Molemole Municipality

FINAL

INTEGRATED DEVELOPMENT PLAN

2026/2027

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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	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	Inforamtion and Knowledge Managment
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
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
SO2	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

Municipal Values

VISION: "A developmental people driven organization that serves its people"

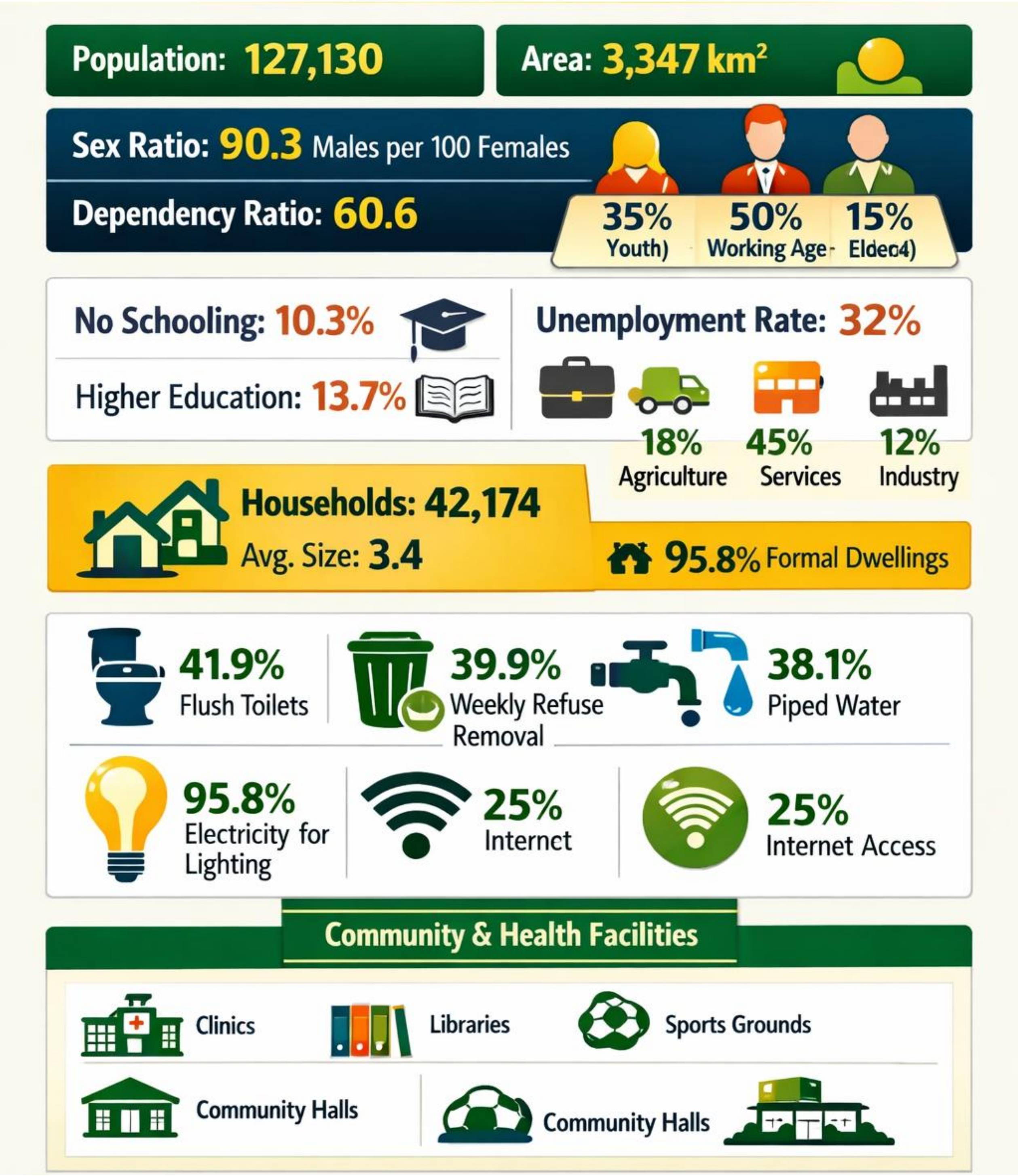
- Integrity
- Respect
- Excellence
- Accountability
- Equity
- Partnership
- Trust
- Transparency
- Honesty
- Fairness

Mission: "To provide essential and sustainable services in an efficient and effective manner"

@mlmmunicipality

Molemole Local Municipality

MOLEMOLE AT A GLANCE



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MUNICIPAL COUNCIL EXECUTIVE

Cllr. Masilo Edward Paya

Cllr. Emmaunel Rathaha

Cllr. Dikeledi Matlou

MAYORS FOREWORD

It is my honour, on behalf of the Council of Molemole Local Municipality, to present the 2026/2031 Integrated Development Plan, with the 2026/2027 financial year forming the first implementation year of this planning cycle.

This Integrated Development Plan is presented at an important moment in the life of our Municipality. It comes at the end of a Council term during which we have worked with communities, traditional leaders, ward committees, sector departments, Capricorn District Municipality, provincial government, national government and other stakeholders to improve the lives of the people of Molemole. It also provides a foundation for the incoming Council that will assume responsibility after the 2026 local government elections.

The IDP gives effect to our municipal vision of being “a developmental people driven organization that serves its people” and our mission “to provide essential and sustainable services in an efficient and effective manner.” These commitments remain central to the work of Council and must continue to guide planning, budgeting and service delivery.

Over the current Council term, the Municipality has made important progress in infrastructure development and service delivery. A total of 19.45 kilometres of roads have been upgraded from gravel to surfaced roads since 2021 at a cost of approximately R124 million. These road projects benefited areas such as Mogwadi, Kgwadu, Ga-Sako, Phaudi, Maupye, Mokgehle, Morebeng and Sekonye to Springs. This progress is significant, especially in a municipality with more than 600 kilometres of gravel roads, many of which remain difficult to use during rainy seasons.

Council has also invested in stormwater and access infrastructure through the construction of culvert bridges. During the term, culvert bridge and stormwater control projects were implemented in areas including Fatima, Maponto, Madikana, Mogwadi, Mabitsela, Mohlajeng, Schoonveld, Broekman and Ga-Moleele at a total cost of approximately R23.9 million. These projects contribute to safer movement, improved access and better protection of communities during rainy conditions.

Electricity access has also improved through partnership with INEP and Eskom. Over the Council term, 2,319 households were electrified at a cost of approximately R47.9 million, with more than 90% of these households already energised. Beneficiary areas include Fatima, Maponto, Matseke, Schellengburg, Diwaweng, Ramatjowe, Sekhwama, Mashaha, Mohodi, Mangata, Mamotshana and Mokgehle. This confirms Council’s commitment to expanding access to basic electricity services.

In support of community safety, the Municipality also invested in high mast lighting. A total amount of approximately R4.3 million was allocated for the supply, delivery and installation of high mast lights, including six high mast lights and three energy-saving high mast lights. These investments are intended to support safer communities and assist the security cluster in the fight against crime.

The 2026/2027 IDP and Budget provide the service delivery programme for the coming financial year. The approved budget framework reflects total transfers and grants of approximately R246 million, own revenue of approximately R104 million, and total income of approximately R350 million. Operating expenditure is estimated at approximately R307 million, while capital projects amount to approximately R43 million. These figures confirm that the Municipality must continue to manage its finances prudently while ensuring that the available budget produces visible service delivery impact.

Council notes that property rates and refuse removal tariffs are expected to increase by 3.4%, while the electricity tariff increase approved by NERSA is 9.01%. In order to protect poor households,

The IDP also recognises the importance of intergovernmental support. Capricorn District Municipality has committed more than R600 million over the medium term towards the refurbishment of borehole infrastructure, which is expected to benefit more than 800 households across Molemole. The Department of Education has also committed to continued investment in local schools, including upgrading, additions, rehabilitation, renovations and refurbishment at various schools in the Municipality.

Together, let us continue building a better, inclusive and sustainable Molemole.

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Cllr. Masilo Edward Paya

Mayor

EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

The 2026/2027 Integrated Development Plan of Molemole Local Municipality is the Municipality's principal strategic planning instrument. It provides the framework for development planning, budgeting, service delivery, institutional performance, infrastructure investment, public participation and intergovernmental coordination over the five-year planning cycle.

The IDP is prepared in accordance with the Constitution of the Republic of South Africa, the Local Government: Municipal Systems Act, the Municipal Finance Management Act, the Municipal Structures Act, the Spatial Planning and Land Use Management Act and other applicable legislation and policy frameworks. It also aligns municipal planning with national, provincial and district priorities, including the National Development Plan, Limpopo Development Plan, District Development Model, State of the Nation Address and State of the Province Address.

The Municipality's vision is to be "a developmental people driven organization that serves its people", while its mission is "to provide essential and sustainable services in an efficient and effective manner." The 2026/2031 IDP gives practical expression to this vision and mission by linking community priorities, municipal strategies, available resources and budget allocations into a single implementation framework.

Under basic service delivery and infrastructure development, the Municipality prioritises roads, stormwater, electricity, waste management, public facilities and coordination of water and sanitation interventions. The service delivery record over the current Council term provides an important baseline for the 2026/2027 planning cycle. Since 2021, the Municipality upgraded 19.45 kilometres of gravel roads to surfaced roads at a cost of approximately R124 million. This included projects in Mogwadi, Kgwadu, Ga-Sako, Phaudi, Maupye, Mokgehle, Morebeng and Sekonye to Springs. The Municipality also invested approximately R23.9 million in culvert bridges and stormwater control projects in areas such as Fatima, Maponto, Madikana, Mogwadi, Mabitsela, Mohlajeng, Schoonveld, Broekman and Ga-Moleele.

Electricity remains a key component of basic service delivery. Over the Council term, the Municipality, in partnership with INEP and Eskom, electrified 2,319 households at a cost of approximately R47.9 million, with more than 90% of the households already energised. Beneficiary areas included Fatima, Maponto, Matseke, Schellengburg, Diwaweng, Ramatjowe, Sekhwama, Mashaha, Mohodi, Mangata, Mamotshana and Mokgehle.

The Municipality has also made progress in township establishment, particularly in relation to Harmony Park, where the process to sell approximately 300 stands is underway and public notices have been issued for comment. This intervention is important for orderly settlement growth, investment attraction, expansion of the rates base and long-term financial sustainability.

Municipal financial viability remains a central consideration in the IDP. The 2026/2027 budget framework reflects total transfers and grants of approximately R246 million, own revenue of approximately R104 million, and total income of approximately R350 million. Total operating expenditure is estimated at approximately R307 million, while capital projects amount to approximately R43 million. The budget therefore confirms continued reliance on transfers and grants, while highlighting the need to strengthen own revenue and implement revenue enhancement strategies.

The Municipality must continue to respond to the reduction and pressure on grant funding by exercising financial prudence, improving revenue collection, managing expenditure, protecting cash resources, strengthening internal controls and improving the performance of capital projects. Property rates and refuse removal tariffs are expected to increase by 3.4%, while the electricity tariff increase approved by NERSA is 9.01%. The Municipality has also provided approximately R2.9 million for indigent subsidies in the 2026/2027 financial year to support qualifying households with electricity and refuse removal subsidies.

The IDP was developed through public participation and consultation processes involving communities, ward committees from all sixteen wards, traditional leaders, councillors, sector departments, Capricorn District Municipality and other stakeholders. The priorities reflected in the IDP are therefore informed by the needs and aspirations raised during municipal consultation processes.

The implementation of the IDP will be monitored through the approved budget, Service Delivery and Budget Implementation Plan, departmental plans, quarterly performance reports, financial reports, risk management processes, internal audit, audit committee oversight, Council committees and annual performance reporting. The Office of the Municipal Manager will coordinate implementation, reporting, compliance, performance monitoring and interdepartmental alignment.

The main implementation risks include limited financial resources, grant dependency, ageing infrastructure, project implementation delays, revenue collection challenges, institutional capacity constraints, reliance on other spheres of government for certain services, and increasing service delivery demands. These risks require continuous monitoring, improved planning, strengthened intergovernmental relations and timely corrective action.

In conclusion, the 2026/2031 IDP provides a realistic and community-informed programme for Molemole Local Municipality. It builds on the service delivery achievements of the outgoing Council while setting a clear foundation for the 2026/2027 financial year and the next term of local government. Its success will depend on disciplined implementation, political oversight, administrative accountability, sound financial management, community cooperation and continued support from district, provincial and national government.

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Ms Bila KV

Acting Municipal Manager

1. THE PLANNING PROCESS

1.1. INTRODUCTION

The Integrated Development Plan (IDP) 2026–2031 of Molemole Local Municipality serves as the municipality's principal strategic planning instrument guiding development, service delivery, budgeting, infrastructure investment and institutional transformation over the medium term. The IDP is prepared in compliance with Chapter 5 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), which requires every municipality to adopt a single, inclusive and strategic plan for the development of the municipality.

The IDP provides a framework through which municipal priorities, community needs, sector plans, financial resources and development programmes are integrated into a coordinated implementation strategy. It further serves as the policy framework upon which the municipal budget, Service Delivery and Budget Implementation Plan (SDBIP), performance management system and capital investment programmes are based.

The review of the IDP takes place within a complex socio-economic and institutional environment characterized by:

- *Increasing demand for basic services;*
- *Aging infrastructure;*
- *Climate-related risks;*
- *High unemployment and poverty;*
- *Spatial fragmentation;*
- *Financial sustainability pressures; and*
- *Institutional capacity constraints.*

The municipality therefore recognizes the importance of strengthening integrated planning, infrastructure investment, financial sustainability, local economic development and governance systems to ensure sustainable and accountable service delivery.

The municipality continues to experience developmental challenges relating to:

- *Water shortages and aging water infrastructure;*
- *Poor roads and stormwater infrastructure;*
- *High unemployment and poverty levels;*
- *Dispersed rural settlement patterns;*
- *Limited economic opportunities;*
- *Environmental degradation; and*
- *Financial sustainability pressures;*

The municipality remains committed to promoting developmental local government through

- *Sustainable service delivery;*
- *Community participation;*
- *Good governance and accountability;*
- *Economic development;*

- *Spatial transformation;*
- *Institutional strengthening; and*
- *Environmental sustainability.*

The IDP review process was undertaken through extensive consultation with:

- *Communities;*
- *Ward Committees;*
- *Traditional Leaders;*
- *Sector Departments;*
- *Organised Business;*
- *Community Organisations; and*
- *Other stakeholders.*

The purpose of the IDP is therefore to:

- *Guide municipal planning and development;*
- *Coordinate public and private investment;*
- *Address infrastructure and service delivery backlogs;*
- *Promote local economic development;*
- *Strengthen governance and institutional capacity;*
- *Improve financial sustainability;*
- *Promote integrated spatial development; and*
- *Improve the quality of life of communities within Molemole Municipality.*

1.2. POLICIES AND LEGISLATIVE FRAMEWORKS

The Integrated Development Plan is informed by various legislative, policy and strategic frameworks governing developmental local government in South Africa. These frameworks collectively establish the legal basis for integrated planning, budgeting, service delivery, performance management and cooperative governance.

1.2.1. Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

The Constitution of the Republic of South Africa is the supreme law of the country and establishes local government as a distinct sphere of government with developmental responsibilities. Section 152 of the Constitution outlines the objectives of local government as follows:

- *To provide democratic and accountable government for local communities;*
- *To ensure the provision of services to communities in a sustainable manner;*
- *To promote social and economic development;*
- *To promote a safe and healthy environment; and*

- *To encourage the involvement of communities and community organisations in matters of local government.*

Section 153 further requires municipalities to structure and manage administration, budgeting and planning processes in a manner that prioritizes community needs and promotes social and economic development.

Implications for Molemole Municipality

The municipality is required to ensure that all planning and development initiatives contribute towards sustainable service delivery, poverty alleviation, infrastructure development, economic growth and community participation.

1.2.2. White Paper on Local Government, 1998

The White Paper on Local Government introduced the concept of developmental local government and established Integrated Development Planning as a key mechanism for municipal transformation.

Developmental local government is defined as local government committed to working with citizens and stakeholders to find sustainable ways to meet social, economic and material needs and improve the quality of life of communities.

The White Paper promotes:

- *Integrated planning;*
- *Community participation;*
- *Sustainable service delivery;*
- *Cooperative governance;*
- *Social and economic development; and*
- *Accountability.*

Implications for Molemole Municipality

The municipality is required to adopt a developmental approach to planning and service delivery by ensuring that municipal resources are directed towards addressing poverty, unemployment, infrastructure backlogs and economic development challenges.

1.2.3. Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

The Municipal Systems Act provides the primary legislative framework governing Integrated Development Planning in municipalities. Chapter 5 of the Act requires municipalities to prepare and adopt Integrated Development Plans which:

- *Link planning, budgeting and performance management;*

- *Guide municipal development;*
- *Align municipal planning with national and provincial priorities; and*
- *Serve as the policy framework and general basis for annual budgets.*

The Act further requires municipalities to:

- *Undertake annual IDP reviews;*
- *Promote public participation;*
- *Align municipal planning with sector plans;*
- *Develop performance management systems; and*
- *Ensure integrated and sustainable development.*
- *Implications for Molemole Municipality*

The municipality must ensure that the IDP remains:

- *Credible;*
- *Implementable;*
- *Financially sustainable;*
- *Community-driven; and*
- *Aligned to sector legislation and strategic frameworks.*

1.2.4. Municipal Finance Management Act, 2003 (Act 56 of 2003)

The Municipal Finance Management Act establishes the framework for sound financial governance and prudent financial management within municipalities.

The Act seeks to:

- *Promote financial accountability;*
- *Improve budgeting and financial planning;*
- *Strengthen financial controls;*
- *Improve revenue management;*
- *Ensure prudent expenditure management; and*
- *Align budgets with municipal priorities.*
- *Implications for Molemole Municipality*

The municipality must ensure that projects and programmes contained in the IDP are realistic, prioritized and aligned to available financial resources and funding sources.

1.2.5. Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)

The Spatial Planning and Land Use Management Act (SPLUMA) establishes a uniform system for spatial planning and land use management in South Africa.

The Act promotes:

- *Spatial justice;*
- *Spatial sustainability;*
- *Spatial efficiency;*
- *Spatial resilience; and*
- *Good administration.*
- *Implications for Molemole Municipality*

The municipality must address:

- *Rural sprawl;*
- *Spatial fragmentation;*
- *Informal settlements;*
- *Land use management challenges; and*
- *Settlement integration.*
- *Promote nodal development, densification and sustainable spatial growth.*

1.2.6. National Development Plan 2030

The National Development Plan 2030 serves as South Africa's long-term development blueprint aimed at eliminating poverty and reducing inequality.

The NDP focuses on:

- *Economic growth;*
- *Infrastructure investment;*
- *Job creation;*
- *Skills development;*
- *Social cohesion; and*
- *Building a capable developmental state.*

Implications for Molemole Municipality

The municipality must align development priorities towards:

- *Infrastructure development;*
- *Job creation;*
- *Economic growth;*
- *Skills development;*
- *Institutional strengthening; and*
- *Sustainable service delivery.*

1.3. KEY ASPECTS OF THE SONA AND SOPA

1.3.1. Key Aspects of the State of the Province Address (SOPA)

The State of the Province Address outlined Limpopo Province's strategic priorities and developmental direction for the medium term, guided by the Limpopo Development Plan (LDP) 2025–2030.

- *Economic Growth and Job Creation*

  The Province continues to prioritize economic growth, industrialization and employment creation through infrastructure investment, agricultural development, tourism promotion and support for small businesses and cooperatives. The Province reported significant progress in job creation initiatives through:

- *Public employment programmes;*
- *Expanded agricultural initiatives;*
- *Infrastructure development projects; and*
- *Skills development interventions.*

Particular emphasis was placed on:

- *Youth employment;*
- *SMME support;*
- *Agro-processing;*
- *Industrial development; and*
- *Local economic empowerment.*
- *Implications for Molemole Municipality*

The municipality will align its local economic development strategies towards:

- *Agricultural development and agro-processing;*
- *SMME and cooperative support;*
- *Youth employment initiatives;*
- *Informal trading support;*
- *Skills development programmes; and*
- *Tourism and corridor development opportunities.*

The municipality further recognizes opportunities associated with:

- *The N1 development corridor;*
- *Agricultural value chains;*
- *Rural enterprise development; and*
- *Public-private partnerships.*
- *Infrastructure Development*

The Province reaffirmed its commitment towards improving infrastructure delivery and reducing service delivery backlogs, particularly in rural municipalities.

Key provincial infrastructure priorities include:

- *Roads and stormwater infrastructure;*
- *Water supply and sanitation;*
- *Housing delivery;*
- *Schools and healthcare infrastructure; and*
- *Electricity and energy infrastructure.*

The Premier further announced:

- *Expansion of bulk water infrastructure;*
- *Rehabilitation of existing infrastructure;*

- *Rural roads upgrading programmes; and*
- *Acceleration of housing delivery initiatives.*

Implications for Molemole Municipality

The municipality will prioritize:

- *Upgrading and maintenance of municipal roads;*
- *Stormwater infrastructure development;*
- *Water infrastructure rehabilitation;*
- *Electrification programmes;*
- *Human settlement planning; and*
- *Infrastructure maintenance programmes.*

The municipality further recognizes the importance of strengthening coordination with district municipality and provincial/national sector departments to improve infrastructure delivery and maximize investment opportunities within the municipal area.

- *Social Services and Human Development*

The Province reaffirmed its commitment towards improving access to healthcare, education and social development services.

Priority focus areas include:

- *Combating HIV/AIDS and tuberculosis;*
- *Improving maternal healthcare;*
- *Expanding healthcare facilities;*
- *Improving school infrastructure;*
- *Enhancing digital learning; and*
- *Improving education outcomes.*

Implications for Molemole Municipality

The municipality will continue to support:

- *Youth development programmes;*
- *Sports and recreation development;*
- *Library and educational support infrastructure; and*
- *Social cohesion programmes.*

The municipality further recognizes the need to strengthen partnerships with provincial departments responsible for health, education and social development.

Governance and Institutional Capacity

The Province emphasized the importance of:

- *Anti-corruption measures;*
- *Financial accountability;*
- *Digital transformation; and*
- *Strengthening intergovernmental relations.*
- *Records management;*
- *E-governance systems;*
- *Public accountability; and*
- *Service delivery monitoring systems.*
- *Clean governance;*

The municipality will continue to strengthen:

- *Governance systems;*

- *Internal controls;*
- *Financial management;*
- *Risk management systems;*
- *Anti-corruption measures;*
- *Public participation mechanisms; and*
- *Institutional accountability.*

The municipality further commits itself towards improving audit outcomes and strengthening compliance with applicable legislation and governance frameworks

1.3.2. Key Aspects of the State of the Nation Address (SONA)

The State of the Nation Address outlined national government priorities aimed at accelerating economic growth, improving infrastructure delivery, strengthening governance and creating employment opportunities.

Key national priorities include:

- *Energy security;*
- *Economic recovery;*
- *Industrialisation;*
- *Job creation;*
- *Local government support;*
- *Digital transformation; and*
- *Service delivery improvement.*
- *Infrastructure investment;*

Government further emphasized:

- *Public infrastructure investment;*
- *Expansion of employment programmes;*
- *Skills development;*
- *Support for municipalities;*
- *Strengthening local government capacity; and*
- *Improving financial management within municipalities.*

The municipality will align its development priorities towards:

- *Infrastructure investment and maintenance;*
- *Job creation initiatives;*
- *Youth employment programmes;*
- *Skills development;*
- *Financial sustainability;*
- *Institutional strengthening; and*
- *Digital transformation.*

The municipality further recognizes the importance of improving service delivery efficiency, strengthening municipal governance and promoting sustainable local economic development.

1.4. POWERS AND FUNCTIONS

Molemole Local Municipality exercises powers and functions assigned in terms of the Constitution, the Municipal Structures Act and relevant Provincial Government Notices. The municipality performs the following key functions:

FUNCTION	RESPONSIBLE DEPARTMENT
Municipal Planning	LED and Planning
Roads and Stormwater	Technical Services
Water and Sanitation Support	Technical Services
Electricity Reticulation	Technical Services
Waste Management	Community Services
Local Economic Development	LED and Planning
Environmental Management	Community Services
Municipal Public Works	Technical Services
Cemeteries and Parks	Community Services
Community Facilities	Community Services
Disaster Management Support	Municipal Manager's Office
Financial Management	Budget and Treasury
Corporate Administration	Corporate Services

1.5. MUNICIPAL PRIORITY AREAS

Based on the situational analysis, public participation processes, institutional assessments and strategic planning engagements, Molemole Local Municipality identified the following strategic priority areas for the 2026–2031 planning cycle:

- *Infrastructure Development*
    - *Upgrading of access roads;*
    - *Construction and maintenance of stormwater infrastructure;*
    - *Expansion and rehabilitation of water infrastructure;*
    - *Electricity network upgrades and electrification projects;*
    - *Maintenance of municipal infrastructure assets.*
- *Financial Sustainability*
    - *Revenue enhancement;*
    - *Improvement of debt collection;*
    - *Cost containment measures;*
    - *Strengthening financial controls;*
    - *Asset management improvement;*
    - *Improvement of audit outcomes.*
-
- *Local Economic Development*
    - *Agricultural development;*
    - *Tourism development;*
    - *SMME support;*

- *Youth employment programmes;*
- *Informal trading support;*
- *Corridor-based economic development.*

-
- *Governance and Institutional Development*
  - *Strengthening governance systems;*
  - *Internal controls and compliance;*
  - *Risk management;*
  - *Anti-corruption measures;*
  - *Public accountability.*
-
- *Spatial Transformation*
  - *Formalisation of settlements;*
  - *Integrated land use management;*
  - *Township establishment;*
  - *Densification and nodal development;*
  - *Spatial integration.*
-
- *Social Development and Community Services*
  - *Sports and recreation facilities;*
  - *Community safety;*
  - *Cemetery development;*
  - *Youth and gender programmes;*
  - *Social cohesion initiatives.*

- *Environmental Sustainability*
  - *Climate resilience;*
  - *Environmental management;*
  - *Disaster preparedness;*
  - *Environmental rehabilitation0;*
  - *Sustainable infrastructure development.*

1.6. 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.

1.6.1. PHASES OF THE IDP PROCESS

Table 1: Phases Of The IDP

Phase	Description	Key Activities	Stakeholders Involved
Phase 1: 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.
Phase 2: 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.
Phase 3: 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.
Phase 4: 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.
Phase 5: 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
	JULY		
PRE PLANNING	Tabling of draft process plan for inputs to council	Municipal Manager	30 June 2025
	Publication of the draft process plan	Municipal Manager SM:LEDP	1 July 2025
	1st Departmental engagement session on IDP Analysis Phase	SM:LEDP SIDP Manager	14-17 July 2025
	Tabling of final process plan with inputs to council	Municipal Manager	30 July 2025
	AUGUST-SEPTEMBER		
	1st IDP Steering Committee working session on review of 2024/2025 IDP implementation	Municipal Manager SM:LEDP SIDP Manager	7-8 August 2025
ANLYSIS PHASE	Finalization of analysis per department	SM:LEDP SIDP Manager	12 September 2025
	1st Management Strategic working session (Analysis Phase)	Municipal Manager SM:LEDP SIDP Manager	23-24 September 2025
	1st Organizational Strategic working session on (Analysis Phase)		24-26 September 2025
	1st IDP Representative Forum on Analysis Phase	Mayor	2 October 2025
	FEBRUARY		

PHASE	ACTIVITY	RESPONSIBILITY	TARGET DATE
	2nd Departmental engagement session (strategies and projects phase)	SM:LEDP SIDP Manager	10-12 February 2026
	2nd Integrated Development Plan Steering Committee Meeting (strategies and projects phase)	Municipal Manager SM:LEDP SIDP Manager	17 February 2026
	3rd Management Strategic working session (strategies and projects phase)	Municipal Manager SM:LEDP SIDP Manager	18-19 February 2026
	2nd Organizational Strategic working session on (strategies and projects phase)	Municipal Manager	20-21 February 2026
	2nd IDP Representative Forum meeting on strategies and projects phase	Mayor	25 February 2026
	Finalize review of IDP strategies and projects Phase	SM:LEDP SIDP Manager	28 February 2026
	MARCH		
	Tabling of 2026/2027 Draft IDP/ Budget to Council	Municipal Manager	28 March 2026
	Publication of 2026/2027 Draft IDP to public for comments and inputs	Municipal Manager	31 March 2026
	Submission of Draft 2026/2027 IDP to MEC COGHSTA, CDM, National and Provincial Treasury	Municipal Manager	31 March 2026
	APRIL		
PROJECTS PHASE	Consultative Meeting on Draft 2026/2027 IDP/Budget Mogwadi rate payers	Mayor	1 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Morebeng rate payers	Mayor	2 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget traditional leader	Mayor	3 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 1	Mayor	07 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 2	Mayor	08 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 3	Mayor	09 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 4	Mayor	10 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Children forum	Mayor	11 April 2026
MAY			
PROJECTS PHASE AN INTEGRATION PHASE	3rd IDP Representative Forum (Finalization of draft 2026/2027 IDP/Budget)	Mayor	1 May 2026
	Departmental engagement session Finalization of draft 2026/2027 IDP/Budget)	SM:LEDP SIDP Manager	5-7 May 2026
	3rd Integrated Development Plan Steering Committee Meeting : (Finalization of draft 2026/2027 IDP/Budget)	All Senior Managers SIDP Manager	12 May 2026
	4th Management Strategic working session (Finalization of draft 2026/2027 IDP/Budget)	Municipal Manager SM:LEDP	13-14 May 2026
	3rd Organisational Strategic working session (Finalization of draft 2026/2027 IDP/Budget)	Municipal Manager	15 May 2026
	3rd Management Strategic working session (strategies and projects phase)	Municipal Manager SM:LEDP SIDP Manager	18-19 February 2026
	2nd Organisational Strategic working session on (strategies and projects phase)	Municipal Manager	20-21 February 2026
	2nd IDP Representative Forum meeting on strategies and projects phase	Mayor	25 February 2026
	Finalize review of IDP strategies and projects Phase	SM:LEDP SIDP Manager	28 February 2026

PHASE	ACTIVITY	RESPONSIBILITY	TARGET DATE
	MARCH		
	Tabling of 2026/2027 Draft IDP/ Budget to Council	Municipal Manager	28 March 2026
	Publication of 2026/2027 Draft IDP to public for comments and inputs	Municipal Manager	31 March 2026
	Submission of Draft 2026/2027 IDP to MEC COGHSTA, CDM, National and Provincial Treasury	Municipal Manager	31 March 2026
	APRIL		
		Mayor	2 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Morebeng rate payers	Mayor	3 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 1	Mayor	07 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 2	Mayor	08 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 3	Mayor	09 April 2026
	Consultative Meeting on Draft 2026/2027 IDP/Budget Cluster 4	Mayor	10 April 2026
MAY			
APPROVAL AND INTEGRATION PHASE	3rd IDP Representative Forum (Finalization of draft 2026/2027 IDP/Budget)	Mayor	1 May 2026
	Departmental engagement session (Finalization of draft 2026/2027 IDP/Budget)	SM:LEDP SIDP Manager	5-7 May 2026
	3rd Integrated Development Plan Steering Committee Meeting : (Finalization of draft 2026/2027 IDP/Budget)	All Senior Managers	12 May 2026
	4th Management Strategic working session (Finalization of draft 2026/2027 IDP/Budget)	Municipal Manager SM:LEDP	13-14 May 2026
	3rd Organizational Strategic working session (Finalization of draft 2026/2027 IDP/Budget)	Municipal Manager	15 May 2026
	Tabling of final 2026/27 IDP/Budget	Mayor	30 May 2026
	Submission of approved 2026/2027 IDP/Budget to MEC(COGHSTA), District Municipality) Provincial Treasury and National Treasury	Municipal Manager	9 June 2026
	Public Notice on the adopted Final IDP /Budget	Municipal Manager	9 June 2026

1.7. 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

8	Responsibility
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.

8	Responsibility
Municipal Manager	The Municipal Manager's Office serve as the driver responsible for the whole IDP Review process.
IDP Steering Committee	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: • **Providing relevant technical and financial information for analysis in order to determine priority issues.** • **Contributing technical expertise in the consideration of strategies and identification of projects.** • **Providing departmental operational and capital budgetary information.** • **Responsible for the preparation of project proposals; and** • **Responsible for preparing amendments to the draft IDP for submission to council for approval.**
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.
Spheres of Government	
National Government	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. 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
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 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.

2. SITUATIONAL ANALYSIS

INTRODUCTION

The Situational Analysis provides an evidence-based assessment of the current developmental conditions, service delivery realities, institutional capacity, spatial structure, economic performance and financial position of Molemole Local Municipality.

The purpose of this chapter is to identify the municipality's key development challenges, opportunities and service delivery priorities in order to inform the strategic objectives, programmes, projects, budget allocations and performance indicators of the IDP.

This chapter is structured according to the Key Performance Areas namely:

- KPA 1: Spatial Rationale;
- KPA 2: Basic Service Delivery and Infrastructure Planning;
- KPA 3: Local Economic Development;
- KPA 4: Good Governance and Public Participation;
- KPA 5: Financial Viability; and
- KPA 6: Municipal Transformation and Organizational Development.

The analysis further considers demographic trends, socio-economic conditions, community priorities, infrastructure backlogs, sector department inputs, municipal capacity and intergovernmental alignment.

2.1. DESCRIPTION OF THE MUNICIPAL AREA

Molemole Local Municipality is located within the Capricorn District Municipality in Limpopo Province. The municipality is strategically positioned along important regional routes, including the N1 corridor, which connects Polokwane, Makhado, Musina and the broader SADC region.

The municipality is predominantly rural in character, with settlement patterns consisting of small towns, rural villages, and agricultural areas and dispersed settlements. The spatial structure of the municipality has direct implications for the cost of infrastructure provision, accessibility of services, economic development and land use management. The municipality's regional location creates opportunities for:

- corridor-based development;
- agricultural development;
- tourism development;
- logistics-related economic activities;
- access to regional markets; and

- Integration with district and provincial development initiatives.

However, the dispersed rural settlement pattern also creates challenges relating to:

- high infrastructure delivery costs;
- road and stormwater backlogs;
- water service constraints;
- limited economic concentration;
- land use management pressures; and
- Uneven access to social and economic facilities.

2.1.2. DEMOGRAPHICS

The demographic profile provides an overview of the population size, composition, growth trends and socio-economic characteristics of Molemole Local Municipality. This analysis is important because population dynamics directly influence municipal planning, infrastructure investment, service delivery demand, spatial planning, local economic development and social development interventions.

The demographic profile is informed by Statistics South Africa Census data, municipal records and the existing municipal IDP analysis. It focuses on population trends, age and gender distribution, employment profile, unemployment, income levels, education profile and people with disabilities.

2.1.2.1. POPULATION TRENDS

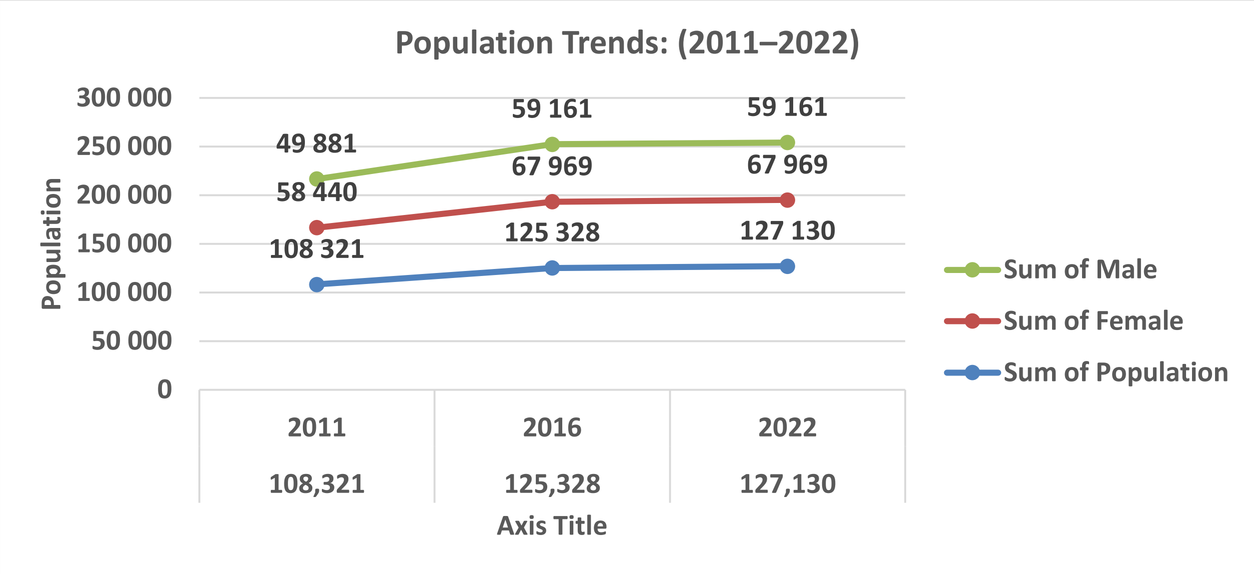
Molemole Local Municipality has experienced moderate population growth over the past decade. The municipal population increased from 108,321 in 2011 to 125,328 in 2016, and further increased to approximately 127,130 in 2022. The increase between 2011 and 2016 was largely influenced by municipal boundary changes and the incorporation of additional wards following the disestablishment of Aganang Municipality. Growth between 2016 and 2022 was more limited, indicating slower population growth and possible outmigration, particularly among economically active residents seeking employment and education opportunities elsewhere.

Year 2011: 108,321 residents

Year 2016: 125,328 residents

Year 2022: 127,130 residents

The 2022 population figure is also reflected in municipal demographic sources and national local government reporting, confirming Molemole's population at approximately 127,130 residents.



2.1.2.2. AGE DISTRIBUTION IN TERMS OF GENDER

The age profile of Molemole reflects a youthful population, with a significant proportion of residents falling within the child and working-age categories. According to the 2022 demographic profile, children aged 0–14 years constitute approximately 31.6% of the population, while the working-age population aged 15–64 years accounts for approximately 59.8%. The elderly population aged 65 years and above accounts for approximately 8.6%.

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%

2.1.2.3. Male and Female

The gender profile of Molemole Local Municipality indicates that females constitute the majority of the population. In 2022, females represented approximately 53.5% of the population, while males represented approximately 46.5%.

Female	53.5%
Male	46.5%

Household and Settlement Implications

Molemole is predominantly rural in character, with dispersed settlement patterns across villages, small towns, agricultural areas and traditional authority areas. This settlement pattern has a direct impact on the cost and efficiency of service delivery, particularly in respect of roads, water, sanitation, electricity, waste management and social facilities.

The dispersed rural settlement pattern increases the cost of providing infrastructure because services must be extended across wide geographic areas with relatively low population densities. This requires the municipality to prioritize nodal development, settlement formalization, land use management and infrastructure planning based on growth points and service clusters.

Cluster-based service delivery planning;

Investment in growth points and rural nodes;

Formalization of settlements;

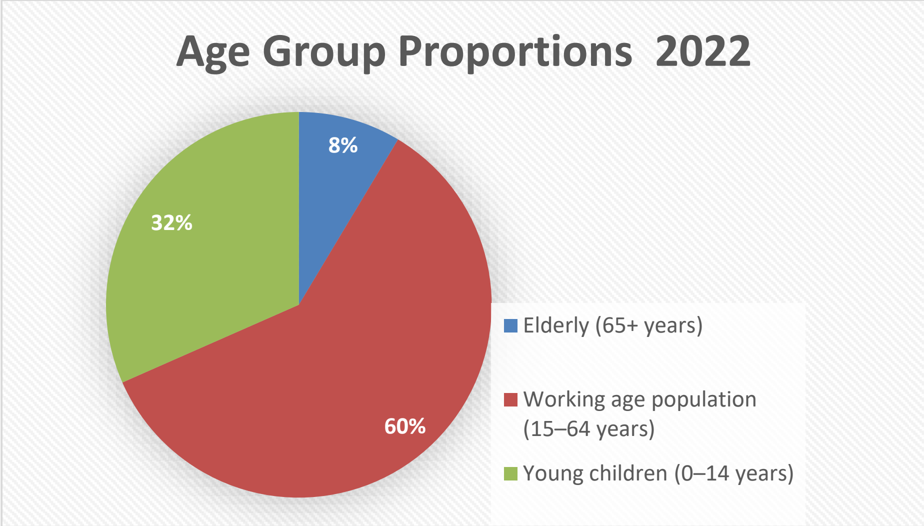
Township establishment where appropriate;

Maintenance of rural access roads;

Water infrastructure planning;

Social facility planning; and

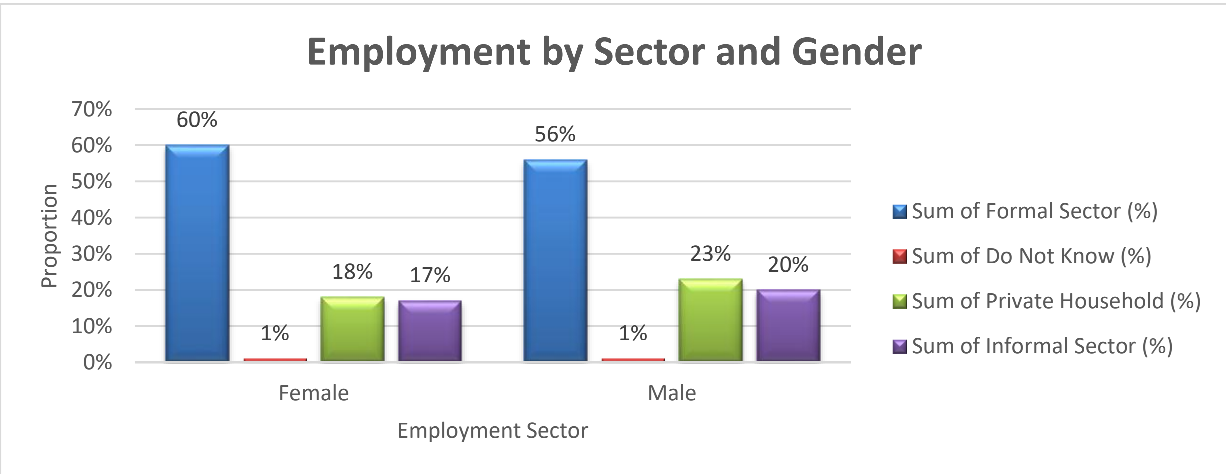
Coordination with traditional authorities and sector departments.



2.1.2.4. EMPLOYMENT PROFILE

Employment data indicates that the formal sector remains the main source of employment for those who are employed in Molemole. The existing IDP analysis reflects that the formal sector employs approximately 56% of males and 60% of females. The informal sector accounts for approximately 20% of male employment and 17% of female employment, while private households employ approximately 23% of males and 18% of females.

Sector	Gender	
	Male	Female
Formal Sector	56%	60%
Informal Sector	20%	17%
Private Households	23%	18%



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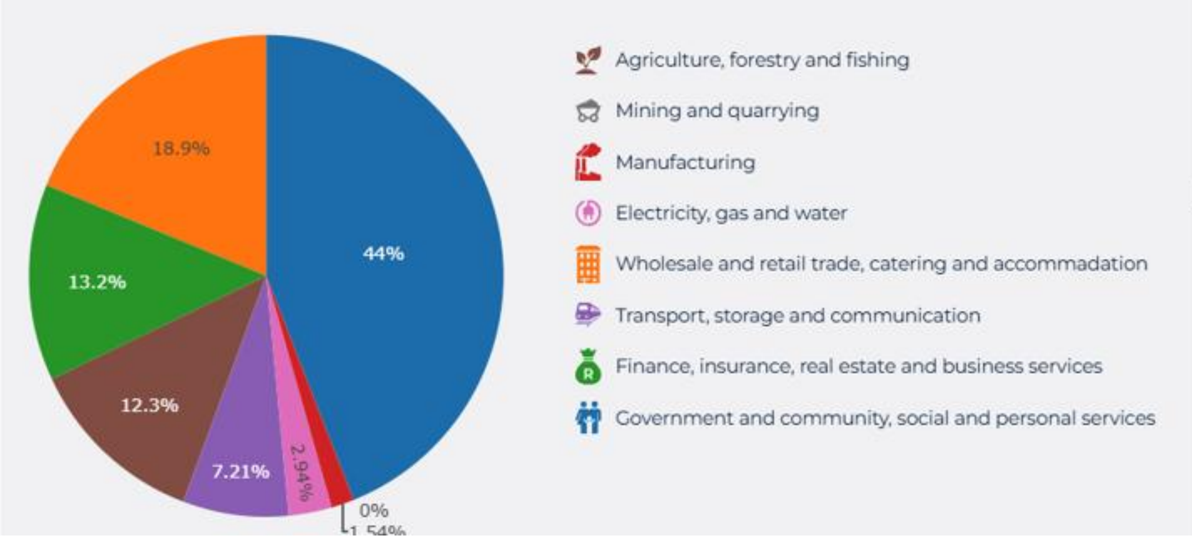
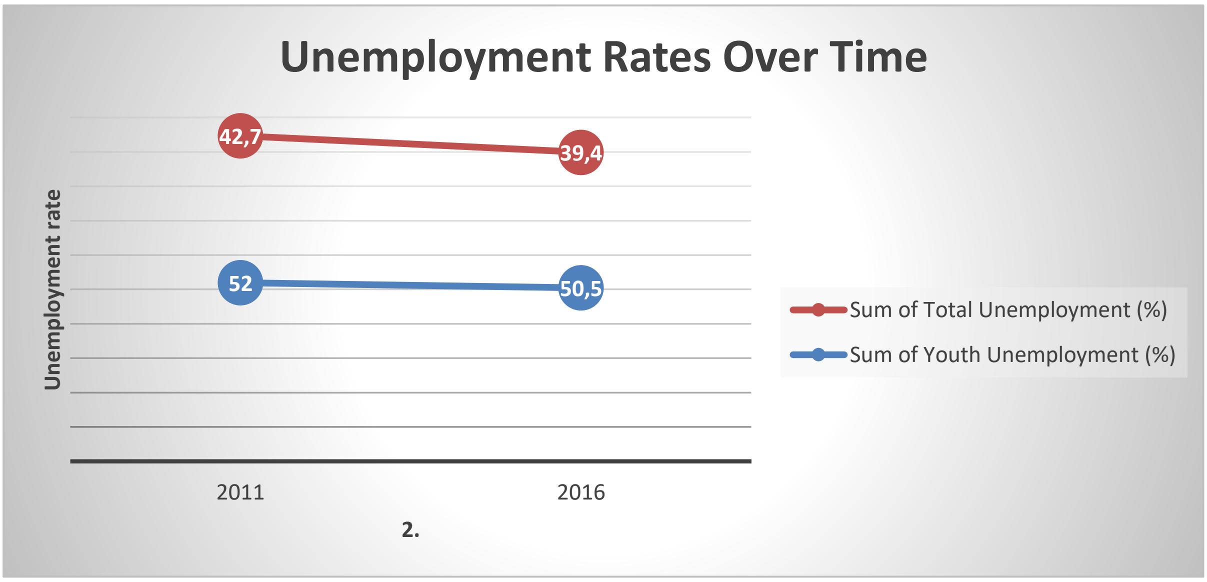


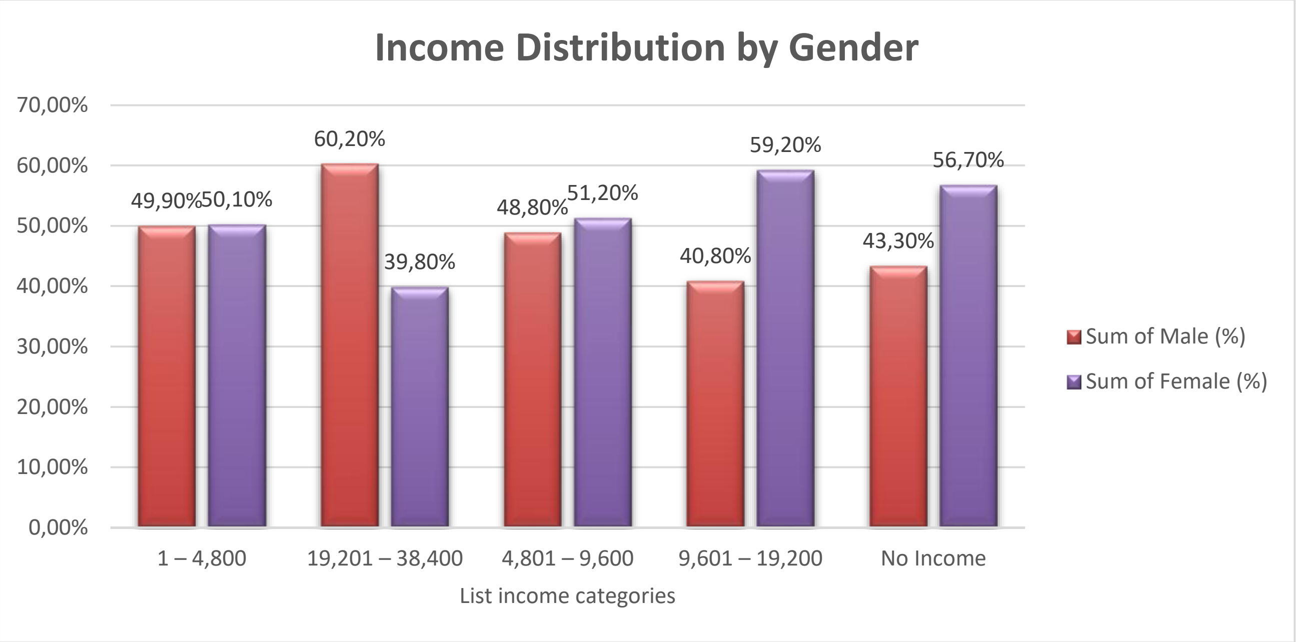
2.1.2.5. UNEMPLOYMENT RATES

Unemployment remains one of the most significant socio-economic challenges facing Molemole Local Municipality. The IDP reflects an unemployment rate of 42.7% in 2011, improving slightly to 39.4% in 2016. Youth unemployment is reflected at approximately 52%, indicating that more than half of economically active young people were unable to access employment opportunities.



2.1.2.6. INCOME LEVELS

Income levels in Molemole indicate a high level of poverty and income inequality. The existing IDP analysis reflects that many households fall within lower income categories, particularly those earning between R1 and R19,600 annually. The analysis further indicates gender inequality in income distribution, with females overrepresented in lower income categories and males dominating higher income categories.



2.1.2.7. EDUCATION PROFILE

Education levels in Molemole show progress in access to basic education but continued limitations in higher education attainment. The existing IDP analysis indicates that approximately 1% of the population has no schooling, 17% has some primary education, 7% completed primary school, 29% has some secondary education, 33% has Grade 12 / Matric, and approximately 13% has higher 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.

2.1.2.8. PEOPLE WITH DISABILITIES

The existing IDP analysis reflects that people with disabilities in Molemole experience various functional challenges. The reported categories include approximately 1,102 people with concentration or remembering difficulties, 974 people with communication difficulties, and 294 people with hearing difficulties.

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

Universal access;

Accessible municipal buildings;

Inclusive public participation;

Disability-friendly infrastructure.

ISSUES	**DEVELOPMENT IMPLICATION**	**IDP RESPONSE**
High youth unemployment	Need for job creation and skills programme	LED, EPWP, Youth skills projects
Low household income	High indigent support demand	Indigent policy and revenue strategy
Rural poverty	Need for targeted infrastructure	Roads, water, sanitation and social facilities.
Limited tertiary skills	Weak local skills base	Skills development and TVET partnerships

2.2. KPA 1: SPATIAL RATIONALE

The spatial rationale provides an overview of the spatial structure, settlement patterns, land use composition, growth points, land ownership, land use management and environmental characteristics of Molemole Local Municipality.

The purpose of this section is to identify spatial challenges and opportunities that must inform the municipality's development strategy, infrastructure investment, service delivery planning, land use management and local economic development priorities. The spatial rationale is informed by the municipality's Spatial Development Framework, Land Use Scheme, settlement patterns, land ownership profile, environmental analysis.

2.2.1. SPATIAL ANALYSIS

2.2.1.1. SETTLEMENT PATTERNS AND DEVELOPMENT

Molemole Local Municipality is characterized by a predominantly rural and dispersed settlement pattern. The municipality consists of villages, growth points, rural service nodes, and agricultural land and farm settlements. Settlement patterns are broadly divided into four spatial clusters, each with distinct characteristics, service delivery needs and development potential

Cluster 1: Morebeng, Ratsaka and Ramokgopa Cluster

This cluster is located in the eastern part of the municipality and includes areas such as Morebeng, Nthabiseng, Capricorn Park, Mokomene, Ramokgopa and surrounding villages. The settlements in this cluster are relatively close to one another and reflect moderate population concentration. Morebeng functions as an important service and residential node within this part of the municipality. The railway line passing through the Morebeng area provides potential for improved connectivity and future transport-related opportunities.

Cluster 2: Machaka, Makgato and Botlokwa / N1 Corridor Cluster

This cluster follows a linear settlement pattern along the N1 corridor between Polokwane and Makhado. It includes settlements such as Mphakane, Ramatjowe, Sefene and surrounding communities. The N1 corridor gives this cluster significant economic potential due to passing traffic, public transport movement, retail activity and accessibility to regional markets. The area contains one of the municipality's strongest economic concentrations, including retail development, informal trading, transport activity and public facilities

.Cluster 3: Mogwadi, Mohodi and Maponto Cluster

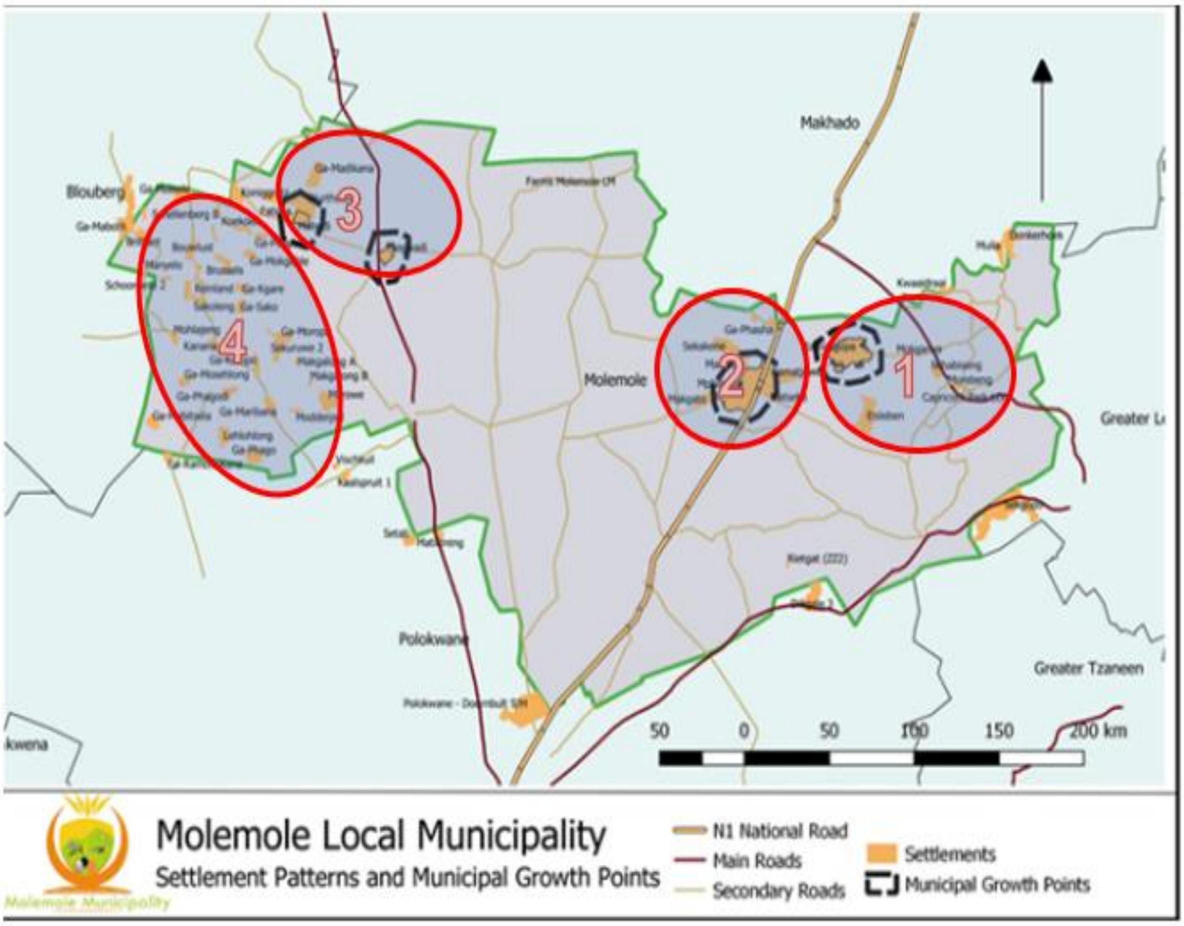
This cluster is located in the western part of the municipality and includes Mogwadi, Mohodi, Maponto and surrounding rural settlements. Mogwadi functions as the administrative hub of the municipality and is an important institutional and service centre. The cluster contains both formal town development and rural settlements. The surrounding villages require continued investment in roads, stormwater, water services, social facilities and settlement planning.

Cluster 4: Moletjie and Bought Farms Cluster

This cluster consists of settlements located on bought farms and villages in the Moletjie area. The settlements are generally scattered and have relatively low population densities. The dispersed nature of this cluster increases the cost of infrastructure development and service delivery,

CLUSTER ONE	WARD NUMBER	NAMES OF VILLAGES	WARD COUNCILLOR
Morebeng, Ratsaka and Ramokgopa cluster	01	Morebeng, Nthabiseng, Bosbuilt, Boerlands and Capricorn Park.	Cllr. Rathete Tshepiso
	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, Koekoek	Cllr. Ngobene Masilo
	12	Newstand B and Maponto	Cllr. Letlalo Selina
	13	Kofifi, Madikana and Mohodi Newstand C	Cllr. Kgopane Thabitha
MOLETJIE AND BOUGHT FARMS CLUSTER	14	Maupye, Rheinland, Brilliant, Boulast, Schoenveldt, Brussels, Mokgehle and Westphalia.	Cllr. Mabitsela Isaac

CLUSTER ONE	WARD NUMBER	NAMES OF VILLAGES	WARD COUNCILLOR
	15	Sako, Kanana, Witlig (Mohlajeng), Kolopo, Sekuruwe, Machabaphala and Maribana.	Cllr. Masoga Phuti
	16	Masehlong, Mabitsela, Phago, Phaudi and Flora	Cllr. Nong Molema



2.2.1.2. SPATIAL CHALLENGES AND OPPORTUNITIES

Molemole Local Municipality faces several spatial challenges that affect service delivery, infrastructure planning, economic development and sustainable land use management.

Dispersed Rural Settlement Pattern

Many settlements within the municipality are scattered across wide rural areas. This makes it difficult and costly to provide municipal infrastructure and services in an efficient and sustainable manner. Dispersed settlements also affect the provision of public transport, refuse removal, emergency services, road maintenance and social facilities.

Informal Settlements and Villages without Formal Layout

A significant number of villages within the municipality do not have formal layouts or approved general plans. This creates challenges for infrastructure planning, land tenure security, road alignment, stormwater management, electricity reticulation, water supply and future township establishment. In the western part of the municipality, formal layouts are mainly found in Mogwadi and parts of Mohodi Newstand. Other settlements remain largely informal or not fully formalised. In the eastern part, formal residential layouts are mainly located in Morebeng, Nthabiseng, Capricorn Park and Ga-Mokganya. Other settlements, including Molotone, Ramatjowe, Maphosa, Phasha and Mashaa, include areas without comprehensive formal planning. The lack of formal layouts makes it difficult for the municipality and sector departments to plan infrastructure in a coordinated and cost-effective manner.

Ward number	**Informal settlements**	**Formal settlements**
1.	Nthabiseng, Bosbuilt, Boerlands and Capricorn Park.	Morebeng
2.	Ga-Sebone, Riverside, Ga-Masekela, Ga-Kgatla, Ga-Makgato, Ga-Rakubu, Ga-Mmasa and Masedi	Ga-Mokganya
3.	Moshate, Greenside, Vuka, Monenyane, Ga-Thoka, Diwaweng, Ga-Joel and Molotone	Ga-Phasha , Portion of Motolone
4.	Sephala, Madiehe, Maila, Makwetja, Ga-Thoka, Mashaha, Mabula and Ga-Chewe.	None
5.	Makgato, Lebowa, Mashabe, Morelele and	Maphosa
6.	Sekonye, Mmamolamodi, Ga-Podu, Dikgading and Springs	Mphakane
7.	Matseke, Sekhokho and Sefene.	Ramatjowe
8.	Sekakene, Mangata, Polatla, Sione, Ribane and Dikgolaneng	None
9.	Matswaing, Sekhokho, Dipateng, and Sekhwama	Nyakelang, RDP
10.	Makgalong A and B, Marowe and Moletjane	Mogwadi
11.	Sekakene, Mankwe Park and Fatima	None
12.	Maponto	Newstand B
13.	Kofifi, Madikana	Mohodi Newstand C
14.	Maupye, Koek-koek, Rheinland, Brilliant, Boulast, Schoenveldt, Brussels, Mokgehle and Westphalia.	None
15.	Sako, Kanana, Witlig (Mohlajeng), Kolopo, Sekuruwe, Machabaphala and Maribana.	None
16.	Masehlong, Mabitsela, Phago, Phaudi and Flora	None

Rural Sprawl

Rural sprawl remains a major spatial challenge in Molemole. Settlements continue to expand outward without sufficient infrastructure planning, settlement edges or coordinated land use management. This results in inefficient land development and increases the cost of providing infrastructure.

Infrastructure and Accessibility Constraints

Poor road infrastructure, limited stormwater systems and inadequate access roads affect mobility, investment and service delivery. Gravel and poorly maintained roads increase transport costs, affect access to schools, clinics and economic opportunities, and reduce the competitiveness of local businesses.

Land Ownership Constraints

Most land within the municipality is privately owned agricultural land, while other areas fall under traditional authority or CPA ownership. Limited municipal land ownership constrains the municipality's ability to directly implement development projects, establish townships and provide land for public facilities.

Land Claims

Several farms within the municipality are subject to land claims at various stages, including gazetted claims, historical valuation, negotiation and research. Land claims have implications for development approvals, infrastructure investment, land acquisition and municipal property development.

Spatial Opportunities

Despite the challenges, Molemole has significant spatial opportunities that can support long-term development and economic growth.

N1 / Trans-Limpopo Corridor

The N1 corridor is one of the most important spatial and economic assets in the municipality. It connects Molemole with Polokwane, Makhado, Musina and the broader regional economy. The corridor creates opportunities for logistics, retail, public transport, accommodation, informal trading, fuel stations, tourism and Agri-processing.

Phalaborwa Corridor and Morebeng Linkages

The Phalaborwa corridor and linkages through Morebeng provide opportunities for improved regional connectivity, movement of goods, tourism and development of local service centers.

Proximity to Polokwane

Molemole’s proximity to Polokwane provides access to markets, employment opportunities, higher-order services, education facilities and logistics networks. This creates opportunities for local suppliers, commuters, businesses and agricultural producers.

Musina-Makhado Special Economic Zone Linkages

The Musina-Makhado Special Economic Zone may create opportunities for Molemole residents and businesses through labour supply, agricultural value chains, logistics, supplier development and corridor-based economic activity.

Agricultural Potential

Agriculture remains the dominant land use in Molemole. The large agricultural land base creates opportunities for commercial farming, subsistence farming, agro-processing, food security, cooperative development and rural livelihoods.

Tourism and Conservation Potential

The municipality has tourism potential linked to natural landscapes, cultural heritage, conservation areas, rural tourism and strategic routes. These opportunities require improved marketing, accessibility and tourism-support infrastructure.

Mineral Potential

The municipality has mineral potential associated with geological formations containing minerals such as gold, copper, graphite, nickel, iron ore, chromite and other resources. These opportunities must be pursued in line with environmental legislation and responsible development principles.

2.2.1.3. HIERARCHY SETTLEMENT

Settlement hierarchy guides the prioritization of infrastructure investment, service delivery, social facilities and economic development. It assists the municipality to determine where public investment should be concentrated to achieve the greatest developmental impact.

The municipality identifies Mogwadi, Morebeng and Botlokwa as municipal growth points. Mohodi, Phago / Phaudi and Ramokgopa are identified as rural nodes or rural focus areas.

Settlement/Node	Classification	Main Function	Development Focus
Mogwadi	Municipal growth point	Administrative and service centre	Municipal services, business development, roads, stormwater, township development
Morebeng	Municipal growth point	Residential and service node	Settlement formalisation, transport linkages, social facilities, local business
Botlokwa	Municipal growth point	N1 corridor economic node	Corridor development, logistics, retail, informal trade, transport facilities
Mohodi	Rural node	Rural service centre	Access roads, local business, social facilities and basic infrastructure
Phago/Phaudi	Rural node	Rural service and institutional node	Public facilities, road connectivity and service access
Ramokgopa	Rural node	Education and rural service node	TVET linkages, youth development and social infrastructure

2.2.1.4. LAND USE COMPOSITION

Molemole Local Municipality covers approximately 3,347 square kilometers. Agriculture is the dominant land use and occupies approximately 91% of the municipal area.

Agricultural land includes commercial farms, traditional authority areas, communal land and subsistence farming areas.

Residential land use is concentrated in towns, villages and settlement clusters. Commercial, institutional and tourism-related land uses are generally concentrated around growth points, transport routes and service centers.

The dominance of agricultural land has implications for food security, economic development, settlement expansion, protection of productive land and long-term spatial planning.

Planning Implications

The municipality must balance settlement expansion with protection of agricultural land and environmentally sensitive areas. Future development should be directed towards existing growth points, rural nodes and planned settlement areas.

2.2.1.5. GROWTH POINTS AREAS

Mogwadi functions as the administrative hub of the municipality. It contains municipal offices, residential areas, business activity and community facilities. The town has a grid-like settlement pattern and is accessible through major local routes.

Mogwadi has potential for business development, township expansion, agri-processing, institutional services and public facility consolidation.

Morebeng Growth Point

Morebeng is an important residential and service node in the eastern part of the municipality. It serves surrounding settlements and has potential for settlement formalization, infrastructure improvement, transport connectivity and local business development.

Botlokwa Growth Point

Botlokwa is strategically located along the N1 corridor and functions as a key economic and transport node. It contains retail activity, informal trading, public transport activity, health facilities, schools and other public services.

Botlokwa has strong potential for corridor-based d development, logistics, accommodation, fuel stations, informal trading facilities and SMME development.

Mohodi Rural Node

Mohodi serves surrounding rural communities and contains small-scale retail, convenience shops, workshops, entertainment facilities and subsistence agricultural activity. The node has potential to become a stronger rural service center.

Ramokgopa Rural Node

Ramokgopa contains important public facilities, including educational and social infrastructure. The presence of Capricorn TVET College strengthens its role as an education and skills development node.

Phago / Phaudi Rural Node

Phago / Phaudi is strategically located as a service point for communities in the south-western section of Molemole and neighbouring areas.

Public investment in facilities such as the police station, municipal offices and learner testing facilities strengthens its role as a rural institutional node.

2.2.1.6. LAND CLAIMS

Land ownership patterns strongly influence development planning in Molemole. The municipality consists mainly of privately owned land, with smaller portions of government, municipal, private residential and tribal / CPA land.

Table 2.2.4: Land Ownership by Area

Owner category	Area	Percentage
Government	470.8387 ha	0.14%
Municipal	66.7194 ha	0.02%
Private	302 103.463 ha	91.46%
Private Residential	385.6098 ha	0.12%
Tribal/ CPA	27270.1946 ha	8.265

The dominance of privately owned land limits direct municipal control over strategic land development. This affects township establishment, public facility development, housing projects, infrastructure planning and economic development.

Planning Implications

The municipality must strengthen:

Land identification;

Land acquisition planning;

Partnerships with landowners;

Engagement with traditional authorities and CPAs;

Coordination with the Department of Agriculture, Land Reform and Rural Development;

Land claims verification; and

Land development planning.

Molemole Local Municipality has adopted and promulgated the Molemole Land Use Scheme, 2023. The scheme regulates land use within the municipal area and supports implementation of SPLUMA.

The Land Use Scheme is important for:

Regulating land development;

Guiding land use applications;

Preventing incompatible land uses;

Supporting township establishment;

Improving development control;

Managing informal development; and

Promoting orderly spatial development.

The municipality must continue to review and update the Land Use Scheme to ensure that it remains aligned with SPLUMA and adequately covers areas incorporated from the former Aganang Municipality.

Planning Implications

The municipality must strengthen SPLUMA implementation, land use enforcement, township establishment processes and development control capacity. The Land Use Scheme must be used as a practical tool to manage growth and prevent unplanned settlement expansion.

2.2.2 ENVIRONMENTAL ANALYSIS

Environmental conditions play an important role in determining the suitability of land for settlement, agriculture, infrastructure and economic development.

2.2.2.1. Biophysical Environment

2.2.2.2. Climate

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.

2.2.2.3. 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.

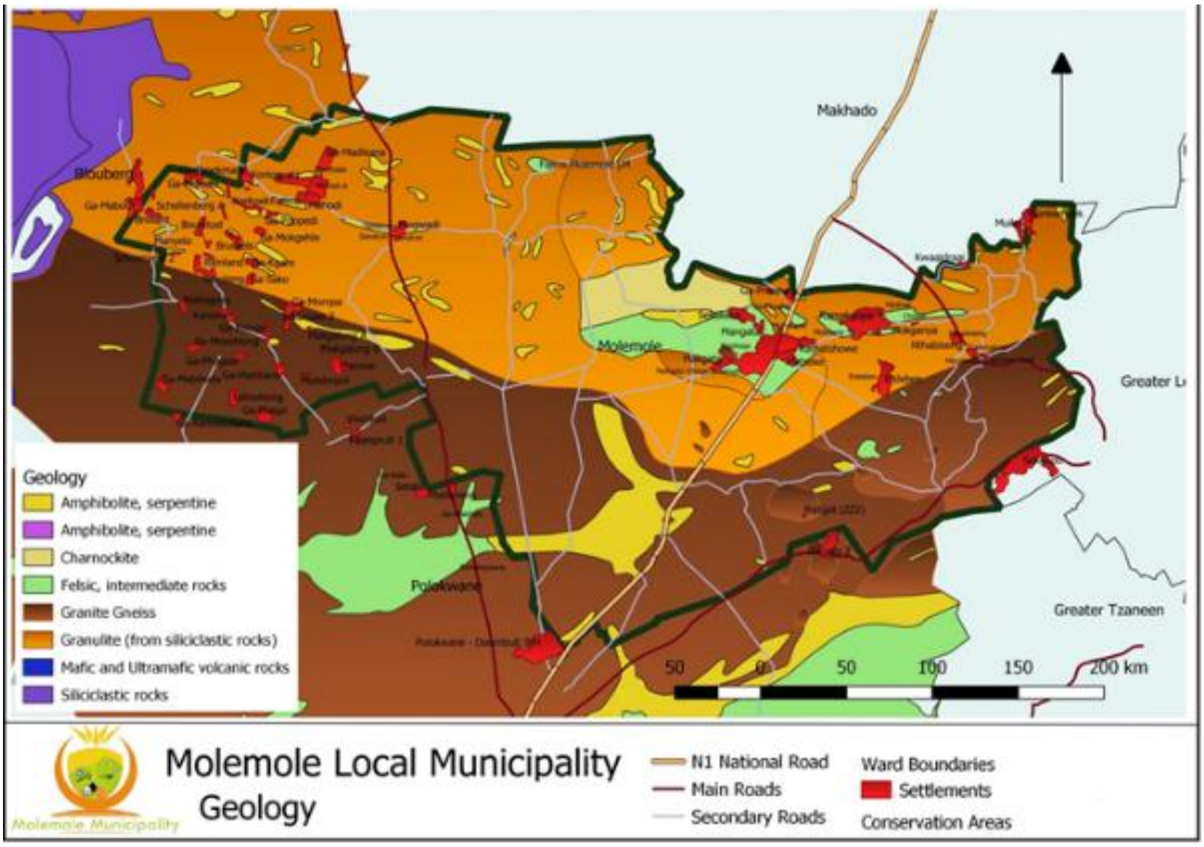


Figure 18: Geology

2.2.2.4. 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.

2.2.2.5. Veld fires

2.2.2.6. 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 dictates the ability to develop or not. Generally, flatter gentle sloping topographies allow for easier establishment of development.

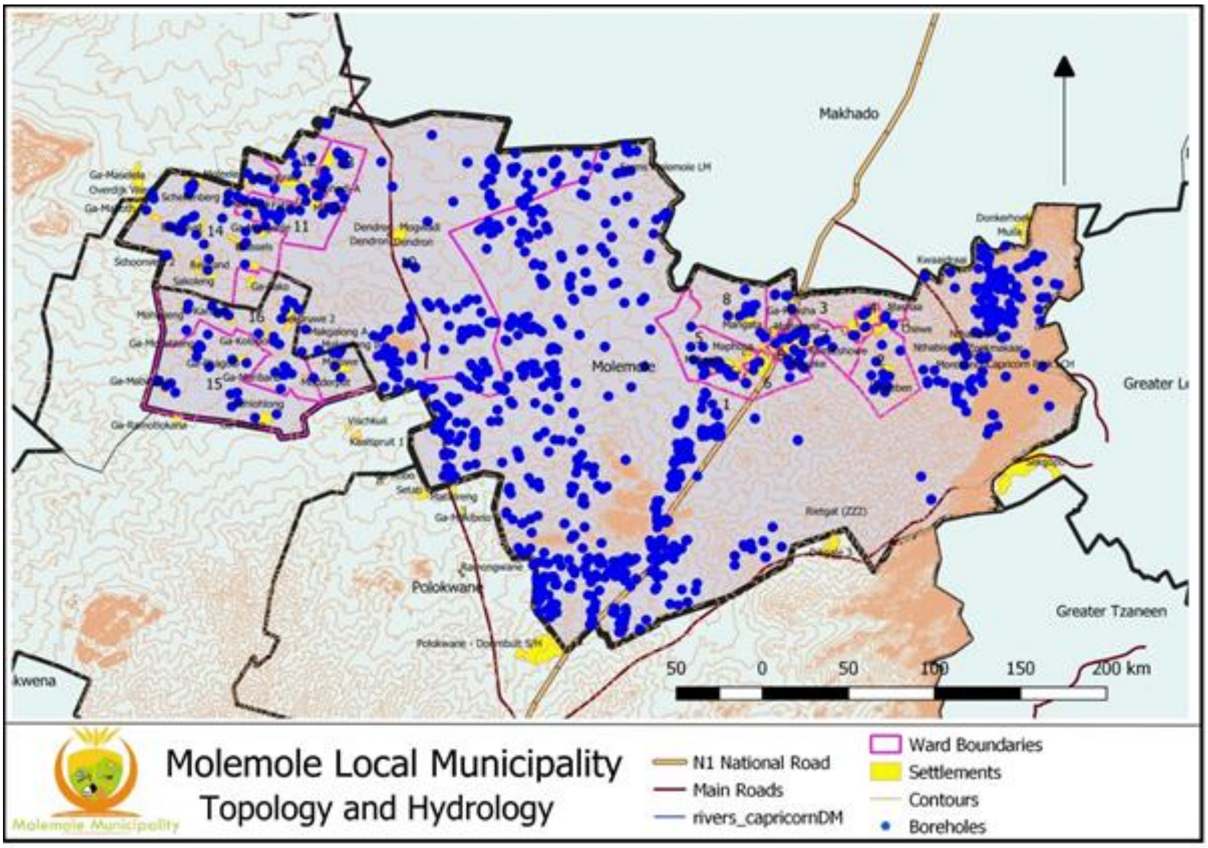


Figure 16: topology and hydrology

2.2.2.7. 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.

2.2.2.8. Global warming and climate change

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.

2.2.2.9. Overgrazing

• 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.

2.2.2.10. Water resources

The Capricorn district municipality as water service authority provides water to Molemole, blouberg 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 4: CDM Water infrastructure and reticulation

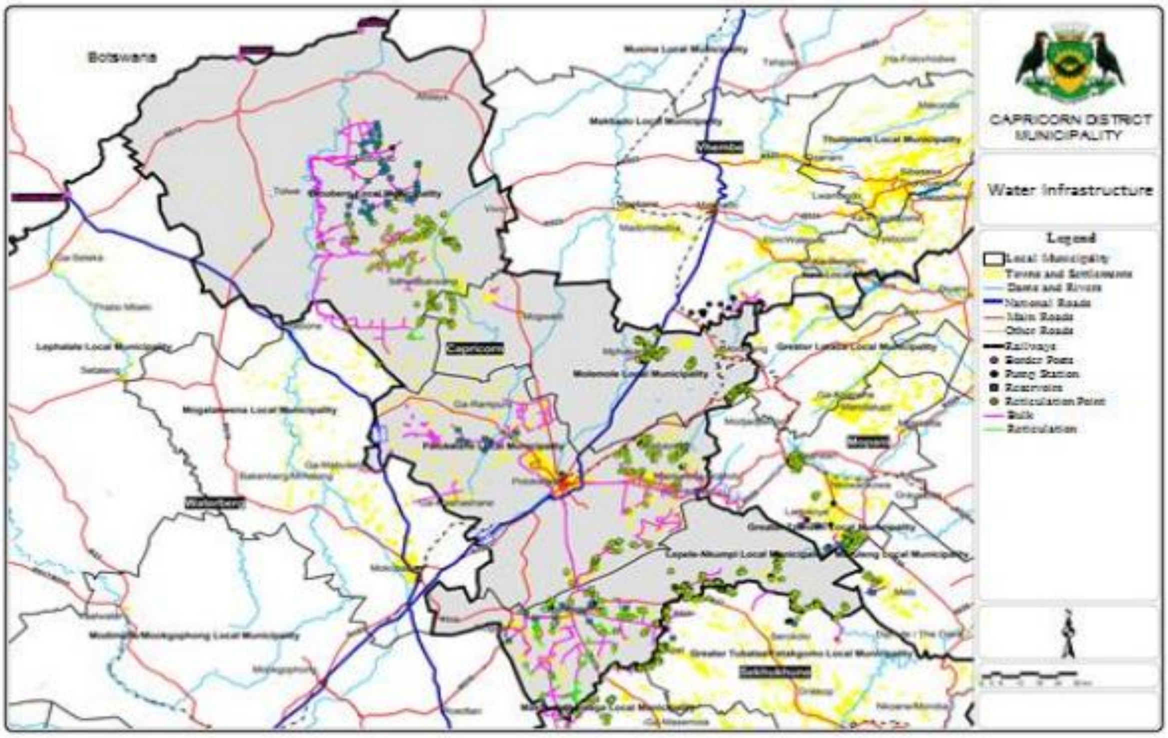


Table 5: CDM Water Infrastructure Boreholes

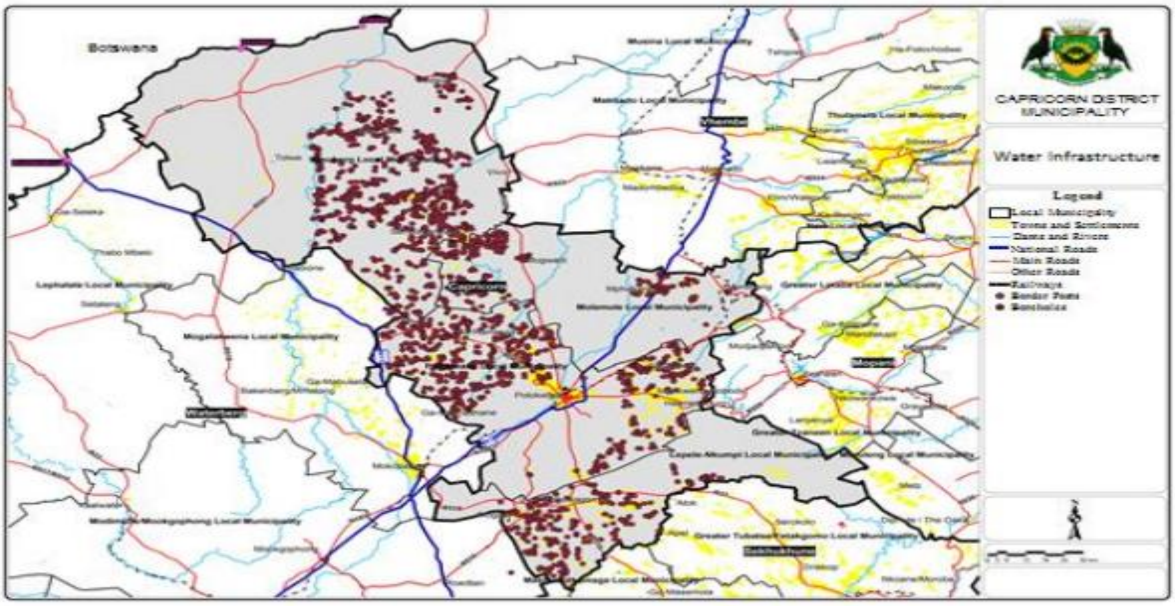
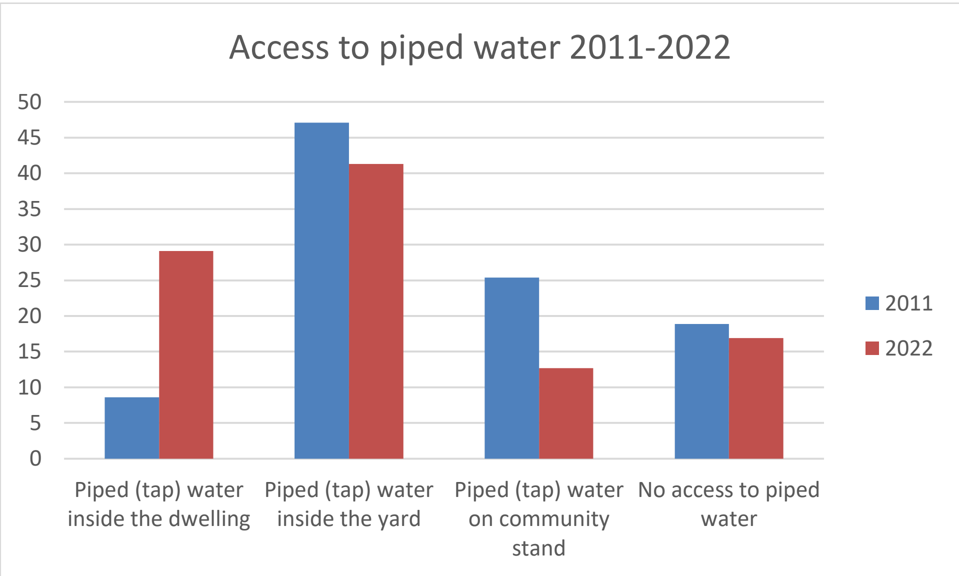


Table 6: Access to piped water (Census:2022)



Challenges Pertaining to Water

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.

2.2.2.11. 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 geology 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.

The plan covers aspects of:

Health impacts of key atmospheric pollutants

Meteorological review

Ambient air quality control and management

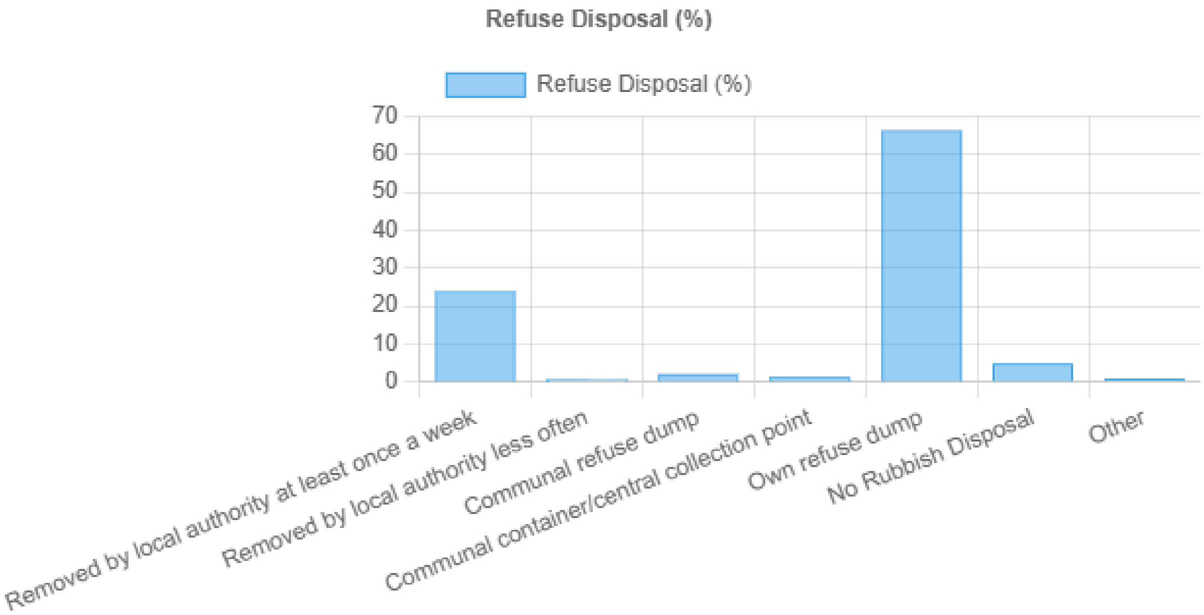
Source identification and emission quantification

Emission reduction strategies

2.2.2.12. Waste management

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.



2.2.2.13. Agricultural 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.

2.2.2.14. Heritage Sites, Natural water bodies & wetlands

2.2.2.15. 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.

2.3. KPA-2 BASIC SERVICE DELIVERY

This section provides a situational analysis of the current status of basic service delivery within Molemole Local Municipality. It focuses on the existing level of services, backlogs, infrastructure conditions and key service delivery challenges. The section is aligned with the Limpopo Province Standardized IDP Compilation Format, which requires KPA 2 to cover:

Water and Sanitation; Energy and Electricity; Roads and Stormwater;Waste Management; and

Public Transport.

2.3.1. WATER AND SANITATION

2.3.1.1. Water and Sanitation backlogs

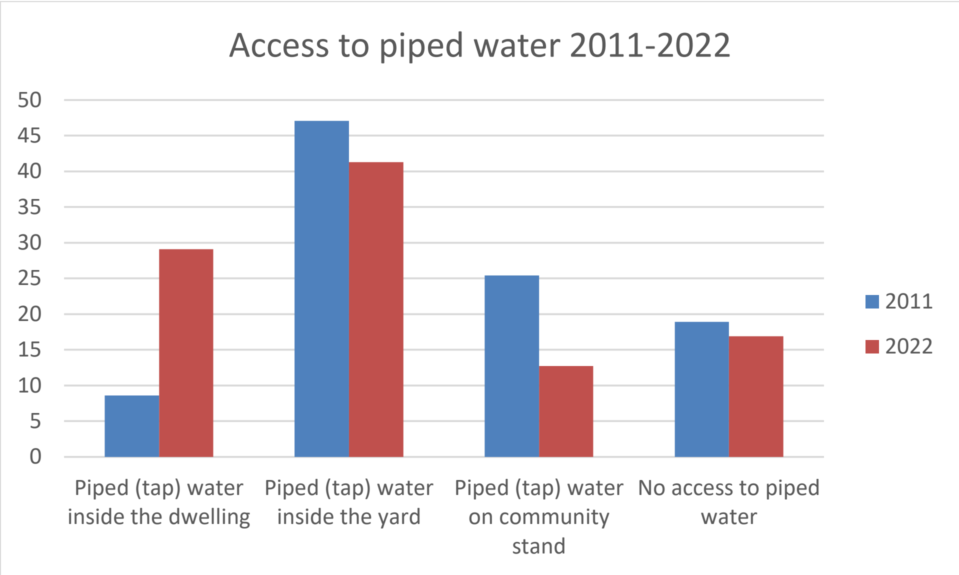
Water and sanitation services in Molemole Local Municipality are guided by the Water Services Act, 1997 and the National Water Act, 1998. The Water Services Act provides for the right of access to basic water supply and sanitation services, national standards and norms, monitoring of water services and accountability of Water Services Authorities and Water Services Providers. Molemole Local Municipality is not the Water Services Authority and is not the Water Services Provider. The water and sanitation function is performed by Capricorn District Municipality

Water and sanitation backlog

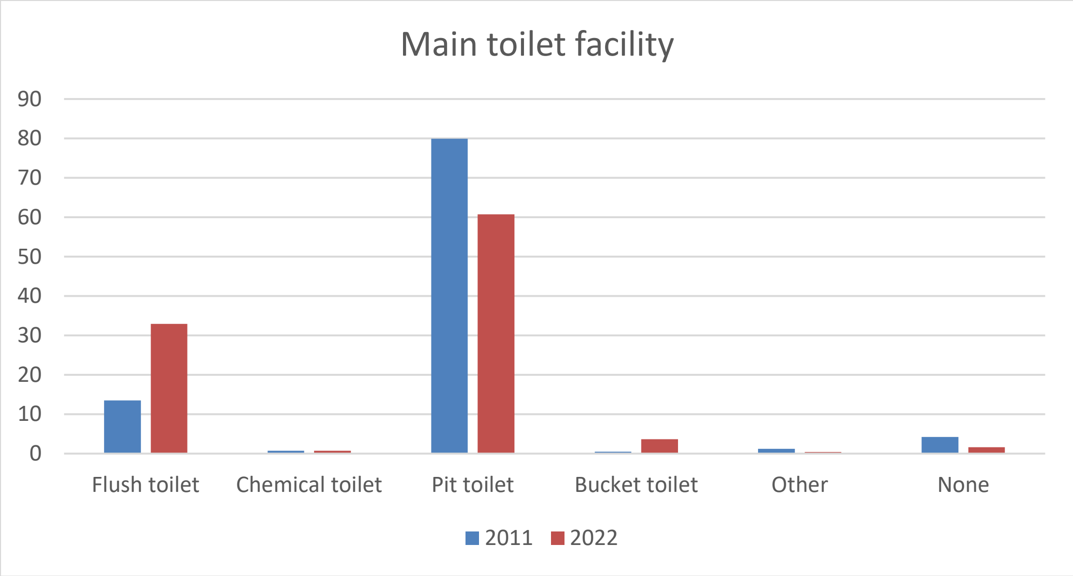
Access to piped water					
Level / Municipality	**1996 (%)**	**2001 (%)**	**2011 (%)**	**2022 (%)**	**Backlog (%)**
National (South Africa)	61.0	72.0	79.0	88.0	12.0
Limpopo Province	56.0	62.0	72.0	84.0	16.0
Capricorn District	58.0	65.0	74.0	85.0	15.0
Molemole Municipality	49.0	55.0	63.0	78.0	**22.0**

Access to piped water in Molemole Municipality has steadily improved over the past three decades, rising from 49% of households in 1996 to 78% in 2022. This represents significant progress in expanding water services, particularly through household and yard connections.

Despite these gains, Molemole continues to face a backlog of 22% of households without reliable access to piped water. This backlog is higher than the national average (12%), above the Limpopo provincial average (16%), and greater than the Capricorn District average (15%).



Access to sanitation services in Molemole Municipality has improved from 7.8% of households in 1996 to 32.9% in 2022. Despite this progress, the municipality faces a critical backlog of 67.1% of households without adequate sanitation facilities. When compared with broader averages, Molemole's backlog is higher than Capricorn District (58.9%), above Limpopo Province (54.8%), and far above the national backlog (20%). This confirms that Molemole is lagging behind both provincial and national performance.



Municipality	% Households with access to Sanitation				
	1996	2001	2011	2022	Backlog
Molemole	7.8	13.4	16.2	32.9	67.1
Capricorn District	15.1	21.8	29.1	41.9	58.9

Molemole Municipality's wastewater treatment infrastructure is non-compliant with regulatory requirements, as none of the plants have valid licenses or approved operational plans. Effluent analysis is either not conducted or unavailable, raising concerns about environmental pollution and public health risks.

The Molemole Oxidation Pond is abandoned and without an operator, while Mogwadi and Morebeng facilities operate without regulatory oversight.

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

2.3.1.2. Water Sources

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 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 7: CDM Water infrastructure and reticulation

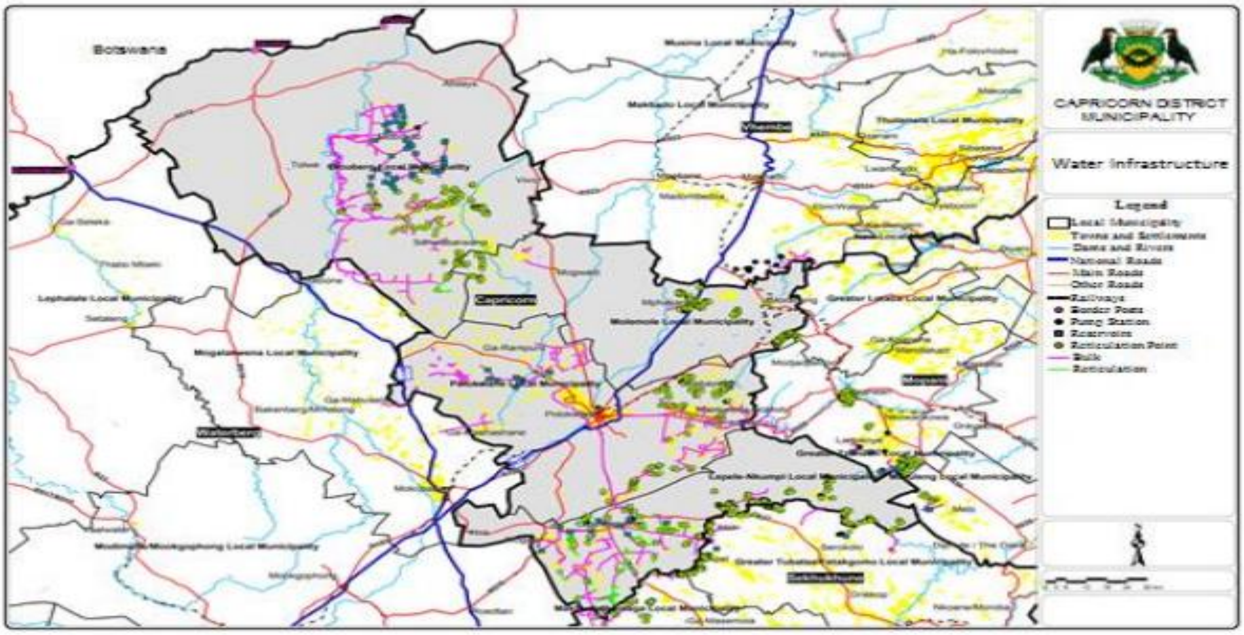


Table 8: CDM Water Infrastructure Boreholes

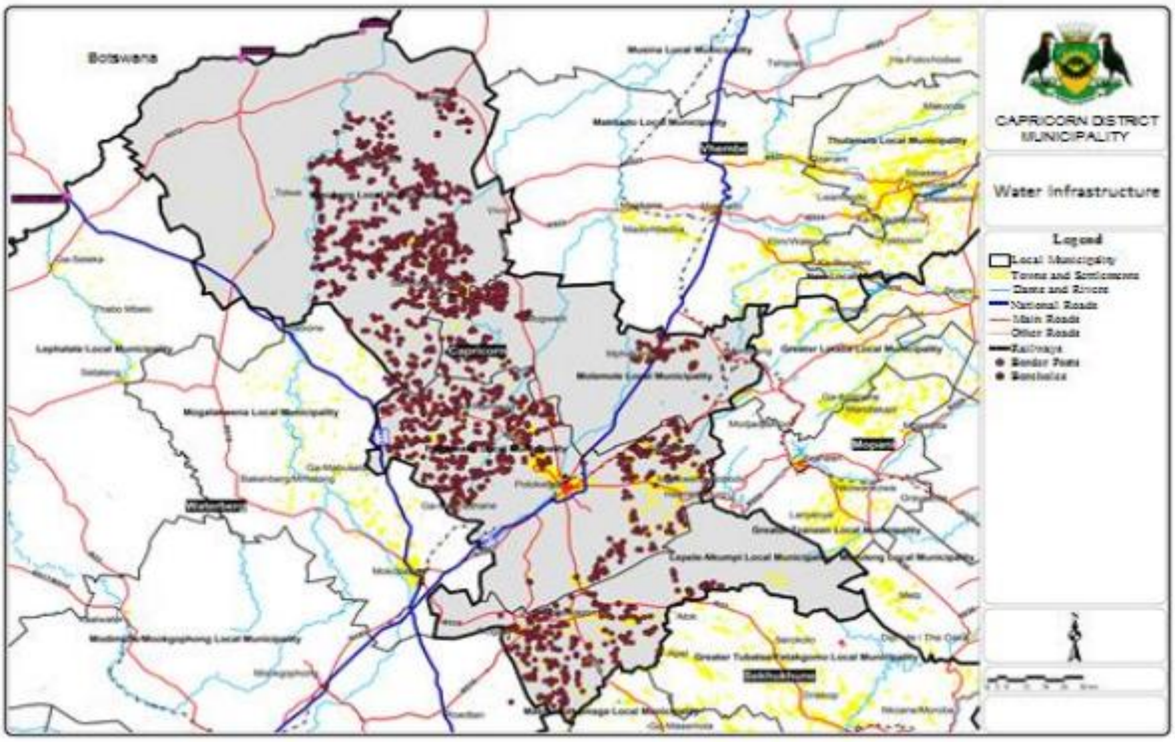


Table 9: Access to piped water (Census:2022)

2.3.1.4. Challenges pertaining to provision of water

- 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.

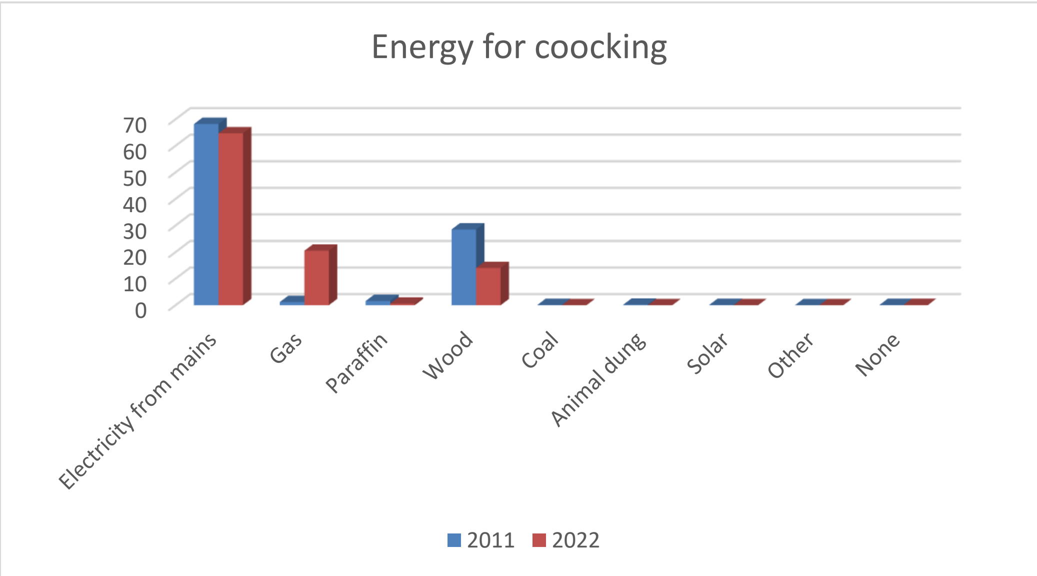
2.3.1.5. Provision of Free Basic Water and relevant information in relation to water and sanitation.

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:

2.3.2. ENERGY AND ELECTRICITY

2.3.2.1. Electricity backlogs

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.



2.3.2.2. Sources of Energy

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.

2.3.2.3. 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
- Unstructured stands in other villages

2.3.2.4. Provision of Free Basic Electricity and any other relevant information in relation to Electricity.

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

2.3.4. ROADS AND STORM WATER

2.3.4.1. 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. The municipality has adopted a municipal wide road master plan during the adoption of the 2025/2026 IDP

Road	Route / area served	Classification / responsibility

N1	Polokwane–Makhado, traverses Botlokwa/Molemole	National road – SANRAL
R521 / P94/1	Polokwane–Mogwadi–Botswana	Provincial / main road – RAL / Province
R36	Connects Morebeng to the N1	Provincial / regional road
R81	Runs north–south on eastern boundary of Molemole	Provincial / regional road
D688	Connects Bylsteel and links to D1200/D2037	District / provincial D-road – RAL / Province)
D1200	Mogwadi–Senwabarwana corridor	District / provincial D-road – RAL / Province
D1356	Morebeng–Mphakane via Mokomene	District / provincial D-road – RAL / Province
D3337	Kanana–Rankuwe–Senwabarwana	District / provincial D-road – RAL / Province
D3428	Fairlie–Mabitsela	District / provincial D-road – RAL / Province
D879	Boschbokhoek / D1356 / Molemole–Makhado area	District / provincial D-road – RAL / Province
D3459	Ga-Kgare–D1200 area	District / provincial D-road – RAL / Province
D15 / P54/1	Morebeng / CDM–Vhembe side linkage	District / provincial D-road – RAL / Province
Internal streets: Mogwadi, Morebeng, Botlokwa/Machaka, Mohodi, Maponto, Ramokgopa and villages	Town and village access streets	Municipal roads / internal streets – Molemole Municipality

2.3.4.2. State of 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).

2.3.4.3. Backlogs on roads and storm water and any other relevant information regarding Roads and Storm water.

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

2.3.5. WASTE MANAGEMENT

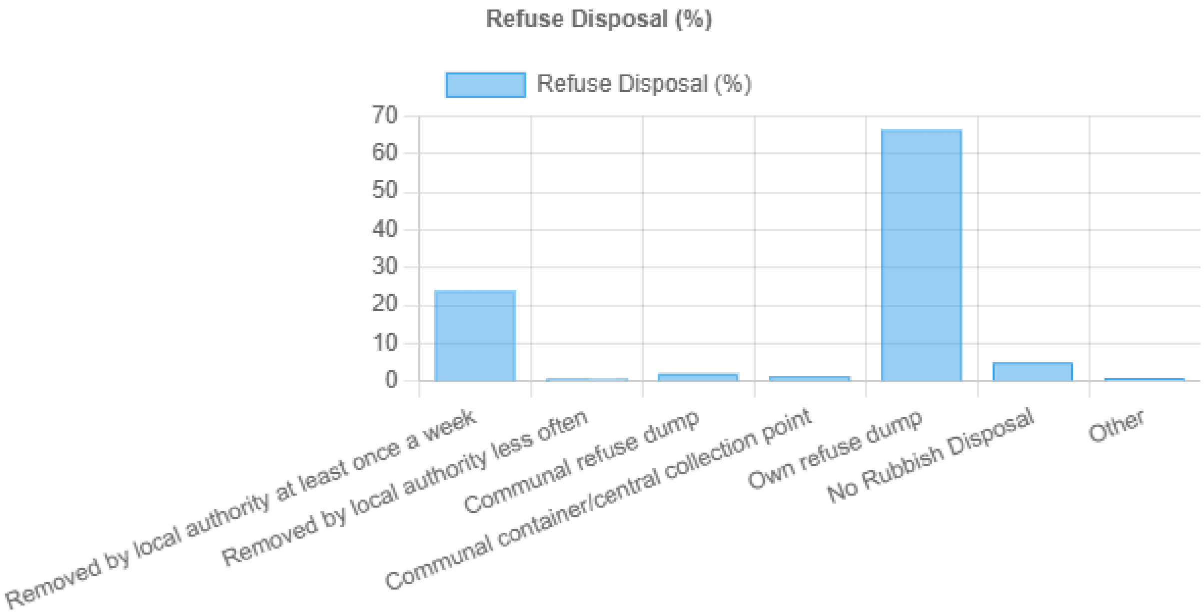
2.3.5.1. State of refuse removal in Urban and Rural settlements.

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.

Refuse collection remains a critical service priority in Molemole's rural areas, where waste is often buried, burned, or dumped due to the historic lack of structured collection systems. To address this, the municipality has initiated targeted interventions by deploying skip bins in various villages as a practical step toward rural refuse management. This initiative was made possible through the municipality's procurement of 25 bulk refuse containers, complemented by an additional 30 units donated by Capricorn District Municipality. These containers are strategically distributed across villages to create accessible collection points however they do not cover all villages.

While formal rural waste management practices are still emerging, the municipality is also exploring the establishment of transfer landfill sites to handle rural waste volumes more sustainably. In parallel, pilot recycling initiatives have commenced in village-based schools, and the EPWP waste management Programme continues to provide vital capacity for village-level waste control. Lack of funds pose challenges in implementing recycling, reuse and reduce practices but engagements for getting funding from relevant sector departments are in progress.

Name	Frequency	%
Removed by local authority at least once a week	10 039	23,9%
Removed by local authority less often	262	0,6%
Communal refuse dump	871	2,1%
Communal container/central collection point	540	1,3%
Own refuse dump	27 787	66,3%
No Rubbish Disposal	2 099	5,0%
Other	340	0,8%



2.3.5.2. Challenges with regard to refuse disposal and any other relevant information regarding waste management

- Shortage of personnel

2.3.6. PUBLIC TRANSPORT

2.3.6.2. Taxi facilities

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 Sekgosese 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.

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.

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.

Table 10 Public transport service

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

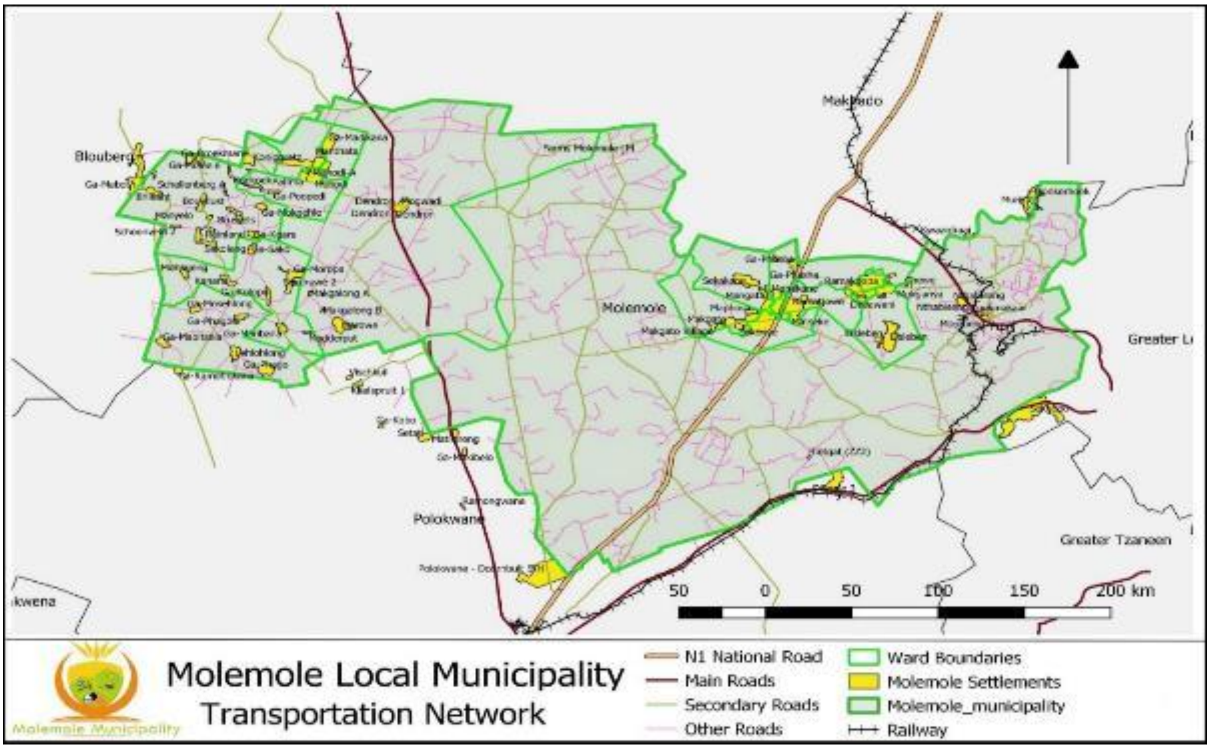


Figure 25: Transportation Network

3. SOCIAL ANALYSIS/SERVICES

3.1. HOUSING

3.1.1. State of housing in the municipality

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.   Molemole's estimated housing backlog stands at a minimum of 483 units, based on informal and non-permanent dwellings.

Name	Frequency	%
Formal dwelling	40 537	96,7%
Traditional dwelling	918	2,2%
Informal dwelling	392	0,9%
Other	91	0,2%

3.2. EDUCATION

3.2.1. The number of categories schools

The high proportion of people without schooling is a very important issue to advice 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.

3.3.4. Challenges regarding education and any other relevant information regarding 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

3.3. HEALTH AND SOCIAL DEVELOPMENT

3.3.1. Number of Health facilities within the municipality

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. There is limited facilities of private health care. 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.

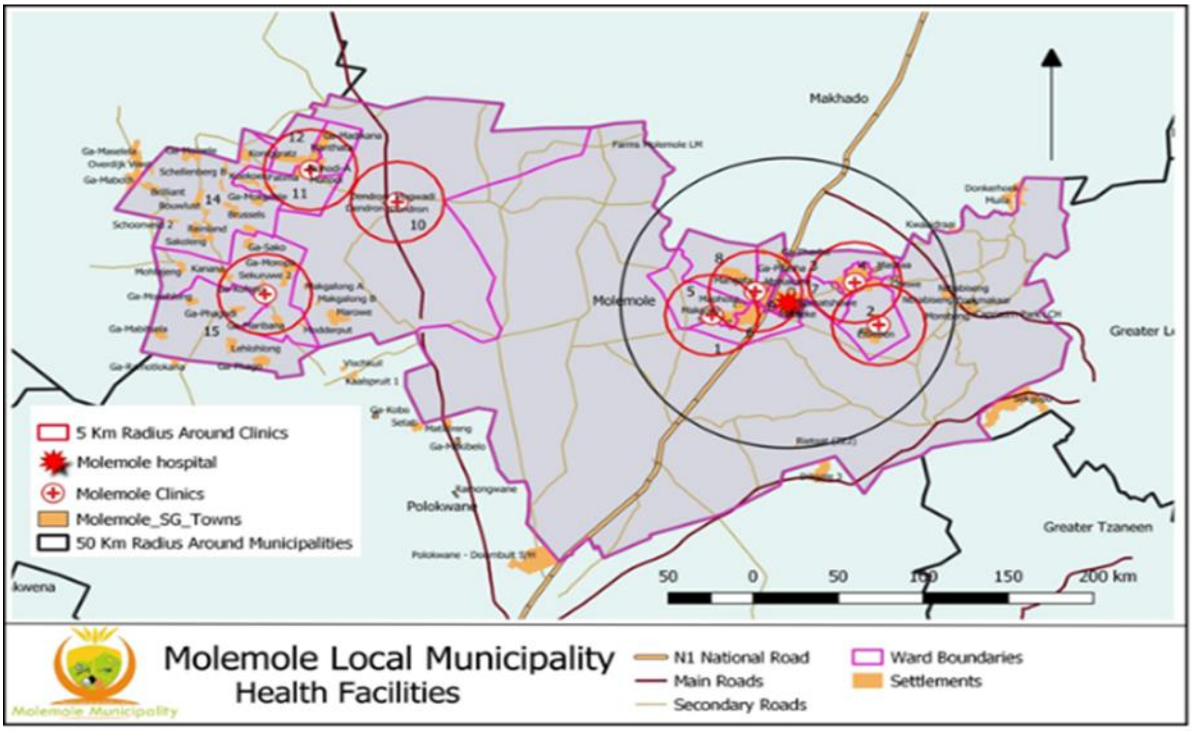

Makhado
Molemole
Polokwane
Greater Tzaneen
50 0 50 100 150 200 km
5 Km Radius Around Clinics
Molemole hospital
Molemole Clinics
Molemole_SG_Towns
50 Km Radius Around Municipalities
Molemole Local Municipality
Health Facilities
N1 National Road
Main Roads
Secondary Roads
Ward Boundaries
Settlements

Figure 26: health facilities

Table 11: 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

3.3.2. Shortage/Backlog of health facilities

3.3.3. State of Prevalence of range of diseases including HIV and Aids and any other relevant information in relation to health and social development.

3.4. SAFETY AND SECURITY

3.4.1. The number of police stations in the municipality

There are three (4) police stations in Molemole - Morebeng, Botlokwa and Mogwadi and Phaudi. 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 has constructed 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.

3.4.2. Shortage/Backlogs of safety and security facilities

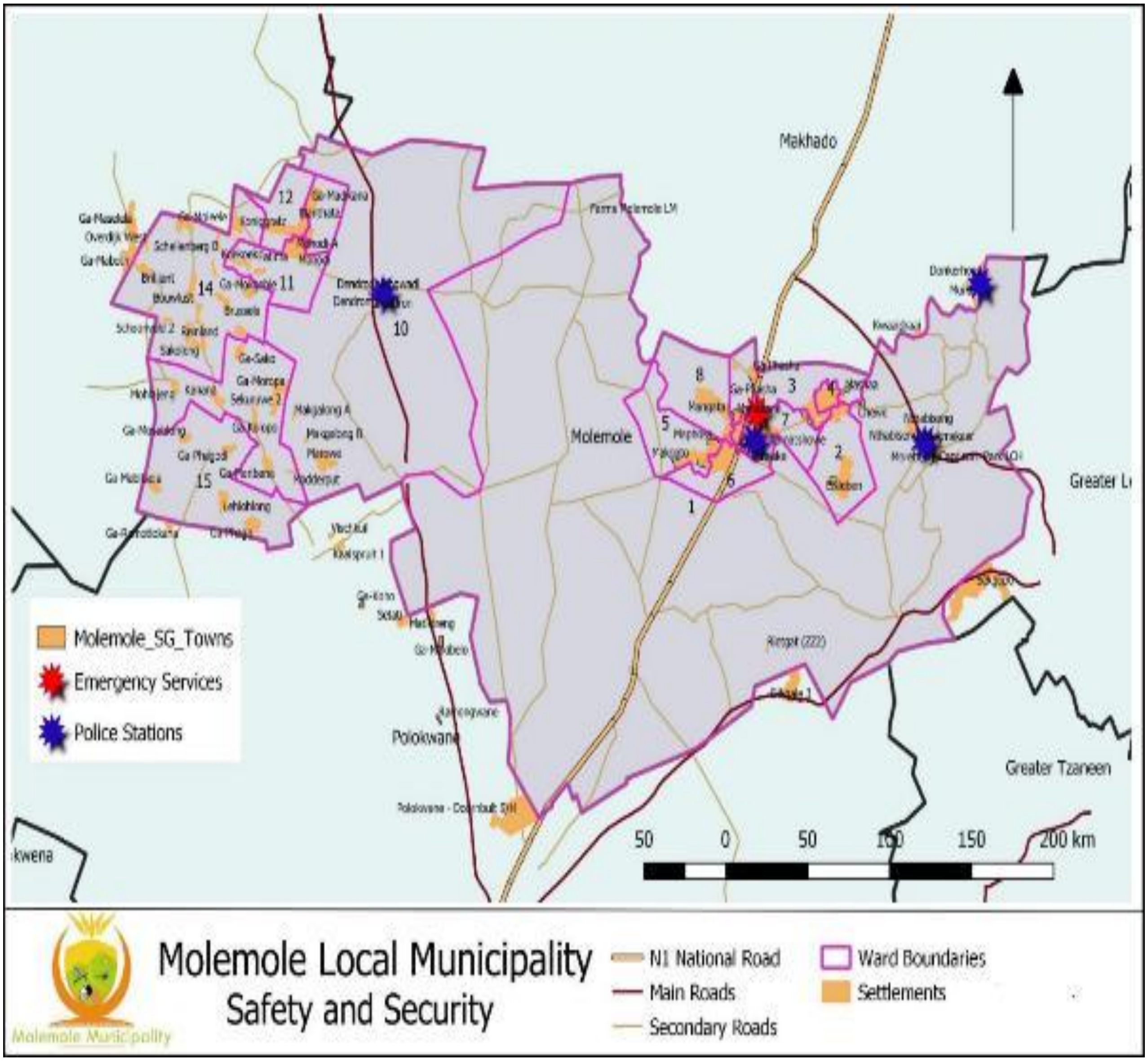


Figure 27:Safety and Security

3.4.3. Crime categories and Statistics.

3.5. FIRE AND RESCUE SERVICES AND DISASTER AND RISK MANAGEMENT

3.5.1. Disaster management plans and challenges

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 sides in rural areas.*

3.6. POST OFFICE AND TELECOMMUNICATION.

3.6.1. Network infrastructure and challenges

The post offices were closed and were discontinued. 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.

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%

Table 12 Telecommunication

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.

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 leaners 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 capacity from SA Post Office to roll the Social Grants as required*

3.6.2. The number of post office and shortages/backlogs

3.7. SPORTS, ART AND CULTURE

3.7.1. Sports centres in the municipalities

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 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.

3.7.2. Challenges and backlogs with regard to recreational facilities and any other relevant information regarding Sports, Art and Culture.

- 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.

3.8. LIBRARIES

3.8.1. The number of libraries in the municipality

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.

3.18.2. Backlogs and challenges regarding libraries.

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.

KAP-3 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

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 bulding 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:

- Strategy 1: Build a diverse & innovation driven local economy
- Strategy 2: Develop learning and skilful economy
- Strategy 3: Develop inclusive economies
- Strategy 4: Enterprise development and support
- Strategy 5: Strengthen Economic Governance and Infrastructure
- Strategy 6: Strengthen Local Innovation Systems

- **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.

AGRICULTURE and AGROPROCESSING SECTOR	
Strengths	Weaknesses
▪ Well –Skilled extension officers ▪ Rural employment (seasonal and part/time ▪ Source of food security ▪ Good soul and climatic conditions ▪ Skilled farmers (agric. Graduates) ▪ Easy access to agricultural land (tribal authorities)	▪ Lack of resources (mechanisation / start-up capital) ▪ Few black commercial farmers ▪ Inadequate support from sector departments / Parastatals ▪ Relationship between farmers and farm workers is not good ▪ . Limited water supply ▪ Lack of skills ▪ Unable to meet market requirements (quantity/quality standards
Opportunities	Threats
▪ Agri -park development ▪ Organic farming and food production ▪ Improved farming methods and established standards ▪ Food processing potential ▪ Agricultural awareness in schools ▪ Outstanding land claims ▪ Red meat production ▪ Agricultural awareness in schools	▪ Climate change/unpredictable weather patterns ▪ Natural disasters (draught) ▪ Policy uncertainty ▪ Escalating prices of production inputs

TOURISM SECTOR	
Strengths	Weaknesses
▪ Natural beauty of community; ▪ Linkages with neighbouring municipalities ▪ Existence of an information center); ▪ Hospitality establishments ▪ Clean environment; ▪ Friendly and helpful residents. ▪ Location along tropic of Capricorn ▪ Location along N1	▪ Unreliability of potable water; ▪ No inventory of tourism attractions; ▪ No local tourism strategy ▪ Lack of signage; ▪ Limited retail and other services ▪ No calendar of local tourism events
Opportunities	Threats
▪ Potential for eco-tourism; ▪ "Farm tourism" ▪ Home stays ▪ Under-utilised assets Machaka Game Reserve ▪ Optimal usage of Tropic of Capricorn ▪ Increased recreational activities through use of Mogwadi Park ▪ Development of physical attractions. ▪ Support from sector departments ▪ Establishment of local tourism association	▪ High unemployment rate; ▪ Increased human, vehicular traffic; ▪ Climate change and the unpredictable weather patterns,

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.

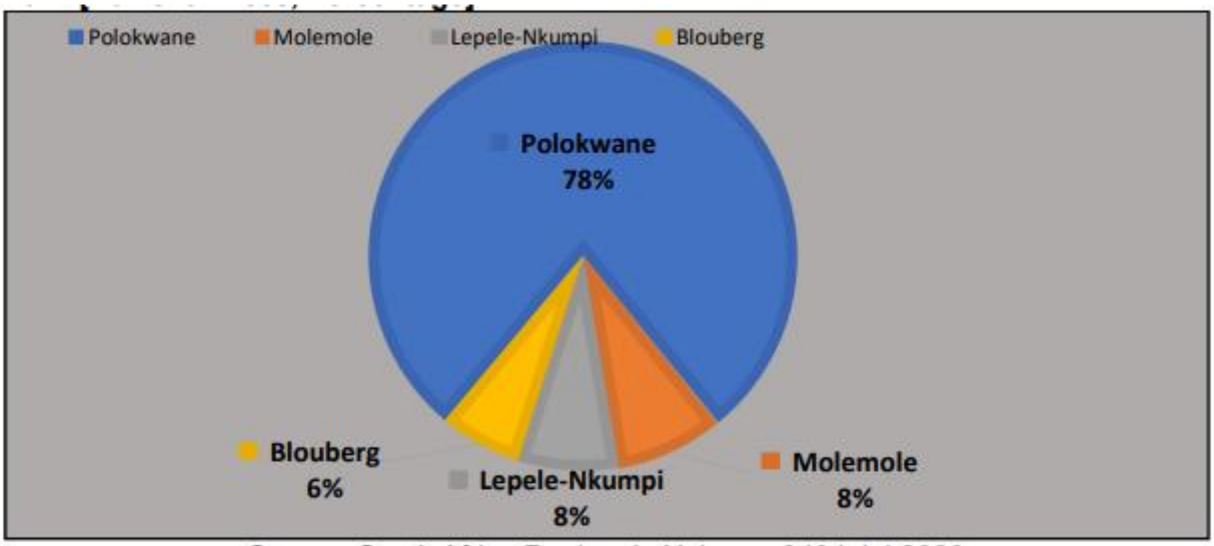


Figure 1: Local municipalities' contribution to CDM GDP (Source: South Africa Regional eXplorer v2404 Jul 2023)

Table 13: 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 aresult the

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

Table 14: 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

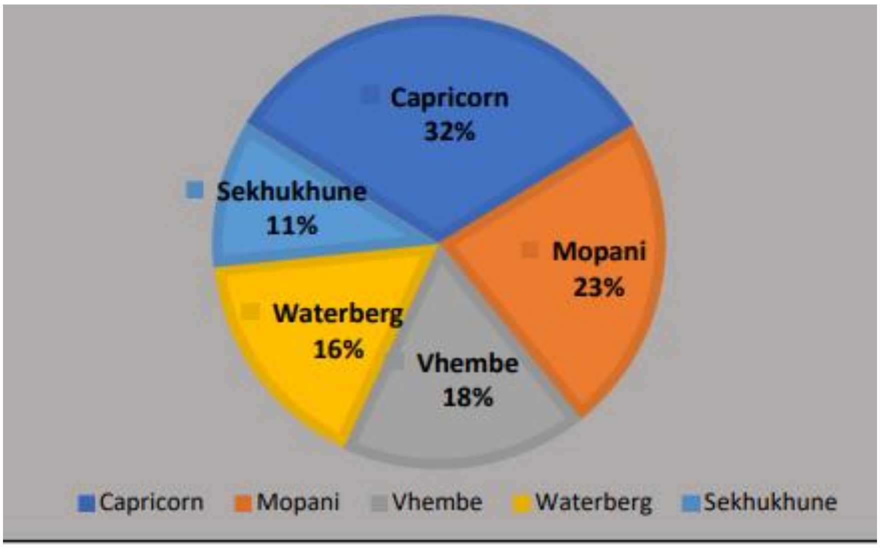


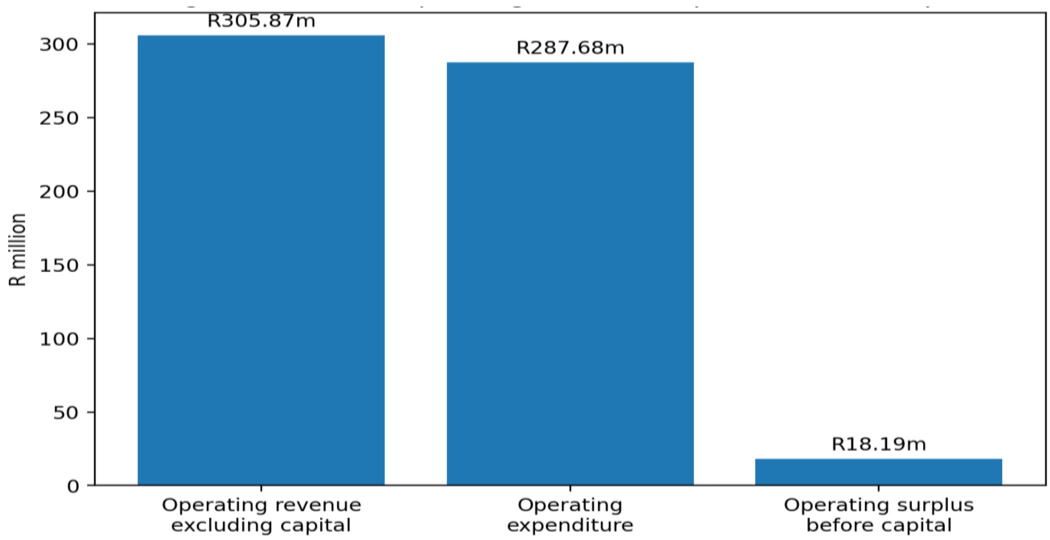
Figure 2: Limpopo GDP, 2022

4. KPA-4 MUNICIPAL FINANCIAL VIABILITY

The financial position of Molemole Local Municipality remains stable and the Municipality continues to operate as a going concern. The 2026/2027 budget reflects a municipality that is financially viable, although still facing challenges relating to revenue collection, grant dependency, cost recovery, infrastructure maintenance and increasing service delivery demands.

The Municipality does not rely on long-term borrowing to fund its operations and capital programme. Capital projects are mainly funded through national and provincial transfers, while a portion of the capital budget is funded internally. This approach reduces exposure to long-term debt but also places pressure on the Municipality to improve own-revenue generation, protect cash reserves and ensure that grant-funded projects are implemented efficiently and within approved timeframes.

For the 2026/2027 financial year, the Municipality projects operating revenue, excluding capital transfers and contributions, of approximately R305.87 million against operating expenditure of approximately R287.68 million. This results in a projected operating surplus of approximately R18.19 million before capital transfers. After taking capital transfers and contributions into account, the projected surplus increases to approximately R75.31 million.



The capital budget for 2026/2027 amounts to approximately R89.57 million. Of this amount, approximately R70.67 million is funded from capital grants and transfers, while approximately R18.90 million is funded from internally generated funds. This demonstrates that the Municipality's capital programme remains largely dependent on grant funding. It is therefore critical that the Municipality strengthens project readiness, procurement planning, contract management, grant compliance and expenditure monitoring.

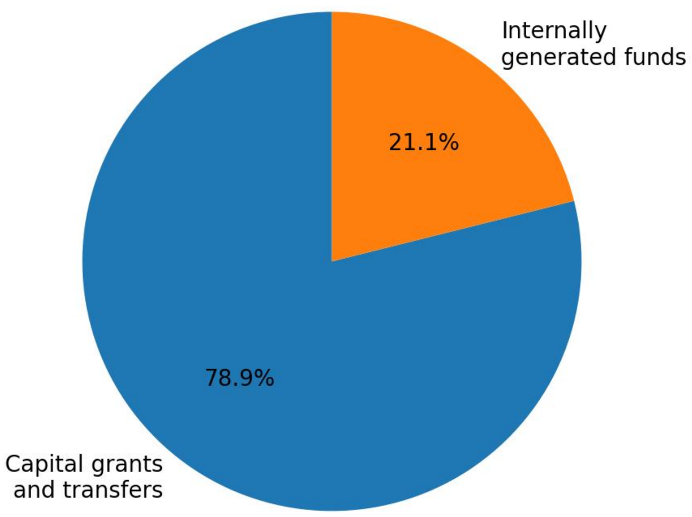
The projected cash and cash equivalents at the end of the 2026/2027 financial year amount to approximately R256.30 million. This indicates a positive liquidity position. However, the Municipality must continue to manage cash flow carefully, particularly because service delivery demands, repairs and maintenance needs, outstanding consumer debt and grant implementation requirements continue to place pressure on available resources.

Revenue and Expenditure Management

The Municipality manages revenue and expenditure in accordance with the requirements of the Municipal Finance Management Act, National Treasury regulations, municipal budget and reporting reforms, and the Generally Recognised Accounting Practice standards. Financial management remains central to ensuring that municipal resources are used effectively, economically and in a manner that supports service delivery.

The 2026/2027 budget indicates that the Municipality remains dependent on transfers and subsidies. While this is common for municipalities with a largely rural character and limited own-revenue base, it creates a risk where service delivery programmes and capital projects depend heavily on the timeous receipt and effective spending of grant allocations.

Own-revenue sources include property rates, service charges, traffic and licensing income, interest earned and other municipal revenue. However, own-revenue generation remains constrained by the rural nature of the municipal area, limited township development, slow property market growth, a high number of government-owned properties and affordability challenges among households.



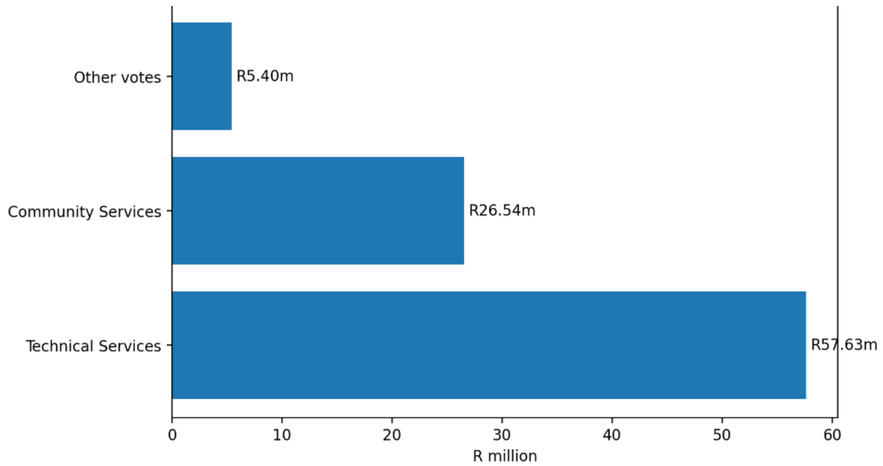
The Municipality must continue to improve revenue management through accurate billing, data cleansing, improved debt collection, proper management of government debt, strengthening of credit control, reduction of electricity distribution losses and improvement of customer care. Revenue enhancement must also be linked to spatial planning, township establishment, land development, valuation roll management and economic development initiatives.

Operating expenditure for 2026/2027 is projected at approximately R287.68 million. Major expenditure items include employee-related costs, councillor remuneration, contracted services, bulk purchases, repairs and maintenance, finance charges and general operational expenditure. Employee-related costs remain one of the largest expenditure drivers, with the 2026/2027 allocation amounting to approximately R131.67 million. Councillor remuneration is budgeted at approximately R17.04 million.

Repairs and maintenance are budgeted at approximately R12.23 million for 2026/2027. Given the ageing infrastructure and recurring service delivery pressures, the Municipality should continue to prioritise sufficient maintenance of municipal assets, especially roads, stormwater, public facilities, electricity-related infrastructure and other service delivery assets under its control.

Revenue Collection and Debt Management

Revenue collection remains one of the key financial challenges facing the Municipality. The previous financial viability draft contained a collection-rate table that requires verification, as it reflected duplicated financial years, typographical errors and an unusual collection percentage. The Municipality should therefore confirm the final collection rates from the financial system before inclusion in the final IDP.



The Municipality continues to experience challenges in the collection of outstanding debt from consumers, businesses, landowners and government departments. These challenges include disputes over historical debt, property rates disputes, affordability constraints, community resistance to credit control measures, illegal electricity connections and resistance to smart meter installation.

The Municipality has made progress in verifying government properties through the Department of Public Works, Rural Development, the municipal valuation roll and the Deeds Office. Linking government properties to the correct departments remains important for improving billing accuracy and collection of government debt. Where properties are not registered or ownership is disputed, continued engagement with relevant departments is necessary.

The Municipality must continue implementing its Credit Control and Debt Collection Policy, Indigent Policy, Tariff Policy and Debt Write-off Policy in a consistent and lawful manner. At the same time, the Municipality must strengthen public communication so that communities understand the relationship between payment for services, financial sustainability and improved service delivery.

Key revenue management challenges include:

- *community disruption during implementation of credit control measures;*
- *illegal electricity connections and electricity distribution losses;*
- *inability or unwillingness by some consumers to pay tamper fines;*
- *resistance to smart meter installation;*
- *slow development and limited growth in the municipal property rates base;*
- *slow collection of old accumulated debt;*
- *reliance on government transfers;*
- *limited number of proclaimed and serviced township establishments;*
- *high number of government properties within the municipal jurisdiction; and*
- *limited internal resources to implement revenue enhancement projects.*

Alternative Revenue Sources

The Municipality continues to explore alternative revenue sources to reduce dependency on grants and strengthen long-term financial sustainability. One of the potential revenue-enhancement areas is the disposal and development of municipal land, subject to full compliance with applicable legislation, Council approval, asset disposal requirements, public participation and supply chain management processes.

The Municipality had anticipated generating revenue from the sale of municipal properties; however, the process was not finalised within the expected period due to the regulated processes that must be followed before municipal land can be alienated. This includes Council approval, public notification, valuation, consideration of community needs, compliance with the Municipal Finance Management Act, the Asset Transfer Regulations and the Municipality's own asset disposal framework.

Traffic and licensing services also present an opportunity for improved revenue where administrative systems are functional and service delivery is efficient. The Municipality should continue improving licensing operations, law enforcement revenue management and customer service.

Additional revenue-enhancement measures may include:

improving billing completeness and accuracy;

updating and maintaining the valuation roll;

reducing electricity losses;

improving collection of government debt;

accelerating township establishment and proclamation processes;

disposing of non-core municipal land in a lawful and competitive manner;

supporting local economic development to grow the rates base;

improving traffic and licensing revenue;

strengthening contract management for leased municipal properties; and

enhancing investment and interest income through prudent cash management.

Capital Budget and Infrastructure Investment

The 2026/2027 capital budget amounts to approximately R89.57 million. The capital programme is mainly directed towards service delivery infrastructure and community facilities. The largest capital allocations are directed to infrastructure-related functions, particularly Technical Services and Community Services.

The capital budget is funded mainly through capital transfers and grants amounting to approximately R70.67 million, while approximately R18.90 million is funded internally. This shows that approximately four-fifths of the capital programme is grant-funded. The Municipality must therefore ensure effective planning, procurement, project implementation and grant reporting to avoid underspending and delays in service delivery.

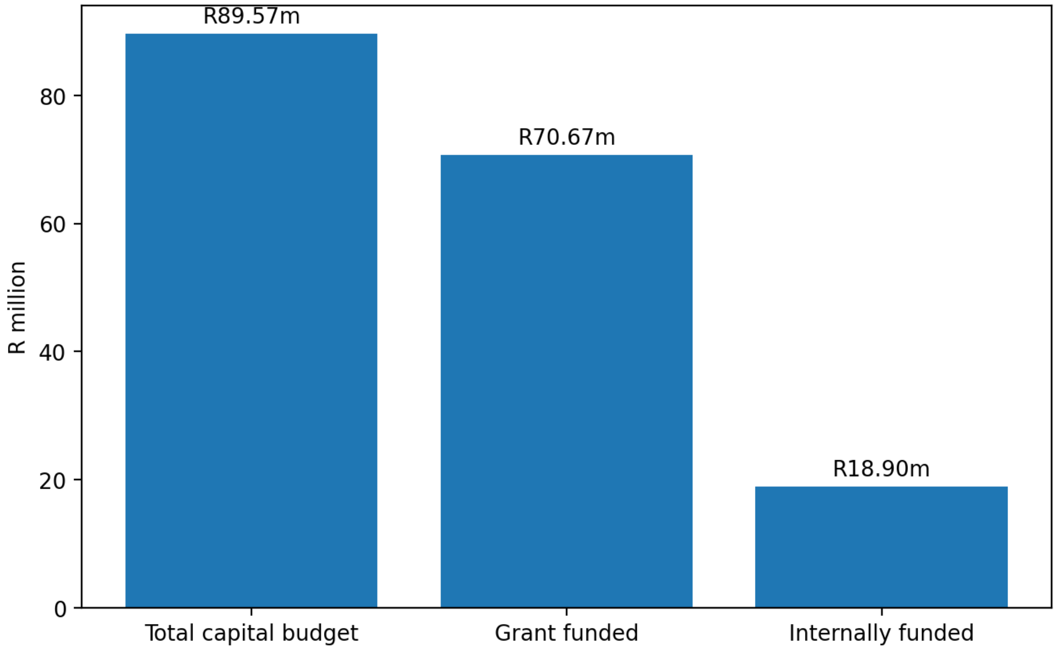
The capital programme must be aligned to the IDP priorities, the Service Delivery and Budget Implementation Plan, sector plans, community needs, the Spatial Development Framework and available funding. Projects should be prioritised based on readiness, impact, compliance, affordability and long-term sustainability.

The Municipality should avoid committing to capital projects without confirmed funding and project readiness. Where projects are funded from conditional grants, the Municipality must comply with all grant conditions and ensure that projects are implemented within the approved scope, budget and timeframe.

Cash Flow and Liquidity Management

The Municipality's projected year-end cash and cash equivalents for 2026/2027 amount to approximately R256.30 million. This reflects a positive cash position and indicates that the Municipality is expected to maintain liquidity during the financial year.

Figure 6: 2026/27 Capital Budget and Funding Split



Source: Molemole Local Municipality A1 mSCOA Budget Schedule, 2026/2027.

Despite this positive position, the Municipality must continue exercising strict cash-flow management. Cash reserves must be protected to ensure that the Municipality can meet its obligations, pay creditors within the legislated period, fund internally funded capital projects, respond to operational pressures and maintain financial sustainability.

1.1.7 Liability Management

The Municipality does not have long-term loans recognised as long-term borrowing. This reduces debt-servicing pressure and protects the Municipality from long-term finance charges. However, the absence of long-term borrowing does not remove the need for strong liability management.

The Municipality must continue to manage short-term obligations, creditors, employee-related obligations, unspent conditional grants, provisions and payables in line with applicable legislation and accounting standards. All legitimate invoices must be processed and paid within the legislated period, provided that goods and services were properly procured, delivered, verified and authorised.

For 2026/2027, the Municipality’s total assets are estimated at approximately R859.89 million, total liabilities at approximately R121.82 million, and net assets at approximately R738.07 million. This indicates that the Municipality remains solvent and asset-positive. However, the Municipality must continue to protect its asset base through proper maintenance, asset verification, insurance, safeguarding, useful-life assessments and disposal of obsolete assets where appropriate.

Budget-Related Policies

The Municipality has budget-related policies that are reviewed annually and approved together with the annual budget. These policies provide the framework for sound financial governance, internal control, revenue management, expenditure management and asset management.

The key financial policies include:
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; and

Unallocated Deposit Policy.

The Municipality must ensure that these policies are not only approved annually but are also implemented consistently. Weak implementation of approved policies can undermine revenue collection, expenditure control, asset management and audit outcomes.

Challenges affecting implementation include:

- *disputes over long-outstanding debts;*

- *disputes over property rates;*
- *affordability constraints among households;*
- *uncertainty relating to powers and functions between the district and local municipality in certain service areas;*
- *delays in debt write-off processes;*
- *incomplete or outdated consumer information; and*
- *limited enforcement of credit control measures.*

Supply Chain Management

Section 217 of the Constitution requires organs of state to contract for goods and services in accordance with a system that is fair, equitable, transparent, competitive and cost-effective. The Municipality's Supply Chain Management system must therefore support lawful procurement, value for money, service delivery and audit compliance.

The Municipality must continue strengthening supply chain management controls, including procurement planning, bid committee functionality, demand management, contract management, record keeping, consequence management and compliance with the Municipal Finance Management Act and SCM Regulations.

Effective SCM is particularly important for the implementation of the 2026/2027 capital budget because delays in procurement may result in grant underspending, project delays and failure to meet service delivery targets.

Asset Management

Asset management remains an important component of financial viability. The Municipality must maintain a complete, accurate and credible fixed asset register. Asset verification must be conducted regularly to confirm the existence, condition, location and use of municipal assets.

The Municipality has established capacity to strengthen the completeness and existence testing of movable and immovable assets. Asset verification also assists the Accounting Officer to identify obsolete, damaged, redundant or underutilised assets that may require disposal in terms of the approved Asset Management Policy and applicable legislative framework.

The Municipality did not conduct auctions in the 2025/2026 financial year. Where disposal of assets is required, the Municipality must ensure that the process is lawful, transparent, competitive where required, properly authorised and aligned to Council-approved policies.

Overall Financial Viability Outlook

The overall financial viability outlook of Molemole Local Municipality for 2026/2027 is stable. The Municipality projects a positive operating position, a funded capital budget and a positive cash position. The absence of long-term borrowing also reduces financial risk.

However, the Municipality remains exposed to several financial pressures. These include grant dependency, limited own-revenue growth, low or inconsistent debt collection, ageing infrastructure, electricity distribution losses, cost-recovery challenges in trading services, and the need to maintain adequate repairs and maintenance funding.

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.

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*

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.

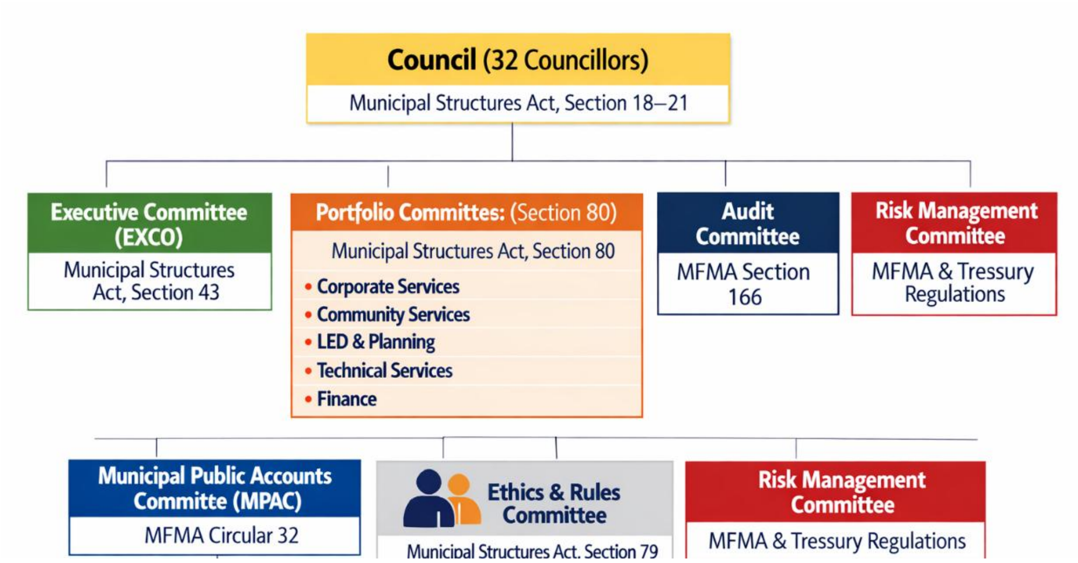
ROLE OF MUNICIPAL COUNCIL AND ITS COMMITTEES

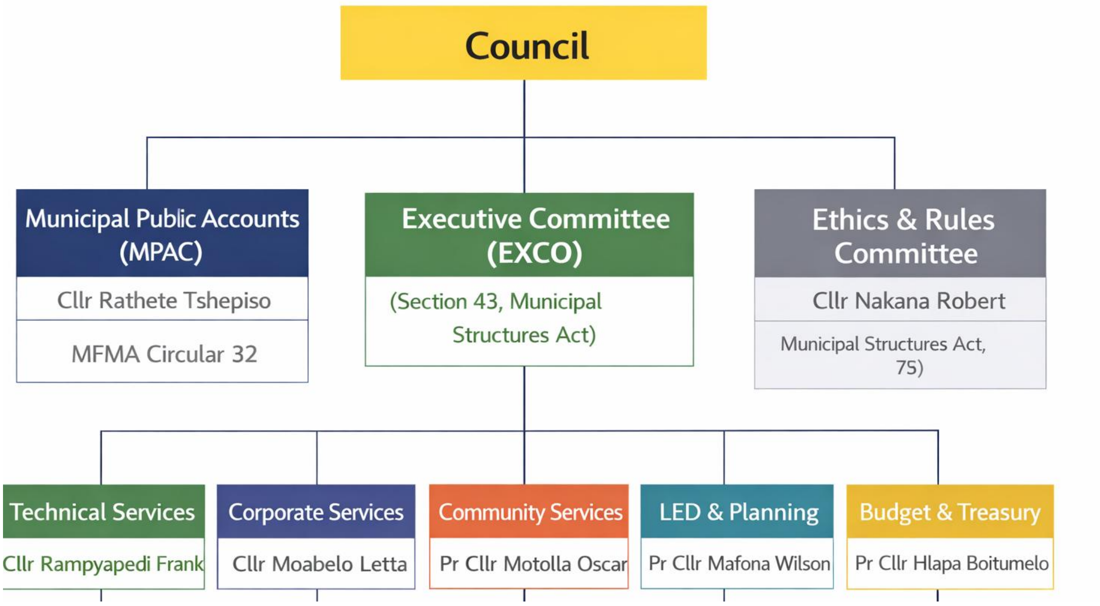
The Molemole Municipal Council, comprising 32 councillors, is the highest decision-making body responsible for governance, policy approval, and oversight in line with the Municipal Structures Act (117 of 1998) and Municipal Systems Act (32 of 2000).

It delegates specific functions to committees established under legislation to ensure effective administration and accountability.

The Executive Committee (Section 43) coordinates council resolutions, while Portfolio Committees (Section 80) focus on service areas such as Corporate Services, Community Services, LED & Planning, Technical Services, and Budget and treasury. Oversight and compliance are strengthened through the MPAC (MFMA Circular 32), Audit Committee (MFMA Section 166), Ethics & Rules Committee (Section 79), and Risk Management Committee (MFMA & Treasury Regulations).

Together, these structures uphold transparency, fiscal discipline, and ethical governance ensuring Molemole Municipality fulfills its developmental mandate and delivers accountable, community-centred service.Risk Management Committee.


Council (32 Councillors)
Municipal Structures Act, Section 18–21
Executive Committee (EXCO)
Municipal Structures Act, Section 43
Portfolio Committes: (Section 80)
Municipal Structures Act, Section 80
• Corporate Services
• Community Services
• LED & Planning
• Technical Services
• Finance
Audit Committee
MFMA Section 166
Risk Management Committee
MFMA & Tressury Regulations
Municipal Public Accounts Committe (MPAC)
MFMA Circular 32
Ethics & Rules Committee
Municipal Structures Act, Section 79
Risk Management Committee
MFMA & Tressury Regulations


Council
Municipal Public Accounts (MPAC)
Cllr Rathete Tshepiso
MFMA Circular 32
Executive Committee (EXCO)
(Section 43, Municipal Structures Act)
Ethics & Rules Committee
Cllr Nakana Robert
Municipal Structures Act, 75)
Technical Services
Cllr Rampyapedi Frank
Corporate Services
Cllr Moabelo Letta
Community Services
Pr Cllr Motolla Oscar
LED & Planning
Pr Cllr Mafona Wilson
Budget & Treasury
Pr Cllr Hlapa Boitumelo

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.*

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

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.

Ward committees have the following responsibilities:

- Make representations and recommendations on local government issues in their wards.

- Communicate between the municipality and the people through the ward councillor.
- Engage the community through regular meetings and other forms of interaction.
- *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.*

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. 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

The following are strategies that are reviewed on an annual basis.

Communication Strategy The municipality has adopted a structured Communication Strategy aimed at strengthening public engagement, improving internal communication channels, and promoting transparency. This framework guides how information is disseminated, both proactively and in response to community concerns, to ensure accessibility across all wards and villages.

Complaints Management System To foster responsive governance, the municipality maintains a formal Complaints Management System, which provides residents with clear platforms to lodge service-related issues. All complaints are logged, tracked, and escalated through a defined protocol to ensure timely resolution and feedback.

Risk Management Strategy In alignment with good governance principles, the municipality implements a robust Risk Management Strategy that identifies, assesses, and mitigates institutional and operational risks. This proactive approach enhances decision-making and safeguards municipal resources and service delivery outcomes.

Anti-Corruption Strategy A dedicated Anti-Corruption Strategy has been adopted to prevent fraud and unethical conduct. This includes awareness initiatives, a confidential reporting mechanism, and internal control measures to uphold integrity and public trust in all municipal operations.

.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

3.5.1. Risk Management

The municipality in response to the King V report and the MFMA has since identified a need encapsulating Risk Management in its process. As prescribed in the MFMA, Molemole municipality established effective risk management systems. Oversight, monitoring, and guidance of risk management are mandated to the National Treasury, Provincial Treasuries. The provides Audit Committee independent assurance on the adequacy of risk management and the risk management committee Operationalize risk management frameworks., while the Municipal Council and Accounting Officer hold ultimate accountability. Compilation and review of the of a risk register is part of internal control and governance obligations and is aligned to the IDP. The following is the risk register for the 2026/2027 financial year .

2026/2027 Strategic Risk Register

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact		Likelihood		Inherent risk		Existing controls	Perceived control effectiveness		Residual risk		Risk owner	Actions to improve management of the risk	POE	Action owner
1	To increase the capability of the municipality to deliver on its mandate.	Electricity Distribution Losses	Basic service delivery	1.illegal electricity connection 2.aging infrastructure 3.Theft and Vandalism of electrical infrastructure	Critical	5	Common	5	Maximum	25	1.Advance Metering Infrastructure system installed 2.Installed Smart Meters	Satisfactory	0,65	Maximum	16,25	Municipal Manager	1. Development of operational and maintenance plan 2.Monthly Audit and monitoring of the buying trends by residents and business clients. 3.Onsite Disconnection from the pole	1. Monthly Distribution loss Reports 2. Monthly Audit Reports 3. Monthly bulk purchase reconciliation Reports	Senior Manager Technical Services

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact		Likelihood		Inherent risk		Existing controls	Perceived control effectiveness		Residual risk		Risk owner	Actions to improve management of the risk	POE	Action owner
2		Service Delivery Protest	Social environment	Inadequate service delivery . .	Critical	5	Common	5	Maximum	25	1. Grading and Regravelling of roads in line with Grading programme	Satisfactory	0,65	Maximum	16,25	Municipal Manager	1. Source alternative funding to address road infrastructure backlog . 2.Continous engagement with Public Works regarding maintenace.	Quarterly Grading reports	Senior Manager Technical Services
					Critical	5	Common	5	Maximum	25	1.Integrated Waste Management Plan. 2. Use of Mogwadi and Morebeng landfill sites	Satisfactory	0,65	Maximum	16,25	Municipal Manager	Construction of compliant Landfill site at Ramokgopa village	1. Monthly progress reports 2. Completion certificates	Senior Manager: Technical Services

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact		Likelihood		Inherent risk		Existing controls	Perceived control effectiveness		Residual risk		Risk owner	Actions to improve management of the risk	POE	Action owner
					Critical	5	Common	5	Maximum	25	1. Distributed Bulk Skip Bins for collection of waste. 2. Waste collection done in line with waste management programme	Satisfactory	0,65	Maximum	16,25	municipal Manager	1. Extend waste collection to rural villages 2. Continuous distribution of bulk Skip Bins. 3.Development of By-laws on illegal dumping . 4.Review of Integrated Waste Management Plan	1. Monthly reports of waste collection (rural areas) 2.Progress on Development of Illegal dumping by-laws 3. Review of Integrated Waste Management Plan	Senior Manager Community Services
3	To enhance financial viability and management	Inadequate Revenue Collection	Revenue Collection	1.Inadequate revenue sources 2. Inadequate collection of long outstanding debts	Critical	5	Common	5	Maximum	25	1. Implementation Credit control and debt collection procedures on Mogwadi and	Satisfactory	0,65	Maximum	16,25	Municipal Manager	1.Enforcement of Credit control policy 2.Disconnection of municipal services for all accounts in arrear in 90 days	1.BS 902 Report and Credit control and debt collection letters 2.Monthly disconnection Report	CFO

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
								Morebeng residents. 2.Revenue enhancement strategy in place				2.Continous monitoring implementation of Revenue enhancement strategy	Quarterly Investment reports with interest earned	CFO
													1. Applications for Electricity sale licence from NERSA 2. Approved licences	Senior Manager Technical Services
													1. Quarterly progress report on Township Establishment 2. Quarterly progress reports on the MOU 's concluded	Senior Manager: LED & P

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
													with Magoshi on the demarcation of site at a fee 3. Signed MOU's on revenue generation	
													1. Quarterly reports on the extension of waste collection 2. Signed MOU's and Contracts on extended waste collection 3. Monthly comparison Traffic fines financial performance reports	Senior Manager Community Service

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact		Likelihood		Inherent risk		Existing controls	Perceived control effectiveness		Residual risk		Risk owner	Actions to improve management of the risk	POE	Action owner
4		Material misstatements in the Annual financial statements(AFS)	Financial sustainability	1.Non adherence to AFS process plan timeline and GRAP. 2.Slow implementation of AG and Internal Audit Action Plan	Critical	5	Common	5	Maximum	25	1.AFS process plan 2.Review of AFS by stakeholders	Satisfactory	0, 65	Maximum	16, 25	Municipal Manager	1.Adherance to AFS process plan timeline 2.To ensure that AFS are GRAP compliant	GRAP compliance checklist	CFO
5		Slow Local Economic Growth	Economic development	Deteriorating economic conditions	Critical	5	Common	5	Maximum	25	Investment Committee established	Satisfactory	0, 65	Maximum	16, 25	Municipal Manager	1. Review and Implementation of Local Economic development Strategy (LED) 2.Appointment of transactional advisors 3.Implementation of resolution from Investor conference	1.Progress on the Implantation of Local Economic development Strategy 2. Appointment letters of transactional advisors 3. Quarterly progress on Investor Conference resolution register	Senior Manager LED & P

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact		Likelihood		Inherent risk		Existing controls	Perceived control effectiveness		Residual risk		Risk owner	Actions to improve management of the risk	POE	Action owner
6	To provide sustainable basic services and infrastructure development	Failure to implement projects as per conditions of the grant	Service delivery	1.Inadequate planing 2.Inadequate monitoring of projects 3.Insufficient funding	Critical	5	Common	5	Maximum	25	1.Monthly monitoring of the projects by Project Steering committee 2. Monthly project stakeholder management meetings	Satisfactory	0,65	Maximum	16,25	Municipal Manager	1. Quarterly project visit by PSC and monitoring during implementation and before project handed over to Municipality	1. Quaterly Project Steering Committee Reports	Municipal Manager
7	To increase the capability of the municipality to deliver on its mandate.	Inadequate ICT infrastructure	Knowledge and Information	Aging ICT infrastructure	Critical	5	Common	5	Maximum	25	1. ICT equipment in place 2. Functional ICT Steering Committee 3. Quarterly SLA meetings with Service providers 4. Disaster	Satisfactory	0,65	Maximum	16,25	Municipal Manager	1. Upgrading of ICT Infrastructure 2. Quarterly ICT compliance checklist	1. Quarterly Report on Upgrading of ICT Infrastructure 2,.Quarterly ICT compliance network Audit report	Senior Manager Corporate Services

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact		Likelihood		Inherent risk		Existing controls	Perceived control effectiveness		Residual risk		Risk owner	Actions to improve management of the risk	POE	Action owner
											Recovery Plan and ICT policies in place								
8	To encourage good governance and public participation	Non Compliance to POPIA		Lack of understanding of POPIA	Common	5	Likely	5	Maximum	5	1.POPIA Policy and Procedure Manual 2. Appointment of Deputy Information Officer	Satisfactory	0, 25	high	20	Municipal Manager	1. POPIA awareness to all employees and Councillors. 2. POPIA disclaimers on all Municipal electronic correspondence	1. Invitation and attendance Register for POPIA awareness to employees and Councillors for 2. Disclaimer notices on all Municipal electronic correspondence	Municipal Manager
9		Inadequate Municipal By-Laws	Compliance	Possible Litigation against then municipality	Critical	5	Common	5	Maximum	25	Use of National and Provincial Legislations &	Satisfactory	0, 65	Maximum	16, 25	Muincipal Manager		1. Quarterly Updated By-laws register 2. Quarterly	Municipal Manager

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Impact		Likelihood		Inherent risk		Existing controls	Perceived control effectiveness		Residual risk		Risk owner	Actions to improve management of the risk	POE	Action owner
											Regulations							report on Gazetted by-laws	
10	To plan and manage spatial development within the municipality	Inappropriate Land use management	Service Delivery	None compliance with SPLUMA	Critical	5	Common	5	Maximum	25	1.Tribunal Members members appointed, trained and functional 2.Issuing contravention notices	Satisfactory	0,65	Maximum	16,25	Muincipal Manager	1.Issuing Penalties	1.Monthly Site inspection report 2.Quarterly SPLUMA Report 3. Quarterly Contravention notices Reports	Senior Manager LED & P

ANTI CORRUPTION STRATEGY

Anti-Corruption Strategy is part of the broader governance and compliance framework in municipal and public sector planning documents. - h the National Anti-Corruption Strategy (2020–2030), which sets out nine strategic pillars, including:

- Building an ethical and accountable state.
- Strengthening oversight institutions.
- Promoting transparency in procurement and budgeting.
- Enhancing public participation and whistleblower protection.

The municipality Senior management ensures that Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) is complied with by reporting incidents as the occurred.

Availability and Functionality of Audit Committee

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

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.*

Challenges of internal audit

Financial year	**2023/24**
Municipality name	**Molemole**
Audit opinion	**Unqualified**
Reporting period	**Jun-2024**

- *A SUMMARY OF AUDIT FINDINGS FOR THE 2023/24 FINANCIAL YEAR IS TABLED BELOW*

Auditor-General Report on Financial Performance 2023/2024	
Audit Report status*:	Unqualified

Non-Compliance Issues	Remedial Action Taken
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. 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.	Timely preparation of the Annual Financial Statement process plan. Monthly Audit Steering Committee meetings to monitor implementation of the audit action plans on issues raised by the Auditor General and Internal Audit.
Asset Management	An internal control system has been developed to ensure that all assets in the assets register are easily identifiable.

Auditor-General Report on Financial Performance 2023/2024	
An effective internal control for assets (including an asset register) was not in place, as required by section 63(2)(c)of the MFMA	
Expenditure management Reasonable steps were not taken to prevent unauthorised expenditure amounting to R10 714 900, as disclosed in note 62 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by debt impairment and changes to the long service award policy. The non-compliance could have been prevented if adequate controls and processes were implemented to prevent it..	Preparation of accurate and complete financial statement that are supported and evidenced by reliable information
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 2023/24	
Audit Report status*:	Unqualified
Non-Compliance Issues	**Remedial Action Taken**
KPA 2: Basic service delivery No material findings on the usefulness and reliability of the reported performance information for the following development priority:	Unqualified with no material findings
KPA 1: Spatial planning and rational The performance management system and related controls were not maintained as it did not describe how the performance measurement, review and reporting processes should be conducted and managed, as required by municipal planning and performance management regulation 7(1).	Unqualified

Auditor-General Report on Financial Performance 2023/2024
COMMENTS ON AUDITOR-GENERAL’S OPINION 2023/24 As at 30 June 2024 the municipality has resolved 100% of audit findings raised by Auditor-General as well as 62% 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).

6.2 AUDITOR GENERAL REPORT YEAR 2023/2024

Financial year	**2023/24**
Municipality name	**Molemole**
Audit opinion	**Unqualified**
Reporting period	**Jun-2024**

- *A SUMMARY OF AUDIT FINDINGS FOR THE 2024/25 FINANCIAL YEAR IS TABLED BELOW*

Auditor-General Report on Financial Performance 2024/2025	
Audit Report status*:	Unqualified with findings
Non-Compliance Issues	**Remedial Action Taken**
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. Material misstatements of current assets and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion..	Timely preparation of the Annual Financial Statement process plan. Monthly Audit Steering Committee meetings to monitor implementation of the audit action plans on issues raised by the Auditor General and Internal Audit.
Expenditure management	Preparation of accurate and complete financial statement that are supported and evidenced by reliable information

Auditor-General Report on Financial Performance 2024/2025	
Reasonable steps were not taken to p revent unauthorised expenditure amounting to R30 334 440, as disclosed in note 63 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. Majority of the unauthorised expenditure was caused by provision for debt impairment. The non-compliance could have been prevented if adequate controls and processes were implemented to prevent it.	
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 2024/25	
Audit Report status*:	Unqualified
Non-Compliance Issues	**Remedial Action Taken**
There were material findings on the usefulness and reliability of the reported performance information for the following development priority:	Timely preparation and thorough review of the annual performance report ensure that it contains of accurate, correct, and reliable information.

<table>
<tr><td>KPA 2: Basic service delivery</td><td></td></tr>
<tr><td colspan="2">COMMENTS ON AUDITOR-GENERAL’S OPINION 2024/25
As at 30 June 2025 the municipality has resolved 100% of audit findings raised by Auditor-General as well as 69% 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..</td></tr>
</table>

LEGAL AND ADVISORY SERVICE

Status/Developments	Total cases
Active Cases	7
Finalized cases	0
Total Cases	7

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	Intervention required to get cooperation from within the municipality

municipal cases	to defend cases

AVAILABILITY AND FUNCTIONALITY OF MUNICIPAL GOVERNANCE STRUCTURES

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 must 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.

Political Governance Structures

A Municipal Council comprising of 32 elected public representatives (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 & PERFORMANCE AUDIT COMMITTEE TOTAL MEETINGS HELD: 07	1. Ms FJ Mudau	11	0	Established in terms of Section 166 of the MFMA. Committee established per Council resolution 3.2.1/10/2023 dated 06 October 2023
	2. Mr MD Mogano	7	04	
	3. Mr MJ Kgopa	11	0	
	4. Mr FL Ndou	11	0	
ETHICS & INTERGRITY COMMITTEE TOTAL MEETINGS HELD:04	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	
RISK MANAGEMENT COMMITTEE TOTAL MEETINGS HELD:04	Chairperson: Mathibela K	01	04	Appointed by the Accounting Officer / Authority to review the Institution's system of risk management
	Senior Managers And Risk Officer Chief Audit Executive	04	04	
ICT STEERING COMMITTEE TOTAL MEETINGS HELD:04	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	

Political Governance Structures

A Municipal Council comprising of 32 elected public representatives (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

Administrative Governance Structures

The administrative governance framework of Molemole Municipality is established in accordance with the Municipal Structures Act, 1998 (Act No. 117 of 1998) and the Municipal Systems Act, 2000 (Act No. 32 of 2000). These Acts collectively define the institutional arrangements, administrative responsibilities, and accountability mechanisms that underpin municipal governance.

The following administrative structures were established to bolster good governance:

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.

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 2025 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

Organogram 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 to 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.

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 implementetd a fully functional Disaster Recovery Solution.

Challenge

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

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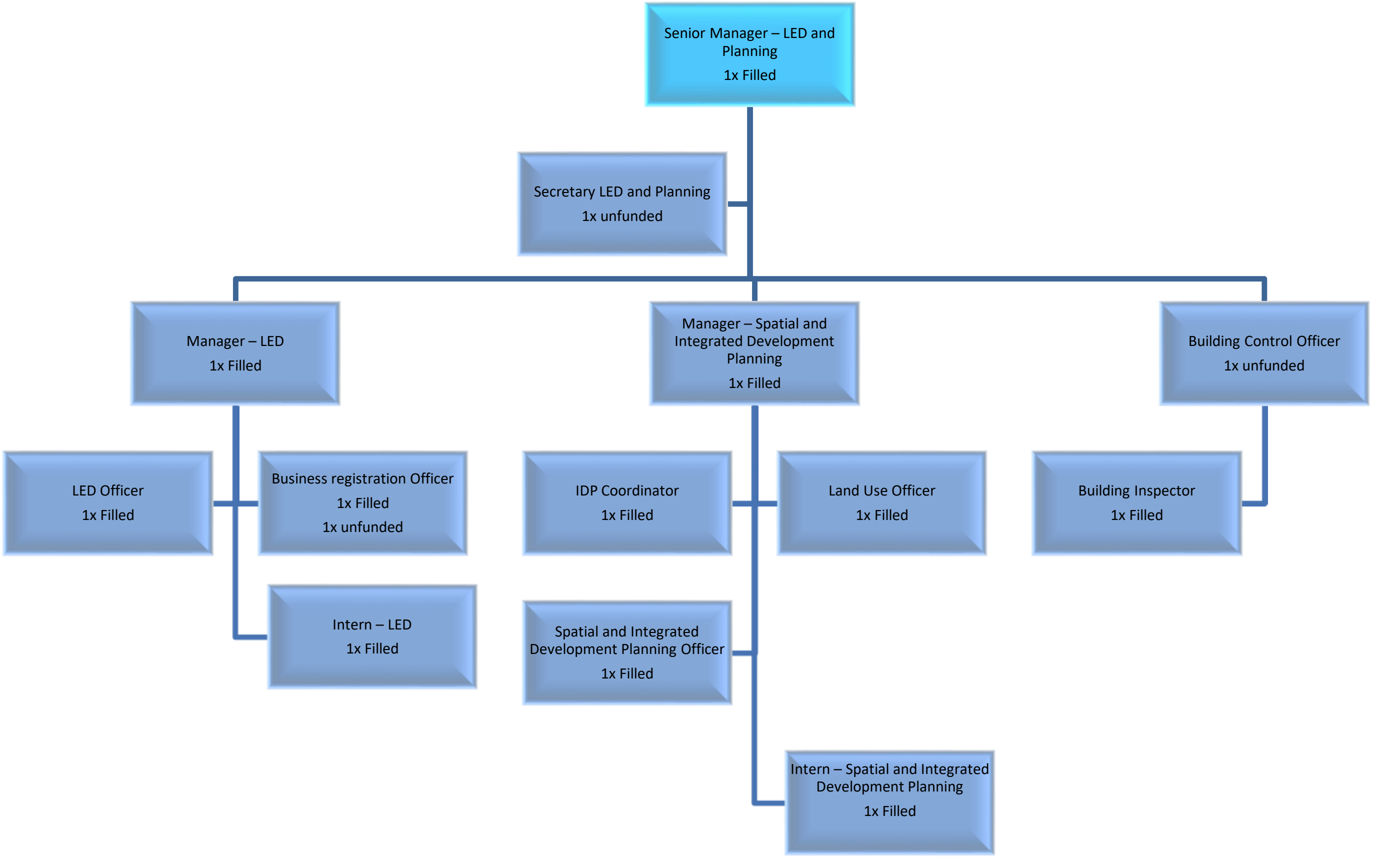
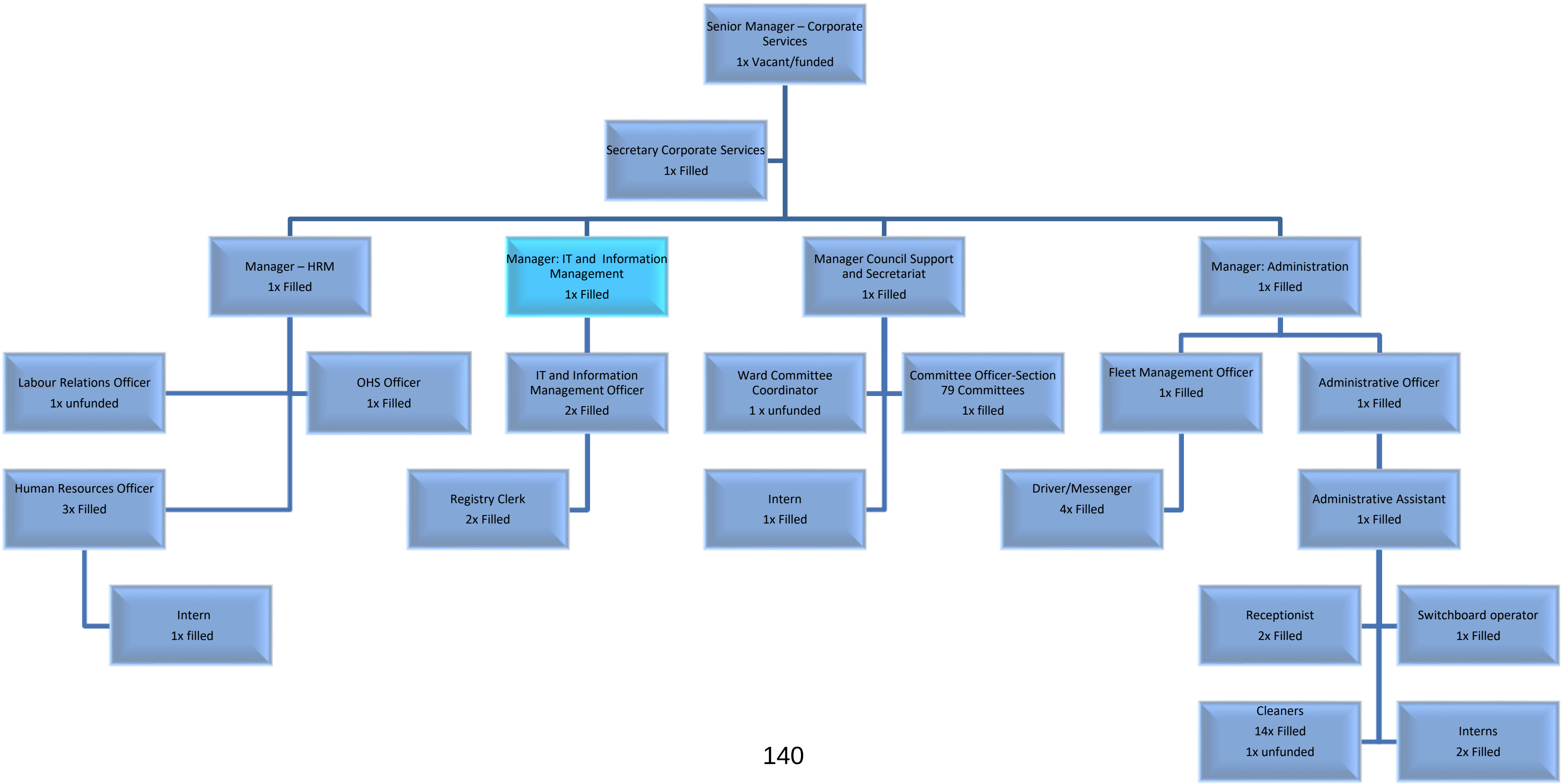
ORGANISATIONAL STRUCTURE

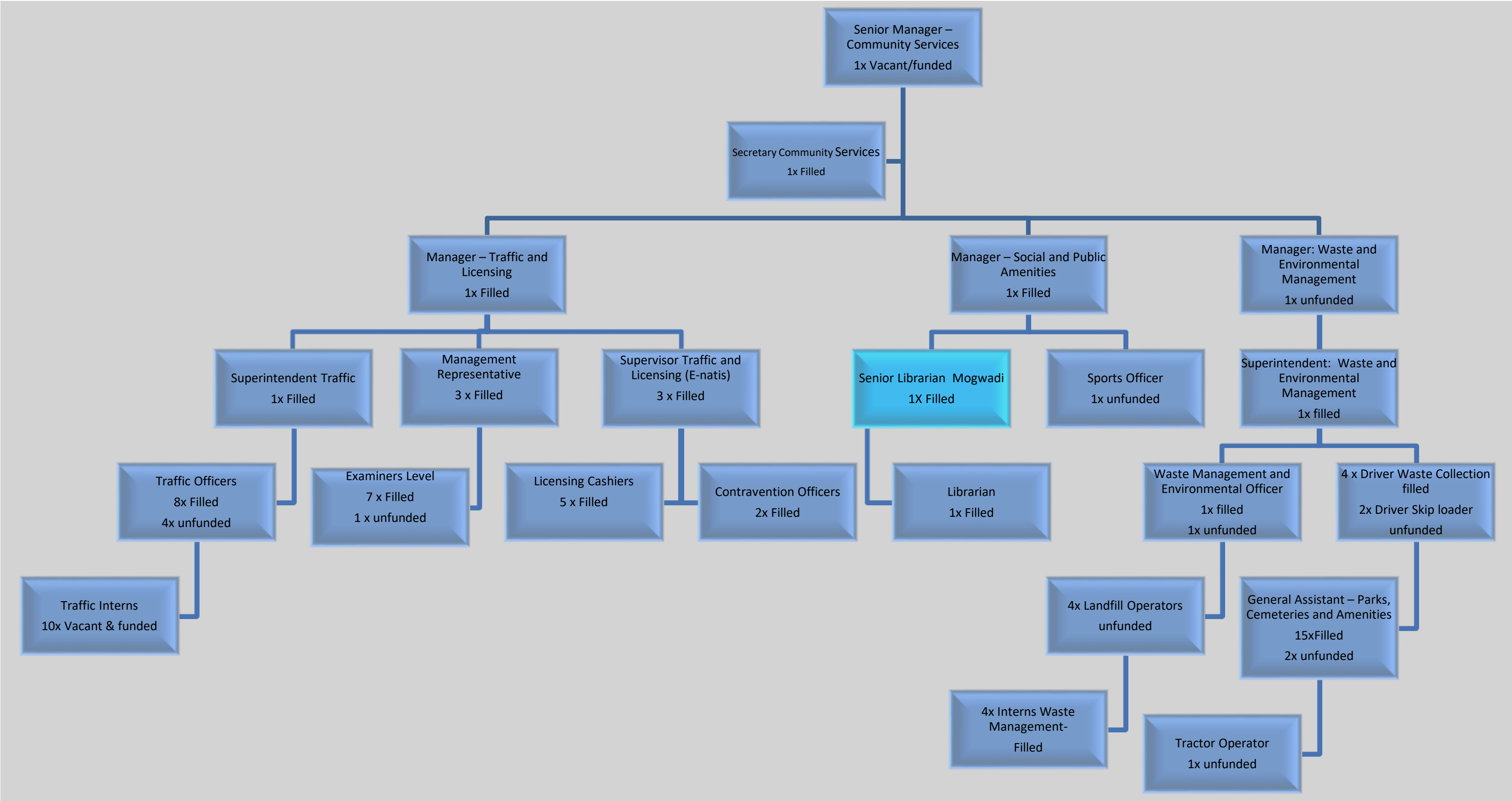
LED AND PLANNING



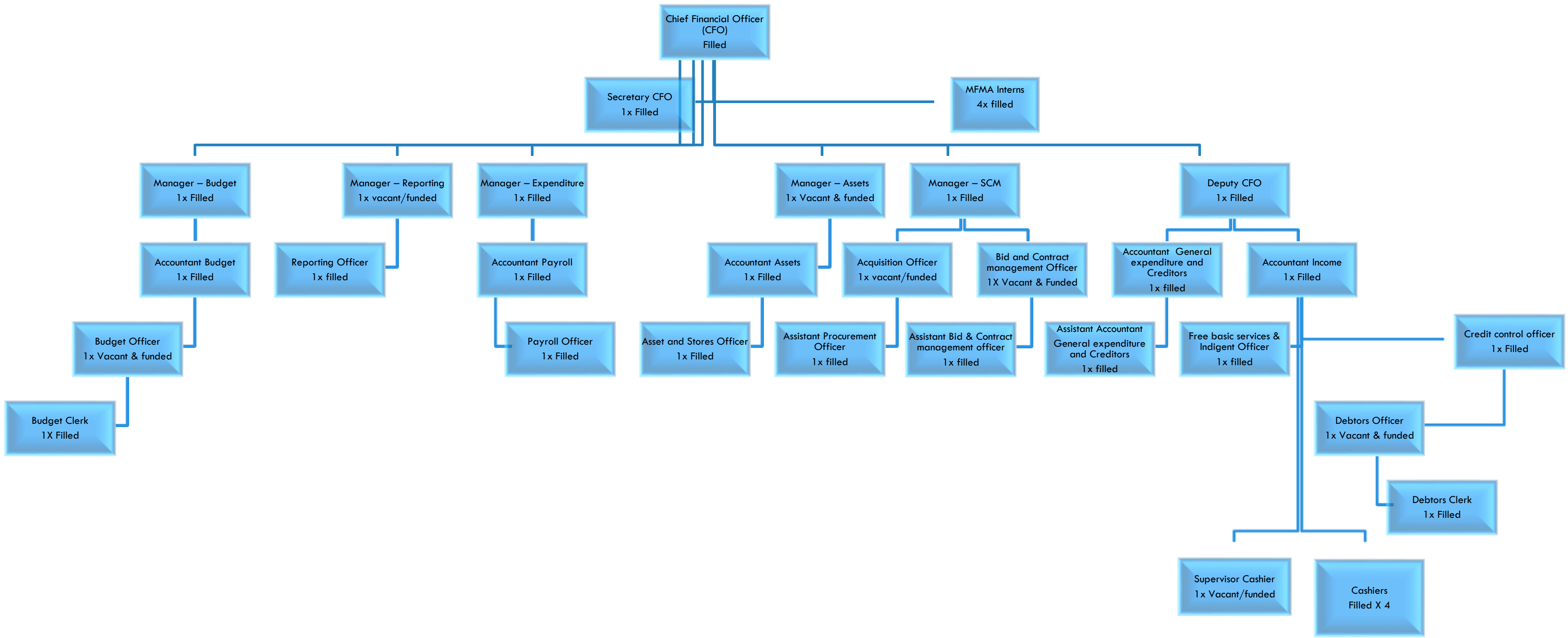
Corporate Services



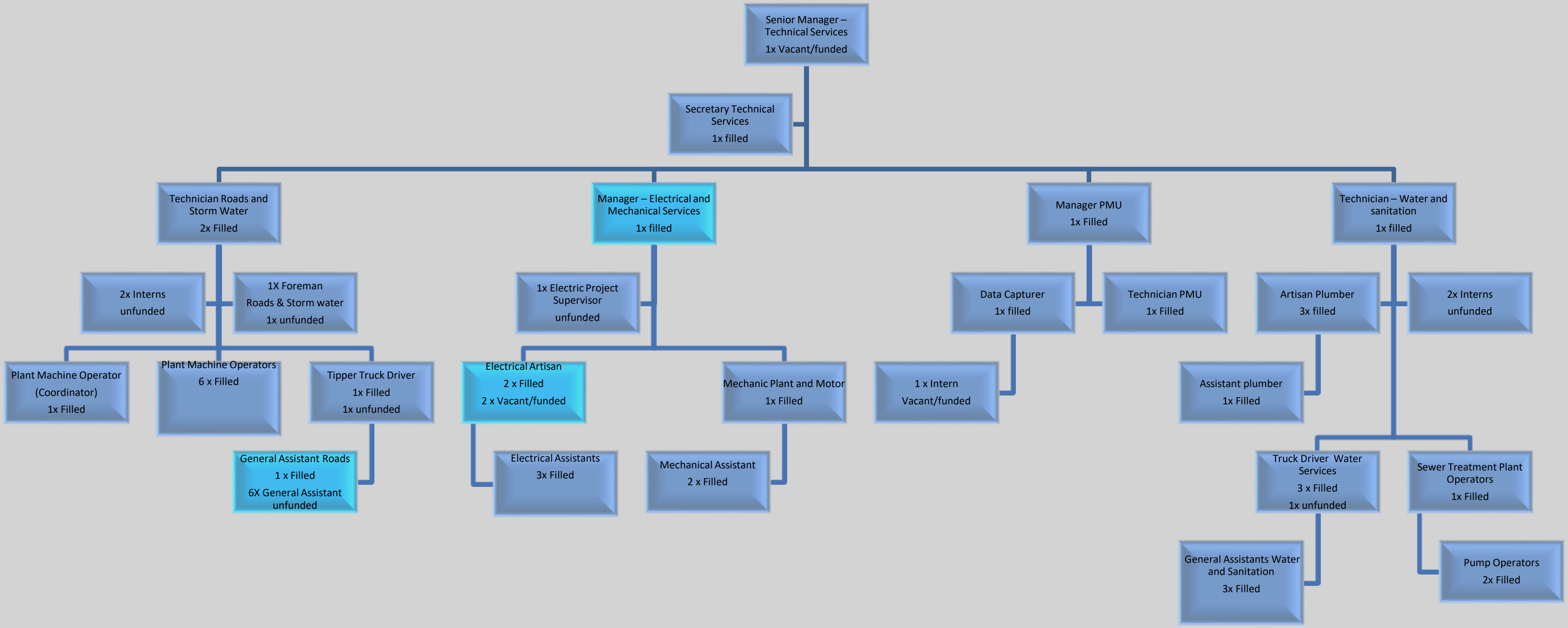
Community Services



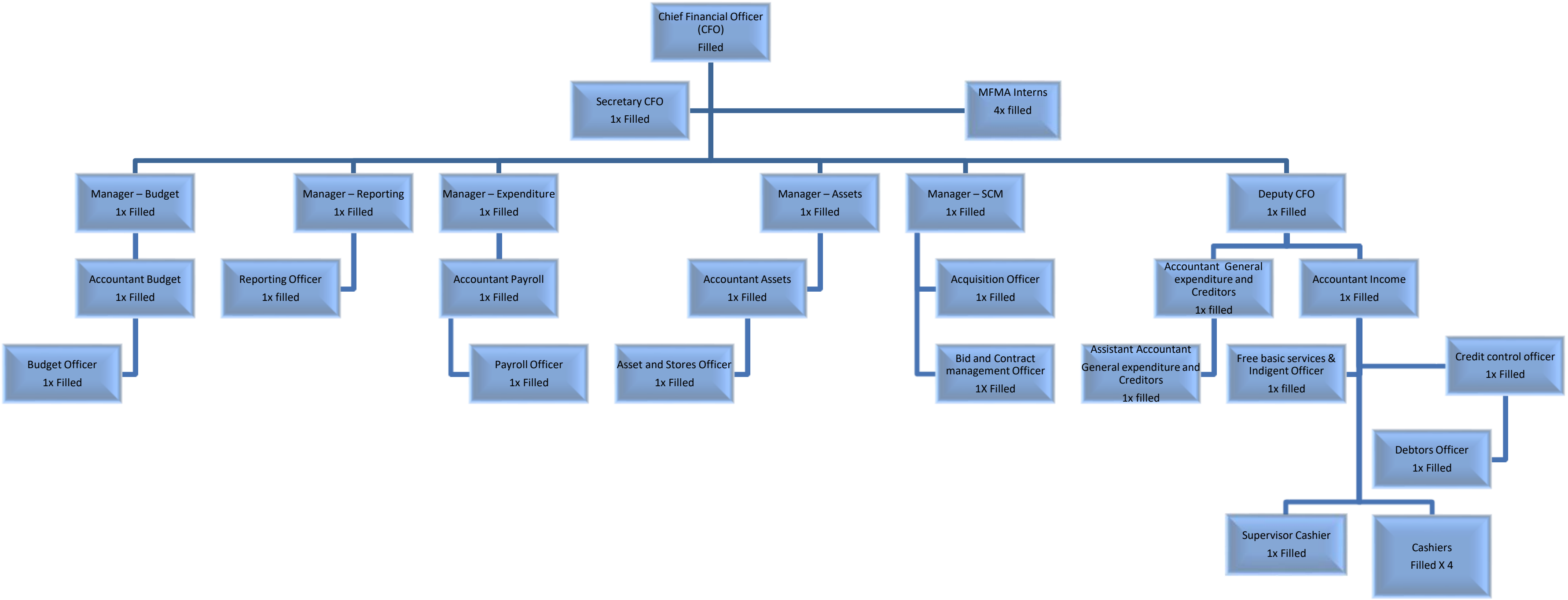
Budget and treasury



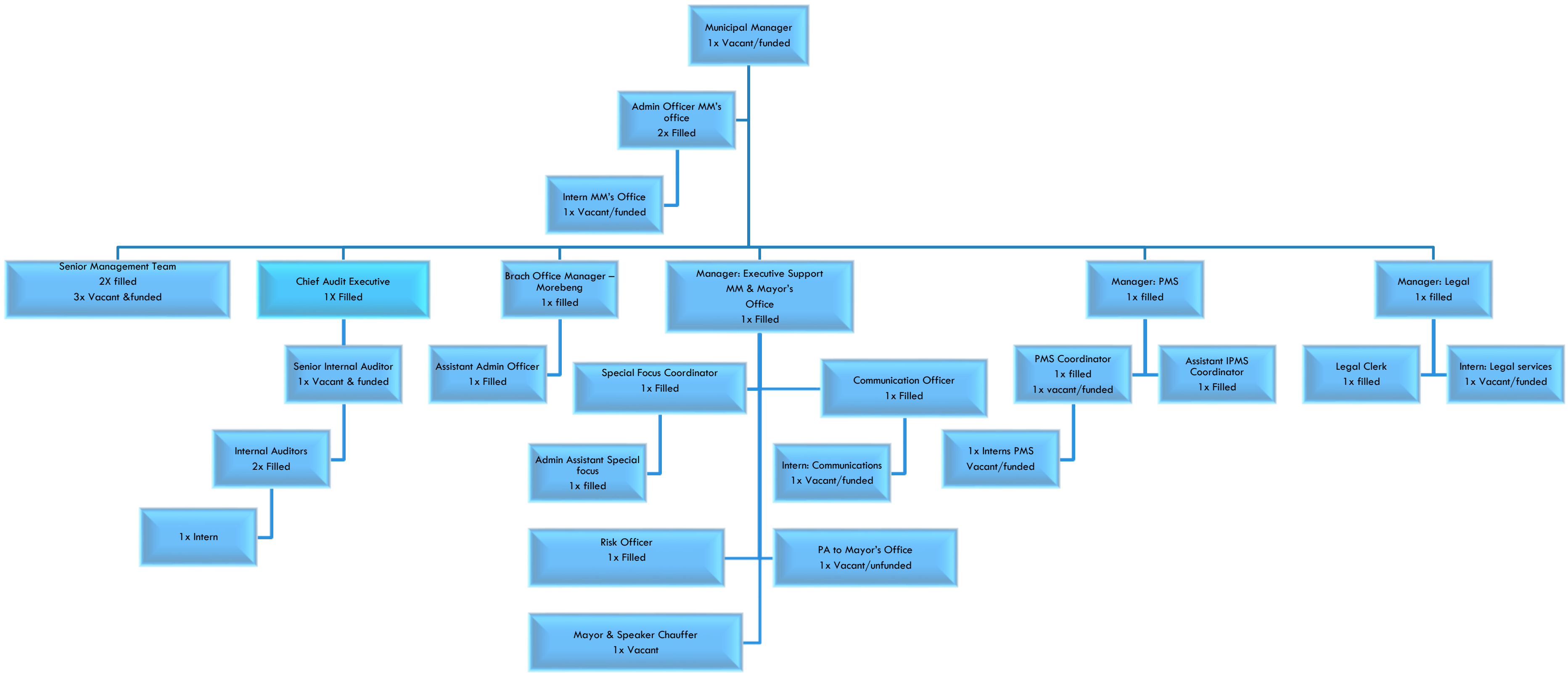
Technical Services



Municipal Managers Office



BUDGET AND TREASURY



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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 31th 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.

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Employees trained on the following programmes:

- Performance Monitoring and Evaluation
- FET Certificate in Municipal Financial Management Programme
- Certificate in Fleet Control Management
- Certificate in Professional report and minutes writing
- Refresher Training in Fire- Arm
- Workshop on Conflict Management
- MsCOA training

Councilors trained on the following programs:

- Certificate in Generic Management
- Certificate in Local Government Councilors Practices
- Workshop on Internal Audit
- Ethical Leadership and Public Accountability

Minimum Competency Requirement

Position	Status
CFO	Vacant
Senior Manager – Corporate	Vacant
Senior Manager – Community Services	None
Senior Manager – Technical Services	None
Manager – SCM	Completed
Manager – Budget and Reporting	Completed
Manager – Income	Completed
Manager – Expenditure	Completed
Manager – Internal Audit	Completed
Accountant – Budget	Completed
Accountant – Income	Completed

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Position	Status
Accountant – Expenditure	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.

Employment Equity

There are four (3) Senior Management positions filled: there are two (3) males and one (01) Female and two (2) vacant (0:100). The total Middle Management Team complement is currently equal to eleven (11) Males and eight (8) 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 Senior Manager Corporate service and Chief Financial Officer.

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	1	0	0	0	3
Professionally qualified; experienced Specialist & mid management	11	0	0	0	8	0	0	0	19
Skilled Technical; academically qualified workers; junior management; supervisors; foremen and superintendents	25	0	0	0	21	0	0	2	48
Semi-skilled & discretionary decision making	25	0	0	0	38	0	0	0	63

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Occupational Levels	Males				Female				Total
	A	C	I	W	A	C	I	W	
Unskilled & defined decision making	30	0	0	0	18	0	0	0	48
EPWP									
-Total	94				86			2	182
Temp	7	0	0	0	6	0	0	0	13
Grand Totals									**195**

3.5.1.1. *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	1	3
Professionals	11	8	19
Technicians	25	23	48
Skilled/Clerical	25	38	63
Unskilled	30	18	48
Total	94	86	182

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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 2025/26 financial year. This policy will help the municipality to properly plan for the succession planning for sustainability in the municipal operations.

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 approach 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.

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

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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.

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=**MUNICIPAL SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
• ***Sound Organisational Governance*** • ***Administrative Systems in place.*** • ***Basic Service delivery infrastructure is in place*** • ***Job creation through CWP and EPWP.***	• • *Low collections on municipal services.* • *Unavailability of proper maintenance plans.* • *Inefficient anti-fraud and corruption mechanisms.*
OPPORTUNITY	**THREATS**
• ***Availability of land for development.*** • ***Strategic partnership with other spheres of government to improve infrastructure.*** • ***Tropic of Capricorn Needle.*** • ***Availability of railway line.*** • ***Two transitional roads passing through the municipality.***	• *Vandalism on municipal infrastructure.* • *Aging infrastructure.* • *Shortage of water sources.* • *Inadequate budget for infrastructure development* • *Aging infrastructure.* • *Unresolved land claims and disputes.* • *Cross border pests (fruit fly, pathogens, food and mouth disease*

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PROJECTS AND STRATEGIES

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LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Key Performance Area (KPA) 1:					**Spatial Rationale**						
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**						
Outputs:					• **Implement a differentiated approach to municipal financing, Planning and support** • **Improving access to basic services** • **Implementation of the community works programme** • **Actions supportive of human settlement outcome;**						
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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
LED&P-001-2026/2027	Land use management	Number of Municipal properties rezoned	Rezoning of municipal properties	Municipal wide	Rezoning of 2 Municipal properties	No target	No target	200 000	0.0	0.0	Own funding
LED&P-002-2026/2027	Surveying	Number of settlements surveyed	Surveying of settlements	Ward 10	1 settlement surveyed	No target	No target	200 000	0.0	0.0	Own funding
LED&P-003-2026/2027	Spatial planning	Number of Spatial Development Framework compiled	Compilation of Spatial Development Framework	Municipal wide	Compilation of 1 Spatial Development Framework	No target	No target	700 000	0.0	0.0	Own funding

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Key Performance Area (KPA) 3:	Local Economic Development
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System
Outputs:	• Implement a differentiated approach to municipal financing, Planning and support • Improving access to basic services • Implementation of the community works programme • Actions supportive of human settlement outcome;
Key Organizational Strategic Objective	To create a conductive environment and ensure support to key economic sectors(agriculture, tourism, manufacturing ,and SMME'S)within the municipality

IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2026/2027	2027/2028	2028/2029	2026/2027	2027/2028	2028/2029	
LED&P-004-2026/2027	Local Economic Development	Number of Youth in Agriculture mentorship program coordinated	Coordination of Youth in Agriculture mentorship programme	Municipal wide	Coordination of 1 Youth in Agriculture mentorship programme	No target	No target	300 000	0.0	0.0	Own funding
LED&P-005-2026/2027	Local Economic Development	Number of Agricultural skills development and mentorship coordinated	Coordination of Agricultural Skills Development and Mentorship	Municipal wide	Coordination of 1 Agricultural skills development and mentorship coordinated	No target	No target	300 000	0.0	0.0	Own funding
LED&P-006-2026/2027	Local Economic Development	Number of Municipal LED Strategy reviewed	Review of Municipal LED Strategy	Municipal wide	Review of 1 Municipal LED Strategy	No target	No target	800 000	0.0	0.0	Own funding
LED&P-007-2026/2027	Local Economic Development	Number of career expo coordinated	Coordination of career expo	Municipal wide	1 career expo coordinated	No target	No target	400 000	0.0	0.0	Own Funding
LED&P-OP-001-2026/2027	**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
LED&P-OP-002-2026/2027	**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
LED&P-OP-003-2026/2027	**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

Key Performance Area (KPA) 3:					**Local Economic Development**							
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**							
Outputs:					• **Implement a differentiated approach to municipal financing, Planning and support** • **Improving access to basic services** • **Implementation of the community works programme** • **Actions supportive of human settlement outcome;**							
Key Organizational Strategic Objective					**To create a conductive environment and ensure support to key economic sectors(agriculture, tourism, manufacturing ,and SMME'S)within the municipality**							
IDP Ref no	**Priority area (IDP)**	**KPI**	**Project Name**	**Location**	**MTREF Targets**			**MTREF Budget in Rand (R)**			**Source of funding**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
LED&P-OP-004-2026/2027	**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
LED&P-OP-005-2026/2027	**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

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5.1. TECHNICAL SERVICES

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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
Tech-001-2026/2027	Roads And Storm Water	Number of road kilometers upgraded from Gravel to Surface	Upgrading of Vuka to Madiehe Internal Streets	Ward 3 & 4	Design of 4,5km and upgrading of 2.0km internal street from gravel to surfacing with dedicated stormwater control	Upgrading of 1.25 km internal streets from gravel to surfacing	Upgrading of 1.25km internal streets from gravel to surfacing	25 775 909	11 987 801	11 987 801	MIG
Tech-002-2026/2027	Sports Facilities	Number of sports facilities upgraded	Upgrading of Mogwadi sports facility Phase 2	Ward 10	Surfacing of athletic track and installation of 450 grandstands, 8 high mast, change rooms.	Ablution facility, parking area, electrical and water connections	No target	19 343 241	11 263 614	0.0	MIG
Tech-003-2026/2027	Sports Facilities	Number of sports facilities upgraded	Upgrade of Morebeng Combi-Courts	Ward 1	1 Combi-Courts facility upgraded	No target	No target	5 000 000	0.0	0.0	MIG/Own funding

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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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
Tech-004-2026/2027	Electrical Services	Number CTVT supplied and Check meter installed	Supply and Installation of CTVT and Check meter in Morebeng	Ward 1	1x CTVT and Check meter Supplied and installed	No target	No target	900 000	0.0	0.0	Own funding
Tech-005-2026/2027	Electrical Services	Number of electrical bulk points constructed	Construction of Matseke electrical bulk point	Ward 7	Construction of Matseke electrical bulk point	No Target	No Target	5 000 000	0.0	0.0	Own funding
Tech-006-2026/2027	Electrical Services	Number of High mast lights supplied, delivered and installed	Supply, delivery and Installation of 20 meters solar high mast lights	Ward 2, 6, 8, 10, 15, 16	Supply, delivery and Installation of 6 x 20 meters solar high mast lights	Supply, delivery and Installation of 4 x 20 meters solar high mast lights	Supply, delivery and Installation of 4 x 20 meters solar high mast lights	5 000 000	4 151 878	4 151 878	Own funding /MIG
Tech-007-2026/2027	Electrical Services	Number of Designs for Electrification project developed	Pre engineering for electrification of Mogwadi	Ward 10	1 design of electrification project for Mogwadi developed	No target	No target	500 000	0.0	0.0	Own funding

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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
					2026/2027	2027/2028	2028/2029	2026/2027	2027/2028	2028/2029	
Tech-008-2026/2027	Electrical Services	Number of Diesel Generators Supplied & Installed	Supply & Installation of Diesel Generator in Ga Phaudi office	Ward 16	1 Diesel Generator Supplied & installed in Ga Phaudi office	No target	No target	300 000	0.0	0.0	Own funding
Tech-009-2026/2027	Electrical Services	Number of Energy Master Plans developed	Development of Energy Master Plan	Municipal wide	1 Energy master plan developed	No target	No target	1 500 000	0.0	0.0	Own funding
Tech-010-2026/2027	Electrical Services	Number of households electrified	Electrification households at Diwaweng	Ward 3	173 households electrified at Diwaweng	No target	No target	R 4 430 000.00	0	0	INEP
Tech-011-2026/2027	Electrical Services	Number of households electrified	Electrification households at Matseke	Ward 7	100 households electrified at Matseke	No target	No target	R 2 570 000.00	0	0	INEP
Tech-012-2026/2027	Electrical Services	Number of households electrified	Electrification households at Ratsaka	Ward 1	No target	70 households electrified at Ratsaka	50 households electrified at Ratsaka	0	1 799 000.00	0	INEP

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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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
Tech-013-2026/2027	Electrical Services	Number of households electrified	Electrification households at Letheba	Ward 8	No target	Electrification of 70 households at Letheba No target	No target	0	R 1 799 000.00	0	INEP
Tech-014-2026/2027	Electrical Services	Number of households electrified	Electrification households at Mabitsela	Ward 16	No Target	Electrification households 50 at Mabitsela	No Target	0	R 1 285 000.00	0	INEP
Tech-015-2026/2027	Electrical Services	Number of households electrified	Electrification households at Maponto	Ward 12	No Target	Electrification of 50 households at Maponto	No Target	0	R 1 285 00s0.000	0	INEP
Tech-016-2026/2027	Electrical Services	Number of households electrified	Electrification households at Sekhwama	Ward 9	No Target	Electrification of 65 households at Sekhwama	Electrification of 60 households at Sekhwama	0	R1 670 500,00	R1 542 000,00	INEP
Tech-017-2026/2027	Electrical Services	Number of households electrified	Electrification households at Mohodi Newstand D	Ward 13	No target	Electrification of 70 households at Mohodi Newstand D	Electrification of 75 households at Mohodi Newstand D	0	R 1 799 000.00	R 1 927 500.00	INEP

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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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
Tech-018-2026/2027	Electrical Services	Number of households electrified	Electrification households at Molotone	Ward 3	No Target	Electrification of 80 households at Molotone	Electrification of 85 households at Molotone	0	R 2 056 000.00	R 2 184 500.00	INEP
Tech-019-2026/2027	Electrical Services	Number of households electrified	Electrification households at Schellinburg	Ward 14	No Target	Electrification of 89 households at Schellinburg	No Target	0	2 287 300,00	0	INEP
Tech-020-2026/2027	Electrical Services	Number of households electrified	Electrification households at Letheba	Ward 8	No Target	Electrification of 70 households at Letheba	No Target	0	R 1 799 000.00	0	INEP
Tech-021-2026/2027	Electrical Services	Number of households electrified	Electrification households at Mamotshana	Ward 5	No Target	Electrification of 50 households at Mamotshana	Electrification of 50 households at Mamotshana	0	R 1 285 000.00	R 1 285 000.00	INEP
Tech-022-2026/2027	Electrical Services	Number of households electrified	Electrification households at Westphalia	Ward 14	No Target	Electrification of 50 households at Westphalia	No Target	0	R 1 285 000.00	0	INEP

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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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
Tech-023-2026/2027	Electrical Services	Number of households electrified	Electrification households at Sefene	Ward 7	No Target	Electrification of 50 households at Sefene	No Target	0	R 1 285 000.00	0	INEP
Tech-024-2026/2027	Electrical Services	Number of households electrified	Electrification households at Mangata	Ward 8	No Target	Electrification of 50 households at Mangata	Electrification of 40 households at Mangata	0	R 1 285 000.00	R 1 028 000.00	INEP
Tech-025-2026/2027	Electrical Services	Number of households electrified	Electrification households at Brussels	Ward 14	No Target	Electrification of 50 households at Brussels	No Target	0	R 1 285 000.00	0	INEP
Tech-026-2026/2027	Electrical Services	Number of households electrified	Electrification 50 households at Koekoek and Construction of 22kV Line	Ward 11	No Target	Electrification 50 households at Koekoek	Electrification 40 households at Koekoek	0	7 285 000.00	1 028 000.00	INEP
Tech -OP-001-2026/2027	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

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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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
Tech - OP-002-2026/2027	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
Tech - OP-003-2026/2027	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
Tech - OP-004-2026/227	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
Tech- OP-005-2026/2027	**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

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COMMUNITY SERVICES

Key Performance Area (KPA) 3:	**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
					2026/2027	2027/2028	2028/2029	2026/2027	2027/2028	2028/2029	
COMM-001-2026/2027	Waste management	Number of Integrated waste management Plans developed	Development of Integrated waste management Plan	Municipal wide	1 Integrated waste management Plan developed	No target	No target	600 000	0.0	0.0	Own funding
COMM-002-2026/2027	**Law enforcement**	Number of traffic stations Rehabilitated	Rehabilitation of Morebeng traffic station	Ward 1	1 traffic station rehabilitated at Morebeng	No target	No target	300 000	0.0	0.0	Own funding
COMM-003-2026/2027	**Law enforcement**	Number of DLTCs upgraded	Upgrading of Mogwadi DLTC	Ward 10	1 DLTC upgraded in Mogwadi	No target	No target	1 000 000	0.0	0.0	Own Funding
COMM-004-2026/2027	**Law enforcement**	Number of DLTCs upgraded	Construction-of-a-DLTC-K53-and ally-docking in Moletji-satellite officen	Ward 16	1 DLTC upgraded in Phaudi	No target	No target	1 200 000	0.0	0.0	Own Funding
COMM - OP-001-2026/2027	**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
COMM - OP-002-2026/2027	**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

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Key Performance Area (KPA) 3:					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**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
COMM - OP-003-2026/2027	**Risk Manage ment**	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
COMM - OP-004-2026/227	**Council Resolutio ns**	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
COMM- OP-005-2026/2027	**Audit Committe e Resolutio ns**	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

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Budget and treasury

Key Performance Area (KPA) 4:					Financial viability						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					Administrative and financial capability						
Key Organizational Strategic Objective					To ensure sound financial management and self-sustainable organization						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2026/2027	2027/2028	2028/2029	2026/2027	2027/2028	2028/2029	
BNT-001-2026/2027	Revenue collection	Number of Smart Indigent Management Systems supplied and installed	Supply and installation of Smart Indigent Management System	Municipal wide	1 Smart Indigent Management System supplied and installed	No target	No target	2 000 000	0.0	0.0	Own funding
BNT-002-2026/2027	Budgeting	Number of mSCOA Facilitator appointed	Appointment of mSCOA Facilitators for a period of 24 months	Municipal wide	2 x mSCOA Facilitators appointed for a period of 24 months	No target	No target	1 500 000	0.0	0.0	Own funding
BNT-003-2026/2027	Asset Management	Number of Asset Verification System supplied and installed	Supply and installation of Asset Verification System	Municipal wide	1x Asset Verification System supplied and installed	No target	No target	1 500 000	0.0	0.0	Own funding
BNT-004-2026/2027	Reporting	Number of system for preparation of Annual Financial statements supplied and installed	Supply and installation of system for preparation of Annual Financial statements	Municipal wide	1 x system for preparation of Annual Financial statements supplied and installed	No target	No target	600 000	0.0	0.0	Own funding
BNT- OP-001-2026/2027	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
BNT- OP-002-2026/2027	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

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Key Performance Area (KPA) 4:					**Financial viability**						
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**						
Outputs:					**Administrative and financial capability**						
Key Organizational Strategic Objective					**To ensure sound financial management and self-sustainable organization**						
IDP Ref no	**Priority area (IDP)**	**KPI**	**Project Name**	**Location**	**MTREF Targets**			**MTREF Budget in Rand (R)**			**Source of funding**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
BNT- OP-003-2026/2027	**Risk Manage ment**	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
BNT- OP-004-2026/227	**Council Resolutio ns**	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
BNT- OP-005-2026/2027	**Audit Committe e Resolutio ns**	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

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MUNICIPAL MANAGERS OFFICE

Key Performance Area (KPA) 5:					Good Governance And Public Participation						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					Administrative and financial capability						
Key Organizational Strategic Objective					Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees.						
IDP Ref no	**Priority area (IDP)**	**KPI**	**Project Name**	**Location**	**MTREF Targets**			**MTREF Budget in Rand (R)**			**Source of funding**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
MM-001-2026/2027	Communication	Percentage of event management equipment supplied and delivered	Supply and delivery of event management equipment	Municipal wide	100% of event management equipment supplied and delivered	No target	No target	300 000	0.0	0.0	Own funding
MM-002-2026/2027	Risk management	Number of Records management audit coordinated	Popia audit	Municipal wide	Popia audit	No target	No target	300 000	0.0	0.0	Own funding
MM-003-2026/2027	Risk management	Number of cybersecurity audited	Cyber security audit	Municipal wide	Cyber security audit	No target	No target	400 000	0.0	0.0	Own funding
MM- OP-001-2026/2027	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
MM- OP-002-2026/2027	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
MM- OP-003-2026/2027	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

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Key Performance Area (KPA) 5:					Good Governance And Public Participation						
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**						
Outputs:					**Administrative and financial capability**						
Key Organizational Strategic Objective					**Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees.**						
IDP Ref no	**Priority area (IDP)**	**KPI**	**Project Name**	**Location**	**MTREF Targets**			**MTREF Budget in Rand (R)**			**Source of funding**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
MM- OP-004-2026/227	**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
MM- OP-005-2026/2027	**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	LED&P-OP-005-2026/2027

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CORPORATE SERVICES

					Municipal Transformation and Organizational Development						
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**						
Outputs:					**Administrative and financial capability**						
Key Organizational Strategic Objective					**Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees.**						
IDP Ref no	**Priority area (IDP)**	**KPI**	**Project Name**	**Location**	**MTREF Targets**			**MTREF Budget in Rand (R)**			**Source of funding**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
CORP-001-2026/2027	ICT	Percentage of ICT equipment supplied and delivered	Supply and delivery of ICT equipment	Municipal wide	100% of ICT equipment supplied and delivered	No target	No target	300 000,00	0.0	0.0	Own funding
CORP -002-2026/2027	Administration	Number of satellite offices constructed	Construction of Ga Phaudi satellite office constructed	Ward 16	1x satellite office constructed in Ga Phaudi	No target	No target	1 700 000,00	0.0	0.0	Own funding
CORP -003-2026/2027	Administration	Number of vehicles supplied and delivered	Supply and delivery of vehicles	Municipal wide	2x vehicles supplied and delivered	No target	No target	2 000 000,00	0.0	0.0	Own funding
CORP-004-2026/2027	Administration	Percentage of office furniture procured	Procurement of office furniture	Ward 16 & 10	100% office Furniture procured	No target	No target	500 000	0.0	0.0	Own funding
CORP-005-2026/2027	Administration	Percentage of carport constructed	Construction of carports	Ward 16	100% of Carport constructed	No target	No target	300 000	0.0	0.0	Own funding
CORP-006-2026/2027	Administration	Number of electric fence installed	Installation of electric fence	Ward 16	1 Electric fence installed	No target	No target	300 000	0.0	0.0	Own funding
CORP - OP-001-2026/2027	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

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					Municipal Transformation and Organizational Development						
Outcome 9:					**Responsive, Accountable, Effective and Efficient Local Government System**						
Outputs:					**Administrative and financial capability**						
Key Organizational Strategic Objective					**Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees.**						
IDP Ref no	**Priority area (IDP)**	**KPI**	**Project Name**	**Location**	**MTREF Targets**			**MTREF Budget in Rand (R)**			**Source of funding**
					2026/2027	**2027/2028**	**2028/2029**	**2026/2027**	**2027/2028**	**2028/2029**	
CORP - OP-002-2026/2027	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
CORP - OP-003-2026/2027	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
CORP - OP-004-2026/227	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
CORP- OP-005-2026/2027	**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

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Integration Phase

This section of the IDP will outline he short and long-term investments of the district, provincial and national spheres of government on infrastructure development and service improvements within our municipal space. The other spheres of government were interacted with during the Municipal IDP Representative Forum sessions, IDP public participation drives and the Management/Council Strategic planning sessions. The municipality had also participated in the forums organized by the spheres of government in order to understand their short to long-term infrastructure investments within Molemole space. These investment commitments are outlined below

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

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 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 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 3	Ga-Phasha	Y, groundwater	Y, as part of proposed scope of work	74,382,252.13	746
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
Grand total				**615,070,479.54**	**8614**

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AGRICULTURE CAPRICORN						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
Damplaats Community Projects	Capricorn	Molemole	Design	3%	150,000	0
EBR farming	Capricorn	Molemole	Feasibility	0%	300,000	0
Global Gap Compliance Infrastructure	Capricorn	Molemole	Design	3%	2,000,000	0
Kaalbult Farming (2021/433797/07	Capricorn	Molemole	Feasibility	0%	300,000	0
Katshi Malala agriculture trading and projects	Capricorn	Molemole	Feasibility	0%	200,000	0
Leolo Agric-Zebediela 123 KS	Capricorn	Molemole	Feasibility	0%	1,000,000	0
Mosibudi	Capricorn	Molemole	Construction 26% - 50%	55%	4,300,000	2,561,654
Nkukeng project	Capricorn	Molemole	Design	3%	241,135	0
Serage Holdings	Capricorn	Molemole	Feasibility	0%	250,000	0
Setwaba Kwena	Capricorn	Molemole	Feasibility	0%	250,000	0
Theater Animal Farm	Capricorn	Molemole	Design	3%	2,000,000	0
WHEP project	Capricorn	Molemole	Design	3%	2,000,000	0

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COGHSTA CAPRICON						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
CAPRICON/MOLEMOLE MUNI./BALO (16) RURAL 25/26 - Phase 1	Capricorn	Molemole	Construction 1% - 25%	28%	2,616,328	0
CAPRICON/MOLEMOLE MUNI./GIDEON (45) RURAL 23/24 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	239,036	0
CAPRICON/MOLEMOLE MUNI./MONA (45) RURAL 24/25 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	597,690	0
CAPRICON/MOLEMOLE MUNI./NAXT MOST (70) RURAL 24/25 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	1,340,582	0
CAPRICON/MOLEMOLE MUNI/T2 TECH/UISP/23/24	Capricorn	Molemole	Construction 51% - 75%	78%	3,688,896	0
CAPRICON/MOLEMOLE MUNI/TSHEDZA/UISP/23/24	Capricorn	Molemole	Construction 51% - 75%	78%	6,385,990	0

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COGHSTA CAPRICON						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
CAPRICORN/MOLEMOLE MUNI/.MAHLAKU A MOSEBO (161) RURAL 25/26 - Phase 1	Capricorn	Molemole	Construction 1% - 25%	28%	4,519,112	0
EEDBS/SA SONYANA (500) 21/22 EEDBS - Phase 1	Capricorn	Molemole	Construction 26% - 50%	55%	104,250	0
EEDBS/SA SONYANA INC(500)22/23 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	48,360	0
Expanded Public Works Programme (EPWP)	Capricorn	Molemole	Construction 1% - 25%	28%	3,348,000	0
IIMPLEMENTING AGENT/HDA/MTOP/23/24 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	37,006,520	0
IMPLEMENTING AGENT/HDA/MUNICIPAL ACCREDITATION 20/21 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	1,600,000	0
IMPLENTING AGENT/HAD/TENURE RESTORATION/TITTLE DEEDS/23/24 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	4,588,400	0

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COGHSTA CAPRICON						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
Mogwadi	Capricorn	Molemole	Construction 1% - 25%	28%	248,113	0
MOGWADI - BULK WATER PIPELINE	Capricorn	Molemole	Construction 1% - 25%	28%	21,800,000	0
MOGWADI - SEWER TREATMENT PLANT	Capricorn	Molemole	Construction 1% - 25%	28%	23,250,000	0
N16030002/17 IMPLEMENTING AGENT/MILITARY VETERAN/ HDA 16/17 - MILITARY VET(MOLEMOLE)	Capricorn	Molemole	Construction 51% - 75%	78%	3,091,890	0
N22060061/1 CAPRICON/MOLEMOLE MUNI./GIDEON (36) RURAL 22/23 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	25,848,570	0
N22060069/1 CAPRICON/MOLEMOLE MUNI./MOLANCO(10)RURAL/22/23 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	22,914,408	0

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COGHSTA CAPRICON						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
N23020003/1 CAPRICORN/MOLEMOLE MUN,/GEOPHYSICS LDA (80) GEO-TECH 22/23 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	5,592,000	0
N23100005/1 MOGWADI - BULK SEWER PIPELINE	Capricorn	Molemole	Site Handed - Over to Contractor	5%	18,500,000	0
NHBRC ENROLLMENT 24/25 - Phase 1	Capricorn	Molemole	Construction 51% - 75%	78%	25,000,000	0

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EDUCATION CAPRICORN DISTRICT						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
MABITSELA PRIMARY	Capricorn	Molemole	Practical Completion (100%)	97%	4,559,868	1,398,114
Masedi Primary	Capricorn	Molemole	Feasibility	0%	34,719,850	164,506
Mogoboya Primary	Capricorn	Molemole	Feasibility	0%	30,000,000	0
Ngwako Primary (replaces MAPHUTHA PRIMARY)	Capricorn	Molemole	Practical Completion (100%)	97%	5,990,608	2,598,702
Rev M.P Malatji Primary School	Capricorn	Molemole	Final Completion	100%	4,388,910	5,979,322
Seale Secondary School	Capricorn	Molemole	Construction 51% - 75%	78%	20,423,835	18,389,846
Seripa Secondary School	Capricorn	Molemole	Feasibility	0%	34,719,850	164,057
SOKA LEHOLO PRIMARY	Capricorn	Molemole	Practical Completion (100%)	97%	4,559,868	477,842

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PUBLIC WORKS AND ROAD INFRASTRUCTURE CAPRICORN						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
RAL/T1004A Preventative Maintenance of Road D879 from N1 to Matseke to Ramokgopa	Capricorn	Molemole	Final Completion	100%	24,561,811	14,803,322
RAL/T1004B Preventative Maintenance of Road D879 from N1 to Matseke to Ramokgopa	Capricorn	Molemole	Practical Completion (100%)	97%	19,999,900	26,761,367
RAL/T1004B Preventative Maintenance of Road D879 from N1 to Matseke to Ramokgopa	Capricorn	Molemole	Practical Completion (100%)	97%	19,999,900	26,761,367
RAL/T1140 Preventative Maintenance of Road D3770 and D3711 from Rita Tickeyline	Capricorn	Molemole	Site Handed - Over to Contractor	5%	26,873,227	12,974,271
RAL/T1291 Upgrading of Road D3332 from Rankuwa to Ga-Moleeele via Maribana	Capricorn	Molemole	Design	3%	426,535,062	16,397,930
RAL/T1360 Upgrading of Road Ga-Moleele to Schoongezicht to Ga-Dikgale to Uitkyk	Capricorn	Molemole	Design	3%	278,300,000	3,961,647

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PUBLIC WORKS CAPRICORN DISTRICT					
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Expenditure to Date**
3 Year Term Contract: Household Based Routine Road Maintenance	Capricorn	Molemole	Tender	5%	0
3 Years Household Based Routine Roads Maintenance Project at Molemole Local Municipality	Capricorn	Molemole	Construction 26% - 50%	55%	32,952,805
3year Household Routine Roads Maintenance at Molemole Municipality	Capricorn	Molemole	Final Completion	100%	46,776,931
Preventative maintenance of Road D1200, Mohodi, Molemole	Capricorn	Molemole	Tender	5%	0
Preventative maintenance of Road D1356, Mokomene, Molemole	Capricorn	Molemole	Tender	5%	0
Rehabilitration of road P54/1 from Munnik towards Morebeng	Capricorn	Molemole	Tender	5%	0
Repairs of flood damaged road Infrastructure	Capricorn	Molemole	Tender	5%	0
Repairs of flood damaged road Infrastructure	Capricorn	Molemole	Tender	5%	0

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SPORTS, ARTS & CULTURE CAPRICON						
Project Name	**District Municipality**	**Local Municipality**	**Project Status**	**% Progress**	**Total Project Cost**	**Total Expenditure to Date**
CONSTRUCTION OF MATSEKE LIBRARY	Capricorn	Molemole	Not Applicable	3%	15,000,000	0

ESKOM				
Project Name	**District Municipality**	**Local Municipality**	**Planned capex**	**Planned connections**
Maphosa	Capricorn	Molemole	11 528 238	307