&3					Spatial Rationale and LED						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> <li>Implement a differentiated approach to municipal financing, Planning and support</li> <li>Improving access to basic services</li> <li>Implementation of the community works programme</li> <li>Actions supportive of human settlement outcome;</li> </ul>						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/202	2026/2027	2025/2026	2025/2026	2026/2027	
LED&P-OP-005 2025/26	AC resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions		100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented				

## DRAFT PROJECTS: TECHNICAL SERVICES

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> <li>Improving access to basic services</li> </ul>						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
TECH-001-2025/26	Roads And Storm Water	Number of road kilometers upgraded from Gravel to Surface	Upgrading of Sekonye to Springs Internal Street from Gravel to Surface	Ward 5 & 6	2.0 of road kilometers upgraded from Gravel to Surface	2.8. of road kilometers upgraded from gravel to surface phase 2	No target	21,198221	22,466.529	0.0	
Tech-001-2027/28		Number of kilometers of road upgraded	Masedi Riverside Internal Streets	Masedi Riverside	No target	No target	1.0 of road kilometers upgraded from gravel t	0.0	0.0	10,000,000	

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> <li>Improving access to basic services</li> </ul>						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
			Mohodi Newstand C Internal Streets	Ward 13	No target	No target	1.5 of road kilometers upgraded from gravel t			13,000,000.00	
Tech-002-2027/28				Ward 10	No target	No target	Mogwadi Stormwater Manageme nt	0.0	0.0	13,000,000.00	

<b>Key performance area (KPA) 2:</b>					<b>Basic Services delivery</b>						
<b>Outcome 9:</b>					<b>Responsive, accountable, effective and efficient local government system</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Improving access to basic services</b></li> </ul>						
<b>Key organizational strategic objective</b>					<b>To provide sustainable basic services and infrastructure development</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
TECH-02-2025/26	Sports Facilities	Number of sports facilities upgraded	Upgrading of Mogwadi sports facility	Ward 10	Upgrading football pitch, Fencing, Refurbishment of ablution facilities and Combi courts	No target	No target	11,200,000.00	0.0	0.0	
TECH-003-2025/26	Roads And Storm Water	Number of Tipper Trucks procured	Procurement of a 10m3 Tipper truck	Municipal wide	1x 10m3 Tipper Truck procured	No target		1 300 000,00	0.0	0.0	



<b>Key performance area (KPA) 2:</b>					<b>Basic Services delivery</b>						
<b>Outcome 9:</b>					<b>Responsive, accountable, effective and efficient local government system</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Improving access to basic services</b></li> </ul>						
<b>Key organizational strategic objective</b>					<b>To provide sustainable basic services and infrastructure development</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
TECH-004-2025/26	Electricity Services	Number of Energy Master Plans developed	Development of Energy Master Plan	Ward 2	1 Energy master plan developed	No target		1 200 000	0.0	0.0	
TECH-005-2025/26		Number CTVT supplied, delivered and installed	Supply, delivery and installation of CTVT in Morebeng	Municipal wide	1 CTVT Supplied, delivered and Installed in Morebeng	No target	No target	1,00,000.00	0.0		
TECH-006-2025/26	Electricity Services	Number of High mast lights	Supply, delivery and installation	Municipal wide	6 High mast lights supplied, delivered	No target	No target	5 400 000,00	0.0	0.0	INEP

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> <li>Improving access to basic services</li> </ul>						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
		supplied, delivered and installed	of 6 x High mast lights		and installed						
TECH-007-2025/26		Number of households electrified	Electrification of 50 households in Sekhwama (phase 2)	Ward 1	50 households electrified in Sekhwama (phase 2)	No target	No target	1 285 000,00	0.0	0.0	INEP
TECH-008-2025/26		Number of households electrified	Electrification of 35 households in Schellengburg (phase 2)	Ward 01,06,08, 10, 15, 16	35 households electrified in Schelleng	No target	No target	900 000,00	0.0	0.0	INEP

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					• Improving access to basic services						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
					burg (phase 2)						
TECH-009-2025/26	Electricity Services	Number of households electrified	Electrification of 59 households in Matseke village	Ward 09	59 households electrified in Matseke village	No target	No target	1 501 000,00	0.0	0.0	
TECH-010-2025/26		Number of households electrified	Electrification of 50 Diwaweng (phase 2)	Ward 14	50 households electrified in Diwaweng (phase 2)	No target	No target	1 285 000,00	0.0	0.0	

<b>Key performance area (KPA) 2:</b>					<b>Basic Services delivery</b>						
<b>Outcome 9:</b>					<b>Responsive, accountable, effective and efficient local government system</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Improving access to basic services</b></li> </ul>						
<b>Key organizational strategic objective</b>					<b>To provide sustainable basic services and infrastructure development</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
TECH-011-2025/26		Number of bulk points supplied, delivered and installed	Supply, delivery and installation of Bulk point for Diwaweng, Matseke and Molotone	Ward 07	1 bulk point supplied, delivered and installed for Diwaweng, Matseke and Molotone villages	No target	No target	11 000 000 ,00	0.0	0.0	

<b>Key performance area (KPA) 2:</b>					<b>Basic Services delivery</b>						
<b>Outcome 9:</b>					<b>Responsive, accountable, effective and efficient local government system</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Improving access to basic services</b></li> </ul>						
<b>Key organizational strategic objective</b>					<b>To provide sustainable basic services and infrastructure development</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
TECH-012-2025/26	Electricity Services	Number of Designs for Electrification project developed	Pre engineering for electrification of Mogwadi	Ward 04	1 design of electrification for Mogwadi developed	No target	No target	400 000,00	0.0	0.0	
TECH-013-2025/26	Environmental Management	Number of compliant Landfill sites constructed	Construction of compliant Ramokgopa Landfill site (Phase 2)	Ward 08	1 cell and 1 Leachate pond constructed	No target	No target	19 084 329.37	0.0	0.0	INEP

<b>Key performance area (KPA) 2:</b>					<b>Basic Services delivery</b>						
<b>Outcome 9:</b>					<b>Responsive, accountable, effective and efficient local government system</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Improving access to basic services</b></li> </ul>						
<b>Key organizational strategic objective</b>					<b>To provide sustainable basic services and infrastructure development</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
TECHO P-001-2024/25	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit action plan	ward 10	100% Internal Audit Queries addressed	No target	No target	Opex	0.0	0.0	INEP
TECHO P-002-2024/25	Ag Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100% AG Action plan implemented	100%	100%	Opex	Opex	Opex	Own Funding
TECHO P-003-2024/25	Risk Management	Percentage of risk register	Implementation of Risk register	Municipal wide	100% Risk Register	100%	100%	Opex	Opex	Opex	Own Funding

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> <li>Improving access to basic services</li> </ul>						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
		implemented			implemented						
TECHO P-004-2024/25	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100% of Council resolutions implemented	100%	100%	Opex	Opex	Opex	Own Funding
TECHO P-005-2024/25	Audit Committee Resolutions	Percentage of Audit Committee resolutions	Implementation of Audit Committee resolutions	Municipal wide	100% of Audit Committee resolutions	100%	100%	Opex	Opex	Opex	Own Funding

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> <li>Improving access to basic services</li> </ul>						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
		implemented			implemented						
MMOP-0005-2025/2026	AC Resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding



## DRAFT PROJECTS: COMMUNITY SERVICES

<b>Key Performance Area (KPA) 4:</b>					<b>Municipal Financial Viability and Management</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li>Responsive, Accountable, Effective and Efficient Local Government System</li> </ul>						
<b>Key Strategic Organizational Objectives</b>					<b>To Ensure Sound And Stable Financial Management</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
COMM-001-2025/2026	Waste Collection	Number of skips bins procured and delivery	Procurement of 10 skip bins	Municipal wide	10 6m <sup>3</sup> Skip Bins Procured and delivered	No target	No target	500,000.00	0.0	0.0	Own funding
COMM-002-2025/2026	Waste Collection	Number of Wheelie bins procured and delivered	Procurement of 200 liters x 500 wheelie bins	Municipal wide	500x 200 liter wheelie bins procured and delivered	No target	No target	450,000.00	0.0	0.0	Own Funding

<b>Key Performance Area (KPA) 4:</b>					<b>Municipal Financial Viability and Management</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Responsive, Accountable, Effective and Efficient Local Government System</b></li> </ul>						
<b>Key Strategic Organizational Objectives</b>					<b>To Ensure Sound And Stable Financial Management</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
COMM-003-2025/2026	Traffic & Law Enforcement	Number of Traffic Stations rehabilitated	Rehabilitation of Morebeng traffic station	ward 1	1 Morebeng Traffic station rehabilitated	No target	No target	500,000.00	0.0	0.0	Own Funding
COMM-004-2025/2026	Environmental Management	Number of Integrated Waste Management plans reviewed	Review of waste management plan	Municipal wide	1 Integrated waste Management Plan reviewed	No target	No target	500,000.00	0.0	0.0	Own Funding

<b>Key Performance Area (KPA) 4:</b>					<b>Municipal Financial Viability and Management</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Responsive, Accountable, Effective and Efficient Local Government System</b></li> </ul>						
<b>Key Strategic Organizational Objectives</b>					<b>To Ensure Sound And Stable Financial Management</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
COMM-005-2025/2026	Public Amenities	Number of towns beautified	Municipal Beautification	Municipal wide	2 municipal towns beautified in Morebeng and Moletji satellite office	No target	No target	350,000.00	0.0	0.0	Own Funding
COMM-006-2025/2026	Traffic & Law Enforcement	Number of Municipal offices upgraded	Construction of additional offices for Mogwadi DLTC	Ward 10	1 Mogwadi DLTC offices upgraded	No target	No target	1,000,000.00	0.0	0.0	Own Funding

<b>Key Performance Area (KPA) 4:</b>					<b>Municipal Financial Viability and Management</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Responsive, Accountable, Effective and Efficient Local Government System</b></li> </ul>						
<b>Key Strategic Organizational Objectives</b>					<b>To Ensure Sound And Stable Financial Management</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
COMM-007-2025/2026	Traffic & Law Enforcement	Number of DLTC K53 and Ally docking constructed	Construction of a DLTC K53 and ally docking	Ward 15	1 DLTC and Ally docking constructed	No target	No target	1 000.000.00	0.0	0.0	
COMM-OP-001-2025/26-	Internal Audit	Percentage of internal audit queries addressed			100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	Opex	Opex	Opex	
COMM-OP-002-2025/26	AG Action Plan	Percentage of AG Action Plan implemented			100% AG Action plan implemented	100% AG Action plan implemented	100% AG Action plan implemented	Opex	Opex	Opex	

<b>Key Performance Area (KPA) 4:</b>					<b>Municipal Financial Viability and Management</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li><b>Responsive, Accountable, Effective and Efficient Local Government System</b></li> </ul>						
<b>Key Strategic Organizational Objectives</b>					<b>To Ensure Sound And Stable Financial Management</b>						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
COMM-OP-003-2025/26	Risk Manageme	Percentage of risk register implemented			100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	Opex	Opex	Opex	
COMM-OP-004-2025/26	Council Resolutions	Percentage of Council resolutions implemented			100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented				
COMM-OP-005-2025/26	Audit Committee Resolutions	Percentage of Audit Committee resolutions implemented			100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented				

## DRAFT PROJECTS: BUDGET AND TREASURY

Key Performance Area (KPA) 6:				Municipal Transformation and Organizational Development							
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System							
Outputs:				<ul style="list-style-type: none"> <li>Administrative and financial capacity</li> </ul>							
Key Strategic Organizational Objectives				Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees  Ensure administrative support to municipal units through continuous institutional development and innovation							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
BNT-001-2025/26	SCM	Number of AFS reviewed	Review of AFS	Municipal Wide	1 AFS for 2024/2025 reviewed	Review Of Annual Financial Statement	Review Of Annual Financial Statement	300,000.00	300,000.00	300,000.00	Own funding

<b>Key Performance Area (KPA) 6:</b>					<b>Municipal Transformation and Organizational Development</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li>Administrative and financial capacity</li> </ul>						
<b>Key Strategic Organizational Objectives</b>					Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees  Ensure administrative support to municipal units through continuous institutional development and innovation						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
BNT OP-001-2025/26	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit action plan	Municipal wide	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 6:</b>					<b>Municipal Transformation and Organizational Development</b>						
<b>Outcome 9:</b>					<b>Responsive, Accountable, Effective and Efficient Local Government System</b>						
<b>Outputs:</b>					<ul style="list-style-type: none"> <li>Administrative and financial capacity</li> </ul>						
<b>Key Strategic Organizational Objectives</b>					Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees  Ensure administrative support to municipal units through continuous institutional development and innovation						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
BNT OP-002-2025/26	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100% AG Action plan implemented	100% AG Action plan implemented	100% AG Action plan implemented	Opex	Opex	Opex	Own Funding



<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<ul style="list-style-type: none"> <li>Administrative and financial capacity</li> </ul>							
<b>Key Strategic Organizational Objectives</b>				Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees  Ensure administrative support to municipal units through continuous institutional development and innovation							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
BNT OP-003-2025/26	Risk Management	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<ul style="list-style-type: none"> <li>Administrative and financial capacity</li> </ul>							
<b>Key Strategic Organizational Objectives</b>				Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees  Ensure administrative support to municipal units through continuous institutional development and innovation							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
BNT OP-004-2025/26	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<ul style="list-style-type: none"> <li>Administrative and financial capacity</li> </ul>							
<b>Key Strategic Organizational Objectives</b>				Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees  Ensure administrative support to municipal units through continuous institutional development and innovation							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
BNT OP-005-2025/26	Audit Committee Resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	Opex	Opex	Opex	Own Funding

## DRAFT PROJECTS: MUNICIPAL MANAGERS OFFICE

Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"><li>• Deepen democracy through a refined ward committee model</li><li>• Administrative and financial capability</li></ul>								
Key Strategic Organizational Objectives			To ensure that institutional arrangements are transparent efficient and effective  To ensure that good governance and public participation is sustained and enhances transparency and accountability.								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Locati on	MTREF Targets			MTREF Budget in Rand (R)			Sourc e of fundi ng
					2025/2026	2026/202 7	20027/20 28	2025/20 26	2026/20 27	20027/20 28	
MM-001-2025/26	Communicati ons	Percentage of Event Management Equipment procurement	Procuremen t of Event Manageme nt Equipment	Munici pal wide	100% of event management equipment procured	No target	No target	150,000.00	0.0	0.0	Own fundin g

Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"> <li>• Deepen democracy through a refined ward committee model</li> <li>• Administrative and financial capability</li> </ul>								
Key Strategic Organizational Objectives			<p>To ensure that institutional arrangements are transparent efficient and effective</p> <p>To ensure that good governance and public participation is sustained and enhances transparency and accountability.</p>								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
MM-002-2025/26	Internal Audit	Special focus Number of Audit of Internal controls on records management/POPIA coordinated	Coordination of Audit of internal controls on records management/ POPIA	Municipal wide	1 Audit of internal controls on records management/POPIA coordinated	No target	No target	200,000.00	0.0	0.0	Own funding
MM-003-2025/26			Coordination of Youth Support Programmes		2 Youth Support programmes coordinated	No Target	No Target		0.0	0.0	

Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"><li>• Deepen democracy through a refined ward committee model</li><li>• Administrative and financial capability</li></ul>								
Key Strategic Organizational Objectives			To ensure that institutional arrangements are transparent efficient and effective  To ensure that good governance and public participation is sustained and enhances transparency and accountability.								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
MM-004-2025/26	Special focus	Number of disability programmes coordinated	Coordination of Disability programmes	Municipal Wide	3 disability programmes coordinated	No Target	No Target	250,000.00	0.0	0.0	
MM-005-2025/26		Number of Local Aids Council meetings coordinated	Coordination of Local Aids Council meetings	Municipal Wide	4 Local Aids Council meetings coordinated			119 591.00	0.0	0.0	

Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"><li>• Deepen democracy through a refined ward committee model</li><li>• Administrative and financial capability</li></ul>								
Key Strategic Organizational Objectives			To ensure that institutional arrangements are transparent efficient and effective  To ensure that good governance and public participation is sustained and enhances transparency and accountability.								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Locati on	MTREF Targets			MTREF Budget in Rand (R)			Sourc e of fundi ng
					2025/2026	2026/202 7	20027/20 28	2025/20 26	2026/20 27	20027/20 28	
MM-006-2025/26	Special focus Special focus	Number of women and children programmes coordinated.	Coordination of Women and Children programmes	Munici pal wide	3 women and children programmes coordinated	No target	No target	404 760.00	0.0	0.0	

Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"><li>• Deepen democracy through a refined ward committee model</li><li>• Administrative and financial capability</li></ul>								
Key Strategic Organizational Objectives			To ensure that institutional arrangements are transparent efficient and effective  To ensure that good governance and public participation is sustained and enhances transparency and accountability.								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Locati on	MTREF Targets			MTREF Budget in Rand (R)			Sourc e of fundi ng
					2025/2026	2026/202 7	20027/20 28	2025/20 26	2026/20 27	20027/20 28	
MM-007-2025/26		Number of older persons programmes coordinated	Coordination of Older persons Support programmes	Munici pal wide	3 older persons programmes coordinated	No target	No target	354831.00	0.0	0.0	



Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"> <li>• Deepen democracy through a refined ward committee model</li> <li>• Administrative and financial capability</li> </ul>								
Key Strategic Organizational Objectives			<p>To ensure that institutional arrangements are transparent efficient and effective</p> <p>To ensure that good governance and public participation is sustained and enhances transparency and accountability.</p>								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
MMO P-001-2025/26	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit action plan	Municipal wide	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	117510.00			
MMO P-002-2025/26	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100% AG Action plan implemented	100% AG Action plan implemented	100% AG Action plan implemented	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 5:</b>			<b>GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION</b>								
<b>Outcome 9:</b>			<b>Responsive, Accountable, Effective and Efficient Local Government System</b>								
<b>Outputs :</b>			<ul style="list-style-type: none"> <li>• Deepen democracy through a refined ward committee model</li> <li>• Administrative and financial capability</li> </ul>								
<b>Key Strategic Organizational Objectives</b>			<p>To ensure that institutional arrangements are transparent efficient and effective</p> <p>To ensure that good governance and public participation is sustained and enhances transparency and accountability.</p>								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	2027/2028	2025/2026	2026/2027	2027/2028	
<b>MMO P-003-2025/26</b>	<b>Risk Management</b>	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	Opex	Opex	Opex	Own Funding
<b>MMO P-004-2025/26</b>	<b>Council Resolutions</b>	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 5:</b>			<b>GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION</b>								
<b>Outcome 9:</b>			<b>Responsive, Accountable, Effective and Efficient Local Government System</b>								
<b>Outputs :</b>			<ul style="list-style-type: none"> <li>• Deepen democracy through a refined ward committee model</li> <li>• Administrative and financial capability</li> </ul>								
<b>Key Strategic Organizational Objectives</b>			<p>To ensure that institutional arrangements are transparent efficient and effective</p> <p>To ensure that good governance and public participation is sustained and enhances transparency and accountability.</p>								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	2027/2028	2025/2026	2026/2027	2027/2028	
<b>MMOP-0005-2025/26</b>	<b>Audit Committee Resolutions</b>	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	Opex	Opex	Opex	Own Funding
MMOP-0005-2025/26	<b>AC resolutions</b>	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding



## DRAFT PROJETS: CORPORATE SERVICES

Key Performance Area (KPA) 6:		Municipal Transformation and Organizational Development									
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System									
Outputs:		Administrative and financial capacity									
Key Strategic Organizational Objectives		Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees									
		Ensure administrative support to municipal units through continuous institutional development and innovation									
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
COR P-001-2025/26	Administration	Number of Guardrooms constructed	Construction of 8 x guard rooms	Municipal wide	8 guardrooms constructed	No target	No target	800,000.00	0.0	0.0	Own funding

<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<b>Administrative and financial capacity</b>							
<b>Key Strategic Organizational Objectives</b>				<b>Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees</b> <b>Ensure administrative support to municipal units through continuous institutional development and innovation</b>							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
<b>COR P-002-2025/2026</b>	<b>Administration</b>	Number of Carports constructed	Construction of carports	War 1,10 & 15	10 Carports constructed in municipal premises	No target	No target	500,000.00	0.0	0.0	Own funding

<b>Key Performance Area (KPA) 6:</b>			<b>Municipal Transformation and Organizational Development</b>								
<b>Outcome 9:</b>			<b>Responsive, Accountable, Effective and Efficient Local Government System</b>								
<b>Outputs:</b>			<b>Administrative and financial capacity</b>								
<b>Key Strategic Organizational Objectives</b>			<b>Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees</b>  <b>Ensure administrative support to municipal units through continuous institutional development and innovation</b>								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
<b>COR P-003-2025/26</b>	<b>Admin</b>	Number of meters for fence constructed in Phaudi Municipal Office	Construction of fence for Phaudi Municipal Office	Ward 15	120 meters of fence constructed for Phaudi Municipal office	No target	No target	300,000.00	0.0	0.0	Own funding

<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<b>Administrative and financial capacity</b>							
<b>Key Strategic Organizational Objectives</b>				<b>Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees</b>  <b>Ensure administrative support to municipal units through continuous institutional development and innovation</b>							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
<b>COR P-004-2025/2026</b>	<b>Administration</b>	Number of Municipal vehicles procured	Procurement of municipal Vehicles	Municipal wide	4 Municipal vehicles procured	No target	No target	3,000,000.00	0.0	0.0	Own funding
<b>COR P-005-2025/2026</b>	<b>Council Support</b>	Number of Ward Committee conference coordinated	Coordination of Ward committee conference	Municipal wide	1 Ward Committee conference coordinated	No target	No target	1,600,000.00	0.0	0.0	Own funding



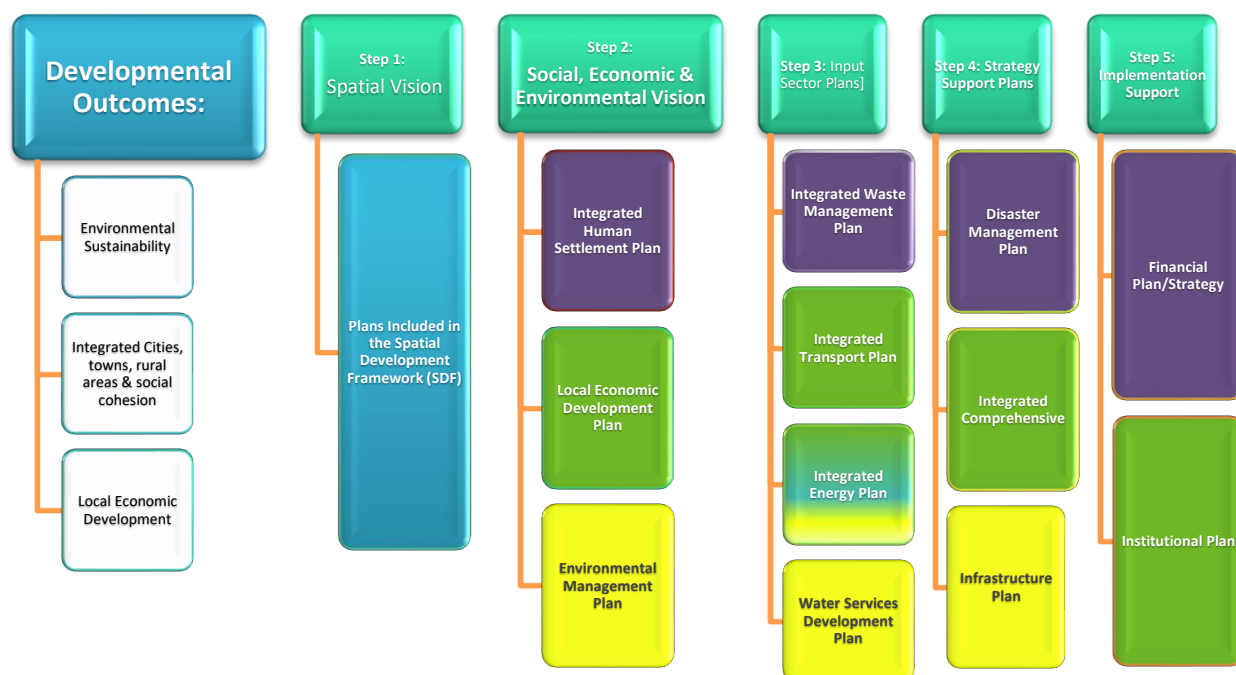
<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<b>Administrative and financial capacity</b>							
<b>Key Strategic Organizational Objectives</b>				<b>Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees</b> <b>Ensure administrative support to municipal units through continuous institutional development and innovation</b>							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
<b>COR P-006-2025/2026</b>	<b>ICT</b>	Percentage of required ICT equipment procured	Procurement of required ICT equipment		100% of required ICT equipment procured			800,000.00			
<b>COR POP-001-2024/25</b>	<b>Internal Audit</b>	Percentage of internal audit queries addressed	Implementation of Internal Audit action plan	Municipal wide	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	100% Internal Audit Queries addressed	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<b>Administrative and financial capacity</b>							
<b>Key Strategic Organizational Objectives</b>				<b>Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees</b>  <b>Ensure administrative support to municipal units through continuous institutional development and innovation</b>							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
<b>COR POP-002-2024/25</b>	<b>Audit Action Plan</b>	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100% AG Action plan implemented	100% AG Action plan implemented	100% AG Action plan implemented	Opex	Opex	Opex	Own Funding
<b>COR POP-003-2024/25</b>	<b>Risk Management</b>	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	Opex	Opex	Opex	Own Funding

<b>Key Performance Area (KPA) 6:</b>				<b>Municipal Transformation and Organizational Development</b>							
<b>Outcome 9:</b>				<b>Responsive, Accountable, Effective and Efficient Local Government System</b>							
<b>Outputs:</b>				<b>Administrative and financial capacity</b>							
<b>Key Strategic Organizational Objectives</b>				<b>Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees</b>  <b>Ensure administrative support to municipal units through continuous institutional development and innovation</b>							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2025/2026	2026/2027	20027/2028	2025/2026	2026/2027	20027/2028	
<b>COR POP-004-2024/25</b>	<b>Council Resolutions</b>	Percentage of Council resolutions implemented	Implementation of Council resolution	Municipal wide	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	Opex	Opex	Opex	Own Funding
COR POP-005-2024/25	<b>Audit Committee</b>	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolution	Municipal wide	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	Opex	Opex	Opex	Own Funding

### 3. Integration Phase

The sectoral plans and strategies are vital during the integration phase of the Integrated Development Plan (IDP) as they ensure a comprehensive and coordinated approach to development. Sectoral plans address specific areas. The integration phase ties these plans and strategies together, aligning them with overarching developmental outcomes like social cohesion, environmental sustainability, and local economic growth as indicated in the **developmental planning framework below**.





**Sector plans**

**CDM INFRASTRUCTURE SERVICES DEPARTMENT: 2025/2026 PROJECT LIST AND MTERF BUDGET AND TARGETS**

<b>Ward Number</b>	<b>Settlement Name</b>	<b>Is Source Available {Y/N}</b>	<b>Are Bulk Lines and Storage Available [Y/N]</b>	<b>Cost Estimates (5-Year Reliability Plan)</b>	<b>Number of Households</b>
Ward 14	Overdyke	Y, groundwater	Y, as part of proposed scope of work	48,066,654.97	254
Ward 15	Maribana	Y, groundwater	Y, as part of proposed scope of work	41,241,636.65	542
Ward 9	Nyakelani (Itumeleng)	Y, groundwater	Y, as part of proposed scope of work	44,135,509.84	400
Ward 3	Ga-Phasha	Y, groundwater	Y, as part of proposed scope of work	74,382,252.13	746

Ward Number	Settlement Name	Is Source Available {Y/N}	Are Bulk Lines and Storage Available [Y/N]	Cost Estimates (5-Year Reliability Plan)	Number of Households
Ward 2	Eisleben	Y, groundwater	Y, as part of proposed scope of work	407,244,425.95	2058
Ward 7	Matseke	Y, groundwater	Y, as part of proposed scope of work		678
Ward 7	Ramatjowe	Y, groundwater	Y, as part of proposed scope of work		1435
Ward 7	Sefene	Y, groundwater	Y, as part of proposed scope of work		2501
<b>Grand total</b>				<b>615,070,479.54</b>	<b>8614</b>







END