

IDP  
FIRST DRAFT  
IDP 2010-2011



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**VISION**

**“Provision of affordable and sustainable services above RDP standards”**

**MISSION**

**“To provide essential, affordable quality services to communities efficiently and effectively in a transparent and accountable manner”**

**VALUES**

**Integrity, Accountability, Equity, Transparency, Excellence and Trust**

## EXECUTIVE SUMMARY

Molemole Local Municipality is located in the North Eastern side of Polokwane (Limpopo Province). It is one of the five local municipalities that falls under Capricorn District which are Molemole, Aganang, Blouberg, Polokwane and Lepelle-Nkumpi. N1 road which links Molemole (Limpopo Province) to Zimbabwe passes through Machaka corridor. The Municipality consists of 13 wards.

According to census information (2001) of statistics South Africa, Molemole has a total population of 109.423 persons, with an average household size 3,9 and a total of 27 889 households. However Molemole Local Municipality undertook a survey which estimates the population to be 107, 620 people in 2007. The majority of the population, about 52,7%, in Molemole Municipality comprise of children under the age of 20 and 6,6% is made up of the elderly.

The male/female ratio according to census 2001 is 1:36 which indicates a high male absenteeism. This suggests that a significant number are working in other provinces such as Gauteng. This means that a significant proportion of the population is dependent on the income generated by others. About 54,6% of the total population are unemployed, according to census 2001. It is evident from Molemole survey 2007 that 46% of the households in Molemole receive less than R1100 income per month. It follows therefore that almost half of the total households in the municipality qualify for municipal indigent services discounts, that is, free basic service.

The municipality is also faced with severe financial constraints to be able to deliver on essential services. About 76% of the population have access to water and infrastructure for water provision within at least 200 meters from the dwelling units. The lack of reliable water source within Molemole makes it difficult to provide water on a sustainable basis. The municipality relies entirely on ground water for its water supply for primary and agricultural use. Only 20% of the households have access to acceptable levels of sanitation or at least a VIP toilet on site. About 83% of the household do not have access to refuse removal. The majority of Molemole Municipality population, about 75%, uses electricity as a form of energy. A fairly large part of Molemole Municipality has been subjected to land claims. About 833 square kilometers of land is under claim, constituting 25% of the municipal area. Land development and Land Use Management is hindered by the different types of legislation used in different areas and town/settlements.

The municipality has a high potential in economic development especially agricultural development in Mogwadi (tomatoes and potatoes), game farming, forestry (Morebeng) mineral development, tourism (along N1 corridor and Tropic of Capricorn needle).

The new developmental role for municipalities encompasses a much more strategic, innovative, and multi-sectoral involvement in infrastructure, economic and social development. When Molemole's IDP was first adopted in 2002 less than 20% of the population had access to water, 5% had access to sanitation, no roads were regravelled, 30% were employed and we had 1 health centre. The previous council worked tirelessly to bring basic services to our people. Today 65% of our population have access to water at above RDP level, 20% have access sanitation, regravelled, 35km, 45% are employed, 70% have electricity and we have 1 hospital, 6 clinics and 2 mobile clinics.

It is the objective of the new council to provide affordable and clean potable water to 90% of the population by 2009, to also provide 55% of the population with access to sanitation, to tar 5 access roads, however prioritize the following: road between Eisleben and Mokomene, Mohodi – Matipane road N1 and Makgato, to reduce unemployment by 10% on yearly basis. It is our wish to build 1 health centre and 6 clinics by 2011 and also intend to build 2 police stations.

One of our objectives is to strive for good financial management, revenue collection, increase infrastructure tax base and improve the local economic development. The Municipality has embarked on a road to implement the Employment Equity Act targets, skills development plan, and recruitment plan which is fair, just and

transparent. Projects are undertaken in line with the objectives and the agreed strategies, within the resources frames (financial and institutional) and within legal requirement. It is thus important to link IDP, budget and implementation. The municipality has also adopted and integrated monitoring and Performance Management System, which has as its premise the integrated development planning and espouses performance indicators. This system, is based on projects related indicators, output targets and activity-related milestone.

## **1 PREPARATION PHASE: THE PLANNING PROCESS.**

### **Integrated Development Planning**

The IDP is a process through which municipalities prepare a strategic development plan for a five year period. The IDP is the principal strategic planning instrument that guides and informs all planning, budgeting, management and decision – making in a municipality. It is a tool used in bridging the gap between the current reality and the vision of satisfying the needs of the whole community in an equitable and sustainable manner. Integrated Development Planning will enable municipalities to develop strategic policy capacity to mobilize resources and to target their activities. In practice the IDP is a comprehensive strategic business plan for the municipality over the short and medium term.

The constitution of South Africa, 1996, puts into place a new dispensation, recognizing government as comprising of 3 distinctive spheres, namely the national, provincial and local spheres. Each of the three spheres of government has specified roles, powers and functions. Local government, in the form of municipalities, is a key role player in the development process of the country. Municipalities use integrated development planning as one of the key tools in enabling them to cope with their new developmental role. Integrated development planning is a core function of municipalities, which will culminate in decision on issues such as poverty eradication, municipal budgets, land management, local economic development, job creation and the promotion of reconstruction and development in a strategic manner.

The IDP is compiled in terms of section 36 of the municipal systems act (32 of 2000), through which a municipality prepares and adopts a five year strategic development plan, highlighting the short, medium and long term goals. The IDP process requires a development of a vision through an assessment of current realities through a combination of the PEST and a SWOT analysis. The benefit of integrated development planning lies in the formulation of focused plans based on the development priorities and intervention, which aims at maximizing the impact of scarce resources.

### ***INSTITUTIONAL ARRANGEMENTS/ROLES AND RESPONSIBILITIES***

It is a pre-requisite of the IDP processes that all role players are fully aware of their own and other role players' responsibilities in advance. The following roles and responsibilities can be identified:

Molemole Municipality's council role is to prepare and adopt a 5 year IDP document, which will guide and informs all planning and development.

Capricorn District Municipality's role is to provide support to its local's and facilitate the compilation of a framework which will ensure both co-ordination and alignment.

The provincial sphere of government's role is to provide financial support through sector departments, to monitor IDP process province-wide and to facilitate horizontal alignment of the IDP's of the district.

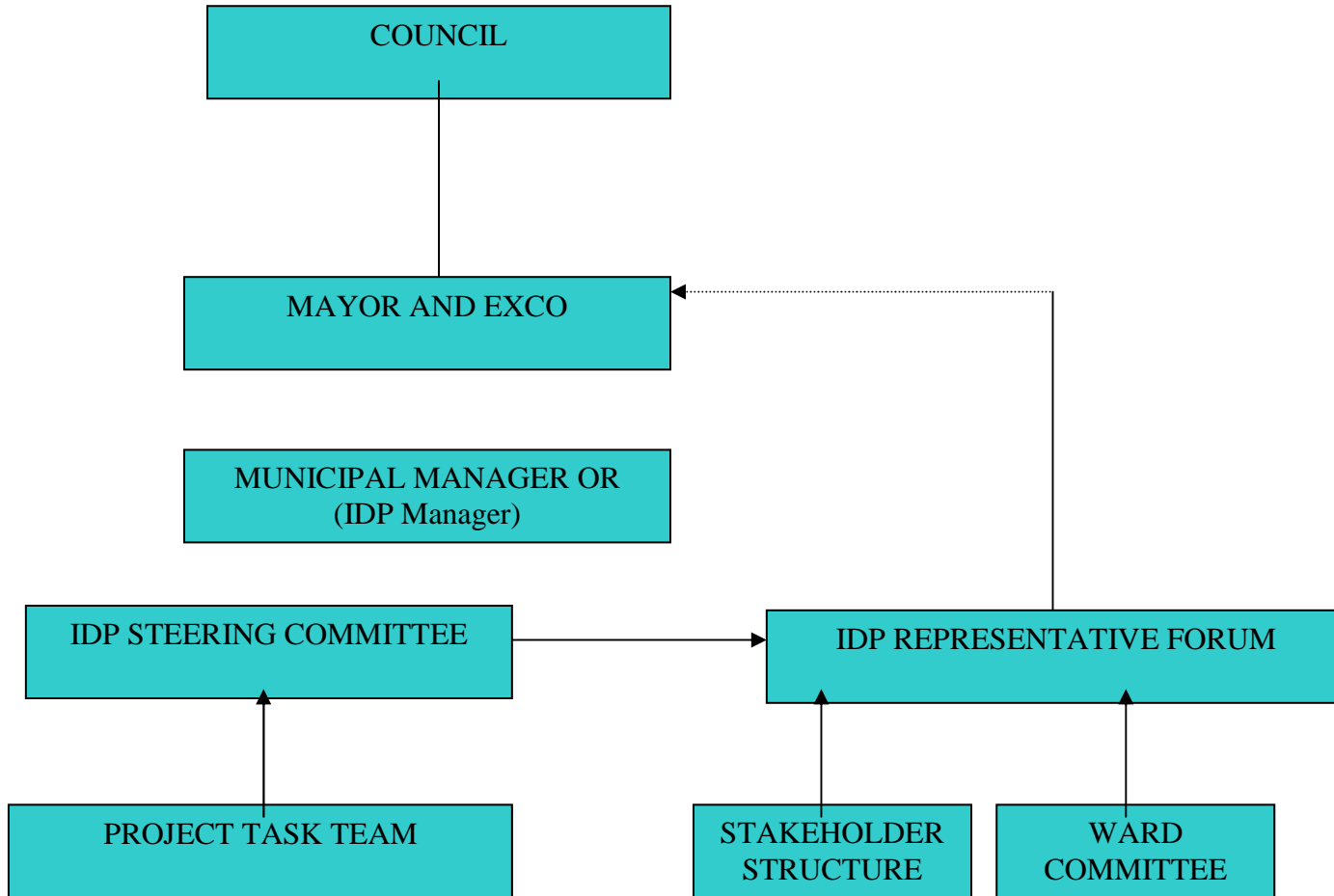
The role of the national sphere of government is to issue legislation and policy in support of the IDP's.

Molemole residents/community and stakeholders (civil society) including traditional leaders. Their role is to represent interests and contribute knowledge and ideas in the planning process by participating in IDP Rep Forums and conducting meeting with communities to prepare for relevant planning activities.

Table A. 1. The role and responsibilities in the IDP Review.

STRUCTURE(S) PERSONS	ROLE AND RESPONSIBILITIES	COMPOSITION
1. Council	Final adoption of the IDP Consider and adopt the IDP framework and process plan, budget and annual service delivery plan Traditional leaders form part of council	Council Council
2. Exco	Make recommendation to the council regarding the Action plan and the IDP.	Executive committee
3. Municipal Manager/ IDP Manager	Responsible and accountable to the IDP process. Chair the IDP steering committee meetings. Offer strategic guidance and management to the review process. Ensure that the implementation takes place within the available resources. Ensure that all relevant stakeholders are approximately involved.	Municipal Manager/ IDP Manager
IDP steering committee	Support the IDP Manager in driving the IDP process. Consider and Comments on inputs and new information. Make content recommendation. Monitor, Evaluate progress and provide feedback Provide technical guidance to the IDP.	Municipal manager Head of Departments Divisional heads
IDP Representative Forum	Represent the interest of the constituencies in the IDP process Ensure communication between all stakeholders through public participation to inform the planning process Provide planning information Assist in project and budgeting linkages	All stakeholders within the municipality, such as Traditional Authorities, CBO's, NGO's, Parastatals, Government Departments'
Ward committee	Represent the interest of the community within the ward Support the entire IDP process	

Figure A 1. Molemole Institutional arrangement



## PROCESS OVERVIEW: STEPS AND EVENTS

Table A. 2. The process overview is made up of a number of events / Activities

EVENT/ACTIVITY	DATE (S)	PURPOSE
Council Meetings	September 2009	Adoption of the IDP / Budget process plan (s)
EXCO	Monthly	Monitor the process of drafting the IDP
CBP – Appointment of ward facilitators		Facilitate implementation of CBP.
CBP - Training of ward facilitators		Capacitate ward facilitators
IDP Management Meeting		Information Sharing
CBP Implementation (Phase 2) Ward 1,3,4,6,7,8&12	30 Nov-4 Dec 2009	
IDP Steering committee meetings	Monthly	Assess progress on IDP implementation and guide the review process
IDP Rep Forum	27 January 2010	Public Consultation on analysis phase
Ward Based Consultations	10 <sup>th</sup> – 20 March 2010	Public consultation on the second draft
	23 April 2010	Public consultation on the second draft
	26 May 2010	Public Consultation on Final IDP draft

## SELF ASSESSMENT OF THE PLANNING PROCESS

### Milestones

The following projects were implemented successfully in the previous financial year.

Project Description	Location	Value ( R )	Total beneficiaries
<b>LOCAL ECONOMIC DEVELOPMENT</b>			
Mineral and Mining Strategy		R400 000	
Letswatshehong Poultry project	Mogwadi	R100 000	7
Mohodi Arts and Culture project	Mohodi	R600 000	12
<b>COMMUNITY SERVICES</b>			
Makgato Pre-School	Makgato	R 1 000 000	
Ramokgopa Park 1 <sup>st</sup> Phase	Ramokgopa	R 200 000	
Environmental Management			
Sports Activities		R 700 000	

Technical Services			
Project Description	Location	Budget	Total beneficiaries
1x Electrical Vehicle	Mogwadi/Morebeng	350 000	
1x Refuse Compaction Truck	Mogwadi	600 000	
4x Bakkies	Mogwadi/Morebeng	800 000	

Corporate Services			
Project Description	Location	Budget	Total beneficiaries
3x Bakkies	Mogwadi	600 000	
4x Sedans	Mogwadi/Morebeng	720 000	
1x 14-Seater LMV	Mogwadi	220 000	
Installation of in-car communication radio system on municipal fleet	Municipal Offices	500 000	
IT Network System [Mogwadi & Morebeng]	Municipal Offices	300 000	

Pallisade Fence for Morebeng Library, Morebeng Offices and Mogwadi & Nthabiseng community Halls	Municipal Offices	1 500 000	
Installation of Telephone Management System for Mogwadi Traffic, Sekgosese Traffic , Morebeng Library & Nedbank Offices	Municipal Offices	150 000	
Procurement of Mobile Offices for Mogwadi and Morebeng branches	Municipal Offices	250 000	
Project Description	Location	Budget	Total beneficiaries
Installation of fixed airconditioners for Mogwadi and Morebeng Offices	Municipal Offices	400 000	
Installation of Pigeon Holes in Mogwadi and Morebeng Offices	Municipal Offices	100 000	
Installation of Fixed Wall Filing Cabinets at Mogwadi and Morebeng Offices	Municipal Offices	250 000	
Electronic Clocking system	Municipal Offices	400 000	
Development of security management plan	Municipal Offices	200 000	
Employee Identification & Access Card	Municipal Offices	80 000	
Customer Satisfaction survey	Municipal Offices	150 000	
Performance Management System	Municipal Offices	500 000	
HR Master Plan	Municipal Offices	350 000	
Workplace Skills Plan	Municipal Offices	250 000	
Occupational Health & Safety Project	Municipal Offices	200 000	
EAP	Municipal Offices	60 000	
Employee Health Assessment	Municipal Offices	50 000	

### **Community Based Planning**

Community Based Planning was successfully implemented in all the wards of Molemole municipality and the following priority issues were agreed upon:

#### **Secure living conditions**

- Water
- Sanitation
- Roads
- Electricity
- Housing
- Access to land
- Sports, Arts and culture
- Safety and security
- Environment and waste management

### **Financial Security**

- LED
- Water
- Sanitation
- Roads
- Education and skills
- Healthy lifestyle
- Health facilities
- Sanitation
- Water
- Roads
- HIV/AIDS

### **Educated People**

- Education services
- Skills development services
- Jobs and dignity

### **Good Governance**

- Institutional Development
- Public participation
- Revenue generation

### **Dignity**

- Environment and Waste Management
- Sanitation
- Education services

## **ALIGNMENT OF MOLEMOLE'S STRATEGIC OBJECTIVE WITH LOCAL GOVERNMENT 5 YEAR AGENDA**

Molemole Local Municipality has aligned its strategic objectives with local government 5 year agenda which outlines the following as key performance areas:

### **KPA1: Municipal Transformation and organizational development**

- Organizational design
- Management
- Employment Equity
- Performance Management System
- Integrated Development Planning

### **KPA2: Basic Service Delivery**

- Water services
- Sanitation services
- Energy Services
- Refuse Removal
- Roads Infrastructure
- Community Facilities
- Environmental Health Services
- Housing
- Environmental Management

### **KPA3: Local Economic Development**

- Poverty eradication
- Spatial Planning
- Tourism
- SMME Development
- Agricultural Development

### **KPA4: Municipal Financial Viability and Management**

- Revenue Generation
- Asset Management
- Valuation Roll

### **KPA5: Good government and Public Participation**

**Public participation**

**Ward committees**

**Institutional arrangements**

# POLICY AND LEGISLATIVE FRAMEWORK

Integrated Development Planning (IDP) as a management tool for assisting municipalities in achieving their developmental mandates. Every municipality is required by law to develop and adopt its IDP through the legal framework provided.

**The following pieces of legislations outline the development and implementation of the IDP:**

## **Constitution of the Republic of South Africa (108 of 1996)**

Section 151 of the Constitution, states that developmental local government should make provision for a democratic and accountable government for communities. To ensure the provision of services to communities in a sustained manner, in order to promote social and economic development. Local government must promote a safe and healthy environment and encourage community involvement in matters of local government such as municipal roads and municipal parks and recreation.

Section 152 of the Constitution, mandates that local government should provide democratic and accountable government for local communities. It should ensure the provision of services to communities in a sustainable manner as well as encourage the involvement of communities and community organizations in matters of local government. Section 153 of the Constitution, states that each municipality should structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community. Municipalities should participate in national and provincial programmes and infrastructure development programmes. Section 153 of the Constitution also encourage municipality to involve communities in the affairs of municipalities.

## **Development Facilitation Act (65 of 1995)**

The development Facilitation Act (DFA) has formalized the restructuring of urban settlements and planning in South Africa. The aim of the DFA has been to expedite land development projects and to promote efficient and integrated land development. It is aimed at concluding the Reconstruction and Development Planning Programme and to a certain extent replaces the RDP. The Act contains general principles for land development. It provides that the municipalities must prepare the Land Development Objectives (LDOs) on an annual basis. The regulations all contain stipulations on public participation, meaning that the people should be involved in matters of land development in their areas. The LDOs deals with how people will gain access to basic services and the standard of the services. Since the inception of the IDPs the land development objectives are addressed the Spatial Development Framework (SDF), which should form part of the sector plans in the Integrated Development Plan. Section 2 of the Act, stated that development initiatives are necessary for promoting integration respect of social, economic institutional and physical aspects of development, promoting development of employment in rural and urban areas, promoting development of localities that are nearer to residential and employment opportunities, optimizing the use of existing resources, discouraging urban sprawl and contributing to more compact cities and towns.

## **White Paper on Transforming Public Service Delivery (Batho Pele White Paper of 1997)**

The paper flows from the White Paper on the Transformation on Public Service (1995). In terms of the White Paper, transforming service delivery is identified as one of government's priority areas. The White Paper is primarily about *how* public services are provided, and especially about the efficiency and effectiveness of the way in which services are delivered. It "seeks to introduce a fresh approach to service delivery, and approach which puts pressure on systems, procedures, attitudes and behaviour within the Public Services and reorients them in the customer's favour, and approach which puts the people first".

The introduction of the concept of Batho Pele, which means putting people first, provides the following eight service delivery principles in and attempt to ensure that the people, as customers to public institutions come first. Furthermore, the adoption of the concept "Customer" implies:

Listening to their views and taking account of them in making decisions about what service are to be provided;  
Treating them with consideration and respect;

Making sure that the promised level and quality of service is always of the highest standard, and  
Responding swiftly and sympathetically when standards of service fall below the promised standards.

In giving effect to the notion of treating the recipients of government services as customers, the White Paper articulates that public sector, including the local government sphere, should be governed by the following ethos (principles).

Consultation: Citizens should be consulted about the level and quality of the public service they receive and wherever possible, should be given a choice about the services that are often.

Service Standards: Citizen should be told what level and quality of public services they would receive so that they are aware of what to expect.

Access: All citizens should have equal access to the service to which they are entitled.

Courtesy: Citizens should be treated with courtesy and consideration.

Information: Citizens should be given full, accurate information about the public services they are entitled to receive.

Openness and transparency: Citizens should be told how the national and provincial departments are run, how much they cost, who is in charge.

Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy: and when complaints are made, citizens should receive a sympathetic positive response.

Value for Money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

### **White Paper on Local Government (1998)**

The White Paper on Local Government (1998) paper views that Integrated Development Planning as a way of achieving developmental government. The Integrated Development Planning intends to:

Ensure integration between sectors with local government;

Enable alignment between provincial and local government and

Ensure transparent interaction between municipalities and residents, making local government accountable. (RSA, 1998: 18).

The paper establishes a basis for developmental local government, in which, “local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. It also encourages public consultation in policy formulation and in the monitoring and evaluation of decision-making and implementation through the following mechanisms:

### **Municipal Systems Act (32 of 2000)**

The Act regulates the Integrated Development Planning. It requires the municipality to undertake developmentally oriented planning so as to ensure that it strives to achieve the object of local government set out in sections 152 and 153 of the Constitution. Section 25 (1) requires the Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality which:

links, integrates, co-ordinates and takes into account proposals for the development of the municipality;

aligns the resources and capacity of the municipality with the implementation of the plan;

forms the policy framework and general basis on which annual budgets must be based;

complies with the provisions of Chapter 5, and

is compatible with national and provincial department plans and planning requirements binding on the municipality terms of legislation.

Section 26 of the Act further outlines the core components of the integrated development plan of the municipality. It requires the integrated development plan of the municipality to reflect:

The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;  
An assessment of the existing level of development in the municipality, which must include and identification of communities which do not have access to basic municipal services;  
The councils development priorities and objectives for its elected term;  
The council's development strategies which must be aligned with any national or provincial sector plans and planning requirements bidding on the municipality in terms of the legislations;  
A spatial development framework which must include the provision of basic guidelines for a land use management system of the municipality.  
The council's operational strategies;  
Applicable disaster management plan;  
A financial plan, which include budget projection or at least the next three years, and  
The key performance indicators and performance targets determined in terms of section 41.

### **Municipal Finance Management Act**

Municipal Finance Management Act (56 of 2003) was promulgated to secure sound and sustainable management of the financial affairs of municipalities and other institution in the local sphere of government. The Act provides a mandatory provision that relate to financial and performance management. Section 2 of the Act stipulates that the object is to ensure sound and sustainable management of the financial affairs of the local government institutions to which this Act applies by establishing norms and standards for.

Ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities.  
The management of revenues, expenditures, assets and liabilities and the handling of financial dealings, budgetary and financial planning processes.  
The coordination of those processes with those of the other spheres of government,  
Borrowing  
Supply chain management, and  
Other financial matter.

### **Traditional Leadership and Governance Framework Amendment Act (41 of 2003)**

This Act stipulates the role of the traditional leadership in the democratic and co-operative governance. The Act envisages and active involvement of the traditional leadership in the formulation and the implementation of the integrated development plans. Sections 4 of the Act provides for the establishment of traditional councils that should:

Support municipalities in the identification of community needs;  
Facilitate the improvements of the traditional community in the development or amendment of the integrated development plan of a municipality in whose area that community resides;  
Participate in the development of policy and legislation at the local level, and  
Promote the ideals of co-operative governance, integrated development planning sustainable development and service delivery to promote indigenous knowledge systems for sustainable development

Section 5 (2) of the Act affairs that any partnership between a municipality and a tradition council must:

Be based on the principles of mutual respect and recognition of the status and roles of the respective parties, and  
Be guided by and based on the principles of co-operative governance.

## **Inter-governmental Relations Framework Act (13 of 2005)**

The act is a response to the limit successes in the alignment efforts among the three spheres of government. The act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution. It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDP. Municipal IDPs are regarded as important planning frameworks to integrate both the national and provincial programme in specific local area. The municipality is participating in the district planning forum as well as in the Premier's intergovernmental forum. The participation is aimed at ensuring proper alignment and coordination between local plans. The Act establishes structures and processes that enhance intergovernmental planning and monitoring processes for local, provincial and national spheres of governance.

## **Performance Management System**

A municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players. It is critical that political leadership, managers and staff be involved to ensure that the municipality embraces the IDP and the implementation of the IDP, which is performance management in practice. Implementing the processes and systems needed to operationalize the IDP will determine the ultimate success of the Municipality. The following needs to be taken into consideration when starting to implement the IDP:

- Plan for performance by clarifying objectives and outputs to be achieved;
- Clarify performance expectation by setting standards and targets for each indicator to assess and evaluate performance in practice;
- Monitor, measure, assess and evaluate performance, and
- Link strategic priorities, goals and objectives agreed in the IDP by:
  - Enabling staff to understand how their job contributes to the aforementioned;
  - Ensuring resources are directed and used in efficient, effective and economic ways by each person in the municipality
  - Including communities and other stakeholders; decision-making, monitoring and evaluation;
  - Learning from experience and use it to continuously improve what's achieved, and
  - Maintaining transparency and accountability and promoting governance articulated in the Batho Pele principle.

## ***Expanded Public Works Programme.***

The municipality resolved to embark on intensified expanded programme through its short –to – medium budget term. The aim of the programme is to alleviate and reduce unemployment and also provide training to employees. EPWP puts a lot of emphasis on learnerships.

## ***Provincial Growth and Development Strategy (PGDS)***

The PGDS is an indicative plan which espouses sustainable development. The vision and strategy focus on the five year period from 2009 - 2014. All communities within Limpopo, including government at every level, business, and organized labour and civil society have indispensable contributions to make towards accelerated development.

**The PGDS 2009 -2014 is premised on the following programmes:**

Creation of decent work and sustainable livelihoods

Improving the quality of life  
Rural development and food security,  
Raising the effectiveness and efficiency of government

## National Spatial Development Perspective (NSDP)

The NSDP is an initiative driven by the Presidency which seeks to eradicate the damage brought by decades of colonial and apartheid manipulation of settlement patterns and economic activity in South Africa. The NSDP provides a framework for deliberating the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities.

In order to contribute to the broader growth and development policy objectives of government; the NSDP put forward a set of normative principles:

- **Principle 1:** Rapid economic growth that is sustained and inclusive as a pre- requisite for the achievement of other policy objectives, among which poverty alleviation is key.
- **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens, e.g. water, energy, health etc.
- **Principle 3:** Government spending on fixed investment should be focused on localities of economic growth and economic potential in order to gear up private – sector investment, to stimulate sustainable economic activities’
- **Principle 4:** Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of these localities.
- **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa

## Millennium Development Goals

The United Nations Millennium Declaration committed global heads of States to making the right to development a reality for everyone and to freeing the entire human race from want. The objective of the Declaration is to promote a comprehensive approach and a coordinated strategy, tackling many problems across a broad front. The Millennium Declaration signed by world leaders of 189 countries in 2000, established 2015 as the deadline for achieving most of the millennium development goals.

South Africa adopted vision 2014 which is derived directly from the United Nations Millennium Goals. Vision 2014 outlined the following:

Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self- employment and sustainable community livelihoods.

Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.

Provide the skills required by the economy, build capacity and provide resources across society to encourage self employment with an education system that is geared for productive work, good citizenship and a caring society.

Ensure that all South Africans, including, especially the poor and those at risk – children, youth, women, the aged and people with disabilities- are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.

Compassionate government service to the people, national, provincial and local public representatives who are accessible, and citizens who know their rights and insist on fair treatment and efficient service.

Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.

Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.

Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

## **ANALYSIS PHASE: THE CURRENT SITUATION**

### ***Location of Molemole***

Molemole Municipality is located within the Capricorn District Municipality which is in the Limpopo Province, also located about 60km north of Polokwane. Molemole Municipality's head office is situated in the town of Mogwadi, formerly known as Dendron.

Molemole Municipality covers an area of 3,347 km<sup>2</sup>. The municipality is bordered to the south by Polokwane Municipality, to the North West by Blouberg Municipality, to the south east by greater Letaba Municipality and to the north by Makhado Municipality. Molemole Municipality forms part of the five municipalities that makes up Capricorn District Municipality, namely, Blouberg Municipality, Aganang Municipality, Lepelle-Nkumpi Municipality and Polokwane Municipality.

One national road, the N1 crosses through the municipal area linking Molemole with Zimbabwe to the north. The provincial road P94/1 (R521) passes through the municipality and links Molemole to Botswana to the west.

The following district growth points have been identified in the Capricorn Municipality's SDF, namely Mogwadi and Morebeng. The following municipal growth points, Mohodi and Ramokgopa were identified in Molemole municipality's SDF.

Molemole Municipality comprise of 37 settlements which are located within 13 wards. Molemole is predominantly rural and has two towns, namely, Mogwadi and Morebeng

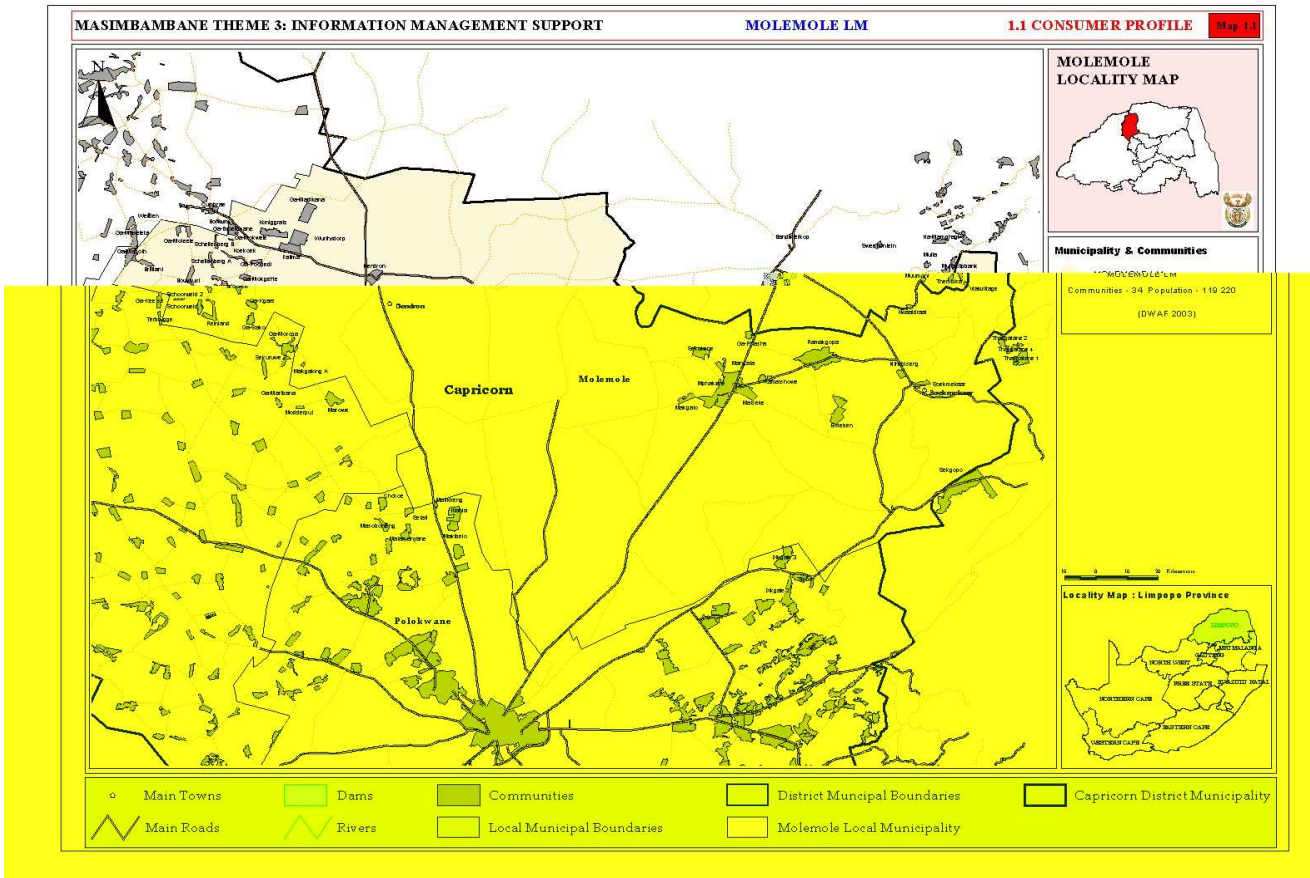


Figure 1: A map showing locality of Molemole Municipality within Limpopo Province. Source: CDM GIS Unit

## DEMOGRAPHIC PROFILE

### Population density

According to Census Information (2001) of Statistics South Africa, Molemole Municipality has a total population of 109,445 persons, with an average household size of 3,9 and a total of 28 923 households.

However the 2007 Stats SA Community survey show a total population for Molemole to be 100 404. A total of 27 889 households lives in Molemole and the average households size is 6 persons.

Table 1: Population figures in Molemole municipality

Molemole Municipality	Population	No. of Households	Average Household Size
2001	109 445	28 923	4
2007	100 404	27 889	6

Source: Stats SA Census 2001& Stats SA Community Survey 2007

The statistics show a decline in population numbers for the year under review.

The municipality will use both Census Information 2001 and Stats SA Community Survey 2007 for planning purposes and to reflect the backlogs.

## Age and gender distribution

Table 2 indicates that the majority of the population in Molemole Municipality is in the age group of 0 – 19 years, which is made up of 52 486 children. Almost 50 percent of Molemole’s population falls into this category, the statistic indicates a relatively high future population.. It is important to note that the majority in the age group are Female (27 659), compared to Male’s (24 8827). The age group 20 – 39 comprise of 24 229 people. The next age category 40 – 59 is made up by a mere 13 992 individuals. The last age category 60 – 85+ is made up of fewer people (9 670). The prospects of a growing population have implications for planning such as, provision of social, health and welfare infrastructure.

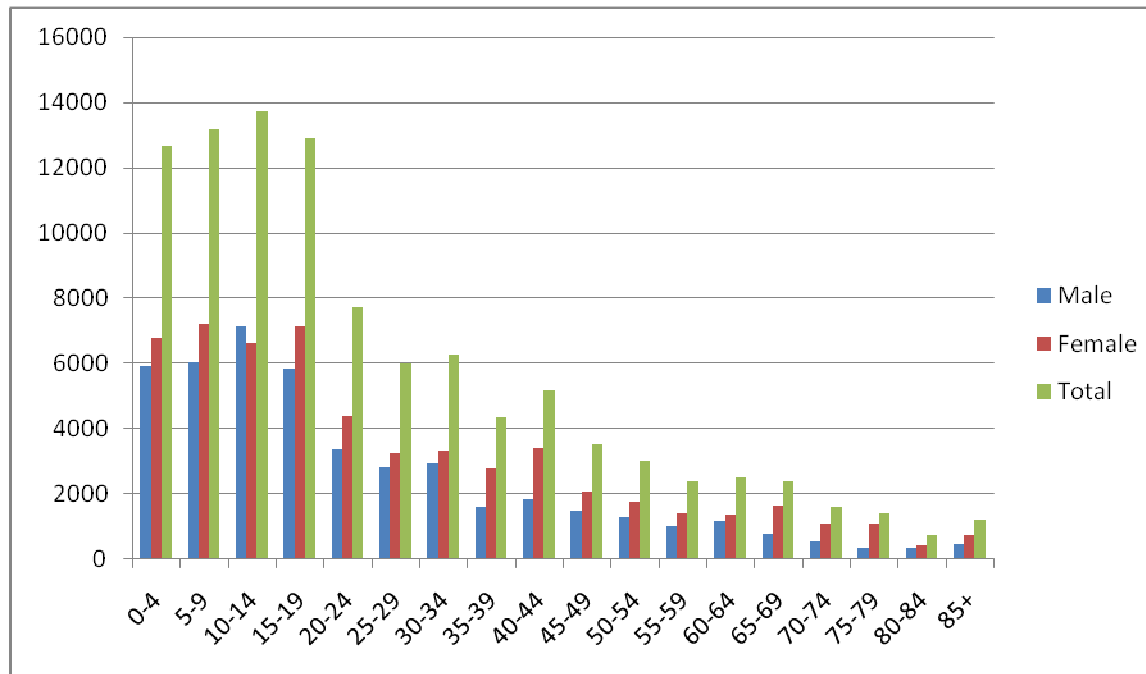
The table 2 below show a Male:Female ratio that is normal. Females are in the majority in most of the age groups. The male:female ratio indicates a high male absenteeism which suggest that a significant number of males in Molemole Municipality are working in other provinces, such as Gauteng, to earn an income and come home periodically.

Table 2: Age Distribution by Gender

Age Group	Male	Female	Total
0-4	5 880	6 779	12 659
5-9	6 001	7 177	13 178
10-14	7 134	6 604	13 738
15-19	5 812	7 099	12 911
20-24	3 338	4 364	7 702
25-29	2 774	3 215	5 989
30-34	2 928	3 303	6 231
35-39	1 570	2 737	4 307

40-44	1 794	3 362	5 153
45-49	1 436	2 036	3 499
50-54	1 272	1 717	2 989
55-59	981	1 394	2 375
60-64	1 128	1 340	2 468
65-69	762	1 615	2 377
70-74	493	1 074	1 567
75-79	323	1 056	1 379
80-84	308	399	707
85+	451	721	1 172
<b>Total</b>	<b>44 412</b>	<b>55 992</b>	<b>100 404</b>

Source: Community survey, 2007, (Stats SA)



Source : Stats SA, Community Survey, 2007,

## Population per Race

The overwhelming majority of the population, that is, 99 765, is made of Black African born in South Africa, ( Community survey,2007, Stats SA ). The statistics depicted by table 3 show a decline in population densities for various groups, culminating in a decrease in the overall population.

Table 3: Population densities for various racial groups

RACE	2001	2007
Black	107 618	99 765
Coloured	30	-
Indians or Asians	93	-
Whites	1 704	693
TOTAL	10 9 445	100 404

Source: Community survey 2007, (Stats SA)

### Dependency ratio

Table 4 indicates that 53% of Molemole’s population is under the age of 20 and 6% comprised of the elderly. The statistics indicates that majority of the population; about 59% is dependent on the income of others The implication for planning is that child support grants, housing scheme for orphaned children and other social and welfare infrastructure be expanded to include this growing age group.

Table 4: Dependency ratio in Molemole Municipality

AGE	NUMBER	PERCENTAGE
Children 0-19	52 486	53%
Youth 20-34	19 922	20%
Middle Age 35-64	20 774	21%
Elderly 65+	6 030	6%
TOTAL	100 404	100%

Source: Community Survey 2007, (Stats SA)

## Dependency Ratio for Molemole municipality

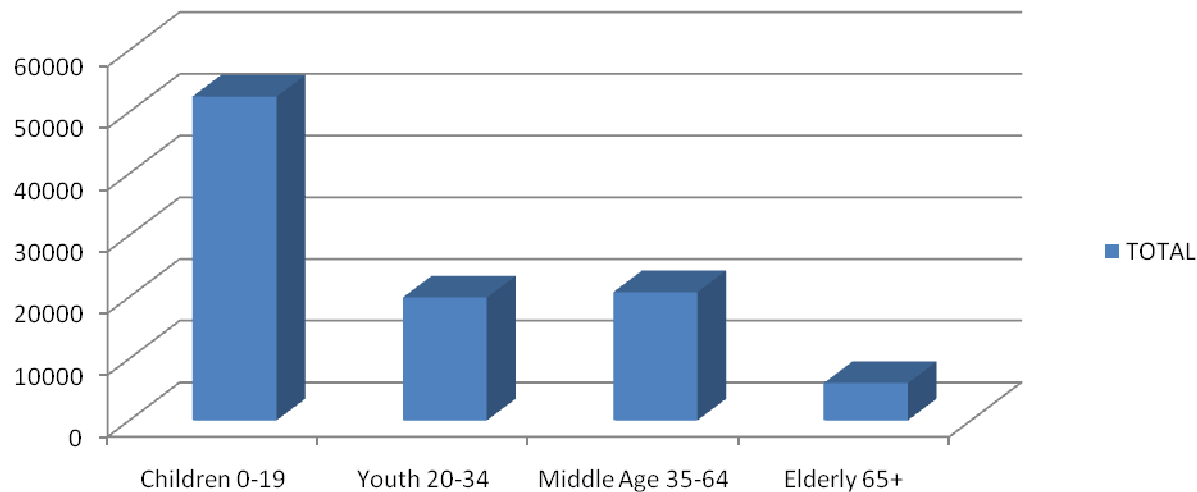


Chart A 2: Dependency Ratio for Molemole municipality

### Level of education

About 15,6% of the population in the municipal area has no formal education at all, ( Community survey,2007, Stats SA). Majority of the population, about 67,8%, has a limited education of less than Grade 12, (See table 5). These people thus face restrictions in terms of income levels and upward mobility. In most cases they are unable to afford required training likely to give them access to better work opportunities. The municipality need to intensify the back to school campaign and other campaigns aimed at improving the level of education. The municipality may consider establishing FET Colleges as an option for increasing opportunities for a number of school leavers with an education of less than grade 12. The trend if left unchecked could breed future indigent's, criminals and dependency syndrome.

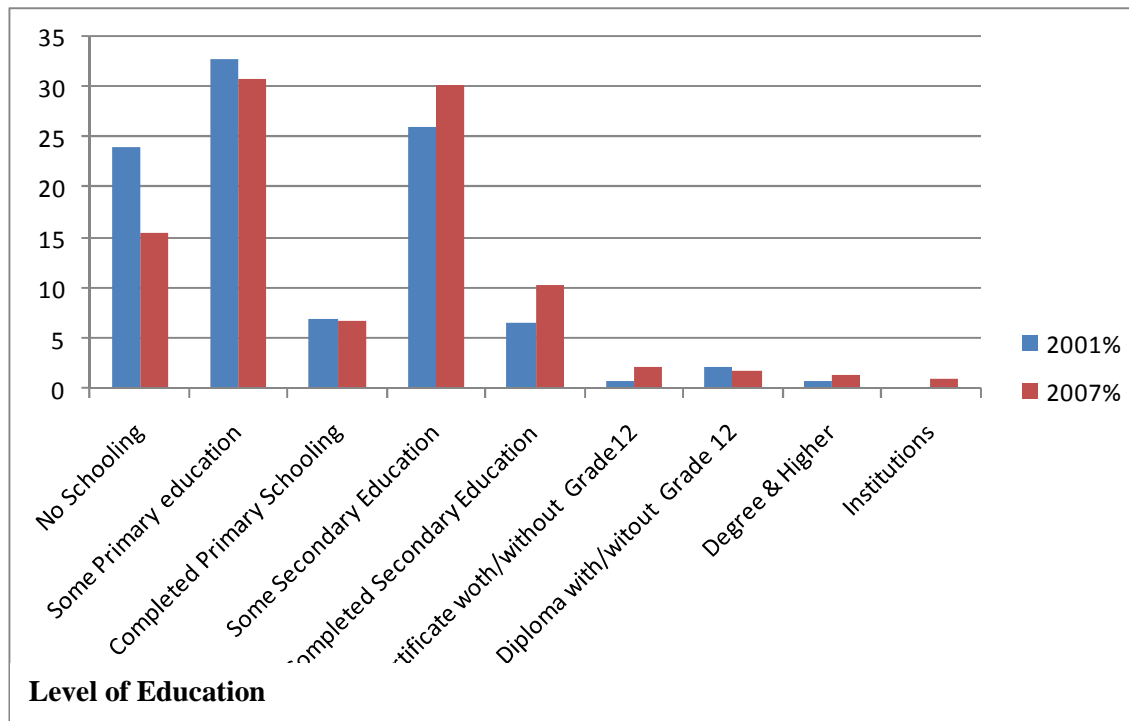
The consistent sterling performance over the years of schools within Molemole, in particular Dendron High School is recognized and appreciated by the municipality. The good results serve as an inspiration for the Municipality in its endeavour to establish an FET college.

Table 5: Level of Education

Category	2001	Percentage	2007	Percentage
No Schooling	23 293	24.0	13 650	15.6
Some Primary Education	31 941	32.8	27 084	30.9
Completed Primary School	6 799	7.0	5 836	6.7
Some Secondary Education	25 288	26.0	26 531	30.2

Completed Secondary Education	6 373	6.6	9 094	10.4
Certificate with/without Grade 12	818	0.8	1 849	2.1
Diploma with/without Grade 12	2 005	2.1	1 562	1.8
Degree & Higher	732	0.8	1 241	1.4
Institutions		0.0	904	1.0

Source: Census 2001 and Community Survey 2007, (Stats SA)



## Income distribution

According to Community Survey, 2007, Stats SA, about 49% of the population in the municipality has no income. These poor people live in appalling, dire and hopeless conditions. It is evident from the data that 23,3% of the population earn less than R800 per month, whereas about 16% take home less than R1600 per month. Majority of the population, about 75%, survives on a monthly income of less than R1300 per month.

The statistics show a significant increase in the number of people living below the breadline. The situation depicted by the statistics indicates a high rate of indigents within the municipal boundaries. The municipality has to provide free basic services to a large number of the population.

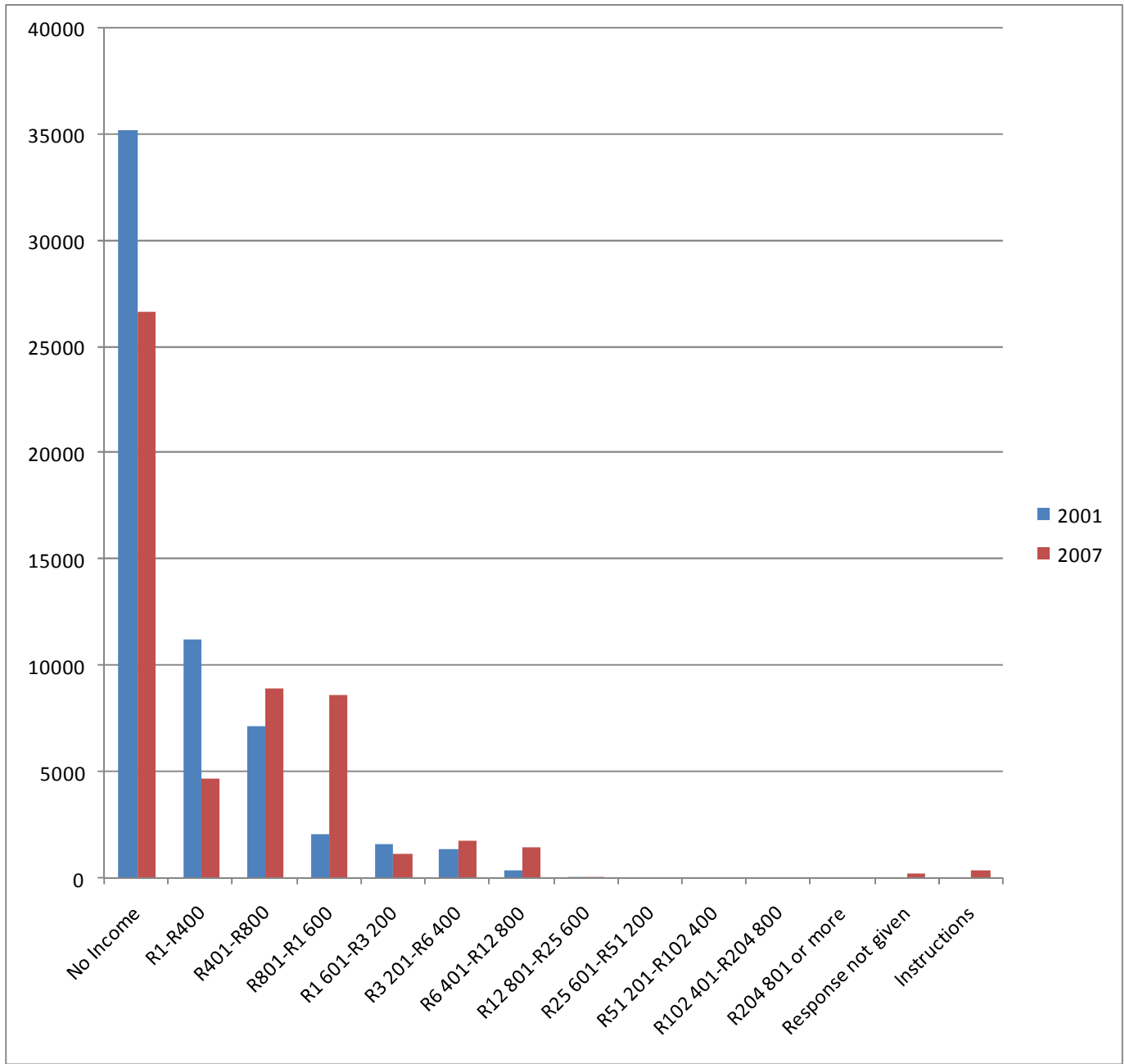
The picture painted by the statistics arises from the low levels of education, employment and current global financial turmoil. The municipality may opt to encourage community initiative in food production.

Table 6: Monthly Income Distribution.

Income Category	2001	2007
No Income	35 245	26 691
R1 – R400	11 245	4 690
R401 – R800	7 203	8 958
R801 – R1 600	2 111	8 599
R1 601 – R3 200	1 655	1 129
R3 201 – R6 400	1 412	1 739
R6 401 - R12 800	379	1 443
R12 801 -R25 600	60	60
R25 601 – R51 200	39	-
R51201 – R102 400	12	-
R102 401 – R204 800	6	-
R204 801 or more	6	-
Response not given	-	194
Instructions	-	401
<b>Total</b>	<b>60 047</b>	<b>53 904</b>

Source: Census 2001 and Community Survey 2007, (Stats SA)

A – 4 Monthly Income Distribution.



## Employment status

Table 7 indicates the employment statistic for Molemole Municipality. Unemployment in Molemole is very high. About 69% of the economically active population is unemployed. The high unemployment can be ascribed to low education levels. The low levels of unemployment suggest that the municipality should make provision for high number of indigent and free basic services.

Table 7: Employment Status.

Employment Status	2007
Employed	17 851
Unemployed	8 561
Not Economically active	26 185
Not applicable	1 303
Total	53 900

Source: Community Survey 2007. (Stats SA)

## People with disabilities

Table 8 indicates the number of people living with disabilities. The majority of disabilities relates to physically disabilities. The municipality needs to encourage various service providers to make their services user friendly and accessible to people living with disabilities.

Table 8: People with Disabilities in Molemole

Type of Disability	2001	2007
Sight	1 295	763
Hearing	737	156
Communication	232	16
Physical	892	2 207
Intellectual	547	88
Emotional	597	791
Multiple disabilities	795	192
No disabilities	104 347	95 292
Institutions		899

Source: Census 2001 and Community survey 2007 (Stats SA)

## Access to social grants

Table 9 indicate the different types of social grants that people in Molemole Municipality receive. About 35% of the population in Molemole (34 822) have access to different types of social grants. The highest number of beneficiaries (23 885) are those receiving child support grant. Majority of the population are dependent on grants and are unemployed. The statistics suggest that the municipality should make provision for free basic services to a growing number of indigent.

Table 9: Social assistance per grant type in Molemole Municipality

Grant Type	2007
Old age pension	8 266
Disability grant	1 829
Child support grant	23 865
Care dependency grant	667
Foster care grant	-
Grant in aid	146
Social relief	-
Multiple social grants	49
Not applicable	64 683
Institutions	907
Total	100 412

Source: Community Survey 2007, (Stats SA)

## HIV/ AIDS Prevalence

HIV/ AIDS prevalence is high in the municipal area. According to ( Department of Health, South Africa,2005), HIV prevalence in Limpopo Province is estimated at 19,3% while it is estimated at 20% in the Capricorn District. HIV/ AIDS is one of the major causes of high mortality in the municipality, escalating child headed families and poverty.

Botlokwa Hospital has introduced a few initiatives to help curb and mitigate the HIV epidemic, namely, ARV clinics, Nevarapin, Home- based care, DOTS and mobile teams.

## SOCIAL ANALYSES

### *Health facilities*

There is one hospital, six clinics, two mobile teams and one health center in the municipal area. A need exist to build one additional hospital and five clinics in order for the municipality to meet the health accessibility requirement's.

Table 10 : Health facilities in Molemole municipality

Government Hospitals	Special Hospitals	Private Hospitals	Clinics	Mobile Teams	Mobile Points	Health Centres
1	-	-	6	2	22	1

Source: Department of Health Report, 2006

### ***Educational Facilities***

There are 51 primary schools, 81 secondary schools and no FET college within the Municipal area. Table 11 show the educational facilities in Molemole municipality. The need for the municipality to establish FET college to assist the growing number of learners who fail grade 12 cannot be overemphasized. The teacher/pupil ratio in schools in the municipal area compares very favourably to the national norm used by the Department of Education, that is, 1: 40 for primary schools and 1: 35 for secondary schools.

Table 11: Educational Facilities in Molemole municipality

Primary Schools	Secondary Schools	Total
51	30	81

Source: Molemole Socio- Economic Impact study, 2007.

### ***Safety and Security***

There are 3 police stations and 1 satellite police station, 2 magistrate offices and 1 high court in Molemole municipality. There is a need to build 2 additional police stations in order to serve the bought farming areas and the commercial farming areas. Table 12 show a general decline in the levels of crime in the municipal area. Contact crimes, such as, murder, sexual crimes and common assault are declining. A number of Community Policing Forums ( CPF) were launched in various villages

Table12. Crime types in Molemole municipality

Crime Category	March 2007	March 2008	March 2009
<b>CONTACT CRIME (CRIME AGAINST THE PERSON)</b>			
Murder	5	7	3
Total sexual crimes	39	50	38
Attempted murder	7	8	6
Assault with GBD	105	97	113

Common assault	50	52	47
Robbery with Aggravati	37	25	29
Common robbery	27	23	13
<b>CONTACT – RELATED CRIME</b>			
Arson	2	4	2
Malicious dam to proper	60	48	58
<b>PROPERTY – RELATED CRIME</b>			
Burglary business prems	35	36	63
Burglary residential pre	114	146	127
Theft of motor vehicles & motor cycle	7	5	5
Theft out of motor veh	16	10	15
Stock - theft	6	15	10
<b>CRIME HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>			
Illegal possession firearm and ammunition	5	0	2
Drug – related crime	49	47	16
Driving under influence of alcohol or drugs	1	7	11
<b>OTHER SERIOUS CRIMES</b>			
All theft not mentioned elsewhere	102	108	120
Commercial crime	7	8	27
Shoplifting	5	12	32
<b>SUBCATEGORIES OF AGGRAVATED ROBBERY FORMING PART AGGRATED ROBBER</b>			
Carjacking	0	1	0
Truck hijacking	0	0	0
Robbery at business pre	1	2	5
Robbery residential pre	1	5	12

Source : Crime Information Management- South African Police Service

### ***Special focus***

The special focus section ensures that all special groupings in the municipality are mainstreamed into the development agenda. The Special focus section encompasses issues of youth, elderly, women, disability and HIV/AIDS. In making sure that we respond to the needs of those groupings, various special focus IGR structures have been launched, supported and consulted.

## **ECONOMIC ANALYSIS**

With the advent of democracy, the function of local government have expanded to include social and economic development of communities, sustainable service delivery and the promotion of a safe and healthy environment . By virtue of being close to the people, municipalities are expected to play a leading role in the country’s struggle against poverty and underdevelopment. Municipalities derive the developmental mandate from the Constitution of South Africa,1996.

Molemole municipality is predominantly rural and characterised by high levels of poverty and inequalities

A large part of Molemole’s economy depends on agricultural development. The municipality produces the finest potatoes and tomatoes for the export markets . However the agricultural sector has contracted significantly, resulting in many crop commercial farmers opting for game farming. Those employed are predominantly employed in government and community service sectors, followed by those working for a household, then retail and trade, followed by construction and then agriculture. Majority of households derive their income from social grants, public sector and informal sector.

Molemole municipality is the second largest economy, after Polokwane municipality, in the Capricorn District municipality.

### **Macro Economic Indicators**

Macro -economic indicators show the structure of the economy of Molemole municipality and the size of its economic sectors and trends in relative sizes over time. Molemole municipality contributes 15.8% of Capricorn District Municipality’s Gross Domestic Product (GDP), making the municipality the second largest economy in CDM. Table 13 show that agriculture is the biggest contributor to Molemole’s GDP with 31.5%, second is transport/ communication (26.9%) and third is finance (23.4%)

Table 13: GDP Contribution from Molemole municipality

Sector	Aganang(%)	Blouberg %	Lepelle/Nkumbi	Molemole	Polokwane
Agriculture	3.1	21.6	7.4	31.5	36.4
Mining	4.2	3	27.5	11.3	54
Manufacturing	11.3	3.3	14.5	12.7	58.2
Electricity/Water	1.7	2.7	12.7	19.4	63.5
Construction	5.5	5.4	17.7	15.3	56.1
Trade	3.8	3.6	13.7	16.6	62.3
Transport/Communication	2.8	1.5	2.7	26.9	66
Finance	8	5	3.6	23.4	60
Community	16.2	8	23.7	23.7	38.6
Total	8	5	13.6	15.8	54.5

Source: Statistics South Africa – July 2003

Agriculture is the largest sector is still the largest though showing a decline. Approximately 80% of agricultural land is utilized for subsistence and commercial farming. Agriculture employs 6.83% of the total labour force, followed by social & community service with 2.56% and then private households at 1.61%, see table 14. The average annual income in Molemole is very low. The minimum subsistence income for households to survive in Limpopo is considered to be R1 300 per month. Nearly half (46%) of the households receive less than R1 100 per month. The low households income is a key constraint in planning for infrastructure delivery in terms of affordability.

Table 14: Employment per Sector for Molemole municipality

Sector	Number	Percentage
Agriculture	7476	6.83

Mining	72	0.07
Manufacturing	328	0.30
Electricity ,Gas& Water supply	105	0.10
Construction	682	0.62
Wholesale & Retail Trade	1618	1.48
Transport & Communications	503	0.46
Financial & Business	466	0.43
Community & Social services	2801	2.56
Other	-	0.00
Private Households	1759	1.61
Undetermined	705	0.64
N/A	92927	84.9
Total	109 441	100

Source: Statistics South Africa – July 2003

### ***Molemole municipality's Economic Development Opportunities***

The Municipality has a high potential in agricultural development. A massive production of various farming products, mainly potatoes, tomatoes, Cassava , Jatropha and game, has a huge potential for agro – processing industries. According to CDM's LED strategy,2002, potatoes are by far the most important crop in CDM with a production value for the year 2000 exceeding R200 million. This is followed by tomatoes ( R98 million), eggs ( R88 million) and broilers and beef almost equal at R61 million. The high and finest production of potatoes and tomatoes should encourage the municipality to establish processing plants and markets. The import parity pricing has increased the maize price to such an extent that an opportunity is created for potatoes to become an alternative source of basic nutrition. This would result in a considerable increase in the markets for potatoes in their raw form and as a substitute for maize in various food preparations. Opportunities can be created through establishing plantations of oil producing jatropha. Jatropha is ideal for idle agricultural land, producing more than 1.6 million litres of diesel from 1 000 hectares of land. There is also a potential for forestry development at Morebeng.

Retail or commercial opportunities exist in the form of three economic activity nodes located at Mogwadi, Morebeng and N1 (along Machaka corridor). These activity nodes provide for convenience shopping and can be classified as 2<sup>nd</sup> order retail activities with a potential for industrial development.

The existence of the north – south transportation corridors and the railway line provides the municipality with the opportunity to be integrated into the logistic hub identified in the Provincial Growth and Development Strategy. The north – south transportation corridor is made up of : a. the N1 (along Machaka corridor) that link Molemole municipality to Zimbabwe (Trans – Limpopo), via Musina, b. The R36 road that link Molemole to Mopani District Municipality ( Maputo corridor). c. The R521 which link Molemole to Botswana, via Alldays

A large variety of minerals occur in the municipality area, although most of them are small in size, uneconomical or suitable for exploitation by small – scale miners. These include iron, gold, copper, graphite, nickel, lithium, chromite, corundum, and resources of stone dimension stones. Currently there are several dimension stone quarries operating in the municipal area. These quarries have a potential to grow into larger projects if proper planning and marketing of the products is put in place. These quarries only produce rough blocks. If these blocks are processed into finished products the revenue and jobs created will possibly increase.

The dynamic people and their rich culture are an asset for the Municipality. The culture and heritage of Molemole can be exploited, packaged, exposed and sold to both the domestic and international tourist.

## ***Tourism***

Molemole municipal area is richly endowed with natural assets and unique natural attributes. Molemole municipality is currently a domestic and international tourism destination. The municipality is a gateway to Zimbabwe and Botswana. A number of tourist attractions and resources already exist in Molemole municipality which include the Tropic of Capricorn needle, Motumo Trading Post, Machaka game reserve, privately owned game farms and Morebeng settlement (formerly known as Soekmeaar) which has a historical significance.

## **SPATIAL ANALYSIS**

The purpose of the Molemole Spatial Development Framework (SDF) is firstly to assess the position of the Local Municipality from a District, Provincial and National perspective and secondly to serve as a guide for Molemole Municipality in order to ensure that the Spatial Development Framework of Molemole links to the overall perspective of the District. The objective is to ensure that Molemole's SDF contributes towards the orderly spatial structure of the District and the Limpopo Province.

The Spatial Development Framework is developed as a legal requirement in terms of the Local Government. Municipal System Act, 2000. Molemole's SDF can be viewed as a spatial representation of the compiled IDP. Therefore the SDF forms part of the IDP process and should be included as one of the sector plans. The aim of the SDF is to facilitate strategic, indicative and flexible forward planning system in order to guide planning and decisions on land development.

## ***Location***

Molemole Municipality is located on the north eastern side of Capricorn District. The N1 crosses through the Municipal area linking Molemole to Zimbabwe to the north. The municipality spatial characteristics by comprise of the following: farms, small scale mining, housing (low cost, informal, middle income) transportation networks (road and rail), agricultural areas (commercial and subsistence) recreational and community facilities.

## ***Land Uses***

### **Residential Development**

The residential/ settlement areas are primarily structured around the urban development nodes of Botlokwa, Morebeng and Mogwadi. In addressing existing and future residential development, the focus should be on the following principles:

*The settlement areas should focus on service and infrastructure development. If the residential areas are separated from each other, the serviceability cost becomes too expensive. The settlement areas should be delineated by an urban fringe, as to contain future uncontrolled settlement growth. This principle will contain urban sprawl and promote residential intensification.*

*The development of the core settlement areas should be linked to sustainable areas in terms of population. By establishing integrated larger settlement concentrations, complementary higher order social, economic and recreational facilities will be established.*

Within Molemole municipal area the settlement concentrations should be structured as follows:

The Botlokwa area is the primary urban settlement area adjacent to the N1 (along Machaka corridor). Smaller settlement areas should be integrated with larger areas to become an integrated urban environment.

In view of its strategic locality along major transportation routes, and the railway line in case of Morebeng, it is proposed that the urban areas of Mogwadi and Morebeng. It is proposed that the urban areas of Mogwadi and Morebeng become 2<sup>nd</sup> order settlement nodes. The aforementioned areas are also centrally located in terms of dominant agricultural practices.

Although the settlement areas of Mokomene and Mohodi is not strategically located along major transportation routes, these areas provide strategic support (employment, social services and linkages) to the areas of Botlokwa and Morebeng (Mokomene) and Mogwadi (Mohodi).

The other smaller settlement areas, particularly in the western part of Molemole municipal area is fragmented,

## **Agricultural Development Zone**

Within Molemole Municipality, the big chunk of land is classified as agriculture. This sector is unique in as far as it has sufficient adaptability to compliment other sectors.

In view of the challenges and the diverse nature of agricultural activities, not only in terms of extent, but also the use, agricultural development opportunities are categorized into three, namely, intensive zone, extensive farming and urban agriculture.

## **Commercial / Industrial Development**

The commercial and industrial activities are primarily characterized by very limited higher order facilities in the municipality as most of the residents conduct shopping in bigger centers. The pricing structure of goods is higher than in the major urban areas.

## **Hierarchy of settlement in Molemole municipality**

The basic element of a spatial pattern comprise nodes and networks in an area, which in turn are made up of micro land – uses, such as settlement, agricultural areas, mining areas, conservation areas and communication or transport networks. Growth points (first order) are towns and villages or a group of villages located relatively close to each other where some form of economic, social and institutional activities, and in most instances a substantial number of people are grouped together. These growth points seem to have a natural growth potential but some do not develop to their optimum potential due to the fact that capital investment are made on an ad hoc basis without any long – term strategy for growth points and as a whole.

The three categories of growth points are described in terms of relative importance :

Provincial growth point (pgp): A provincial growth point is the highest order in the hierarchy and therefore also the most important type of growth point. All the PGP's have a sizable economic sector providing jobs to many local residents. They have a regional and some a provincial service delivery function, and usually also a large number of social facilities (e.g hospitals, tertiary educational institutions)

District Growth Point(DGP): These growth points already have a meaningful economic sector with some jobs creation, various higher order social facilities such as hospitals and health centres. Most DGP's have a large number of people grouped together. DGP's include settlements such as Mogwadi, Morebeng, Mankweng, Lebowakgomo,etc

Municipal Growth Points( MGP): In terms of the various categories of growth points the MGP's have a relatively small economic sector compared to the DGP. MGP's serve mainly farming areas often have a sizable business sector providing a meaningful number of job opportunities. MGP's include settlements such as Mokomene, Mohodi and Eisleben.

Second order settlements are individual settlements located close to each other which have a small or virtually no economic base, meaningful social and often some institutional activities, but a substantial number of people of people located at these settlements. In most cases the population concentration points form part of a settlement cluster, which has one or more growth points within a cluster.

Third order settlements exhibit some development potential based on population growth and service function potential, although most of them only have a very limited or no economic base. Most of these settlements have 5000 people or more, and do not form part of any settlement cluster. Most of these settlements are relatively isolated in terms of surrounding settlements.

### Strategic Development Areas (SDA's)

Spatial planning is supposed to provide strategic direction to municipalities in terms of location of public investment, particularly capital expenditure. Investment decisions should support the hierarchy of settlements and seek to normalize the existing spatial patterns. The SDA's should be actively supported and promoted in terms of provision of bulk infrastructure, active marketing of the areas, provision of incentives for developers and compilation of land – use plans.

Molemole has identified the following SDA's:

- Machaka Corridor along the N1
- Mokomene
- Mohodi
- Eisleben

### Land Reform

A fairly large part of Molemole municipality has been subjected to land claims. About 833 km<sup>2</sup> of land is under claim, constituting 24,88% of the municipal area. A total of 128 claims were received and only 29 claims have been finalised, see table 19. The 29 restituted land claims projects include the following: Leswika co-operatives, Bagobadi, Bare ga ke leme, ke lema mmabafana, lephalla le bašomi, Bašomi, bašomi, go tlo metša, letswa tshemong and letjepe mpolaye.

Table 15: Land claims in Molemole Municipality

Number of settlements	Area of municipality	Number	Land claims		% of municipal area claimed
			Percentage	Area claimed	
37	3,347km <sup>2</sup>	128	18,29	833km <sup>2</sup>	24,88

Source: Capricorn IDP 2003/2004

Molemole has in total: 42 land reform projects, concerning in total 31800 hectares and officially 6152 beneficiaries. Molemole has the following land reform projects:

6 restitution projects, concerning in total 16901 hectares and officially 3791 beneficiaries;  
 17 SLAG projects, concerning 8747 hectares and officially 1183 beneficiaries;  
 17 LRAD projects, concerning 4027 hectares and 178 beneficiaries (source: Department of Agriculture, 2005)

Table 16: Land Reform in Molemole per type of land reform project

LAND REFORM IN MOLEMOLÉ PER TYPE OF LAND REFORM PROJECT							
Type of land reform project	Project	Legal entity	Title deed	Origin	Transfer date	Households	Area (ha)
RESTITUTION	Rita/Bethesda	CPA	N	Moletsi/pietersburg	04.04.2004	574	3580
	Ga-Mabohlajene (urban)	CPA	N	Koninggratz/Dendron	04.10.2004	936	52
	Makotopong	CPA	Y	Makopong/pietersburg	26.02.2002	950	3600
	Marobla-o-itose	Cpa	Y	Moletsi/dendron/nelspruit	16.01.2004	427	7148
	Morebene	Cpa	N	Soekmekaar/Matoks	01.07.2005	590	2573
Total restitution						3477	16953
SLAG	Fanang Diatla Trust	Trust	Y	Soekmekaar	09.02.2000	49	62
	Hivyerilwile trust	Trust	Y	Sekgopo	04.07.2000	30	669
	Ikageng	Trust	Y	Dikgale	16.11.1998	104	418
	Kgadima	Trust	Y	Sekgopo	05.10.2000	88	1140
	Lehlabile trust	Trust	Y	Soekmekaar	01.02.2000	43	720
	Lehlangeng	Trust	Y	Sekgopo	17.11.2000	52	1139
	Mapiribiri	Trust	Y	Dikgale	26.05.1999	68	289
	Makgato	Trust	Y	Makgato	28.01.2000	55	186
	Makhamotse	Trust	Y	Sekgopo	09.11.2000	121	1392
	Marginalised	Trust	Y	Dikgale	25.06.1998	137	973
	Marobala chicken	Trust	Y	Dikgale	06.06.1999	88	232
Type of land reform project	Project	Legal entity	Title deed	Origin	Transfer date	Households	Area (ha)
SLAG	Matau investment trust	Trust	Y	Makgato	28.08.2000	60	524
	Matshehla	Trust	Y	Dikgale	26.05.1999	60	396
	Soka leholo	Trust	Y	Makgato	28.01.2000	35	104
	Thusanang trust	Trust	Y	Ramokgopa	25.05.1999	45	85
	Waterval	Trust	Y	Dikgale	01.10.2000	59	324
Total SLAG						1094	8653
LRAD	Fishof comokgerepi	CC	Y	Blouberg	01.01.2002	4	825
	Maiwasshe estate	CC	Y	Thoyoyandou	01.05.2002	3	916
	Oracle props 1044 CC	CC	Y	Polokwane, Aganang	01.01.2002	3	400
	Re a leka	CC	N	Moletsi/pietersburg	01.03.2005	12	7
	SpringKaan Farm	CC	Y	Lebowakgomo	01.07.2005	3	566
	Tau-tlou-phuti project	CC	Y	Ga-Poopedi	01.01.2005	2	259
	Babogadi trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Gotlotlometsa TR	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Letswa Tshemong	Trust	Y	Ga-Poopedi	01.02.2005	16	28
	Letjepe Mpolaye	Trust	Y	Ga-Poopedi	01.02.2005	17	26
	Bare gakelem trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
Keya lema trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9	

	Ke lema kelenosptr	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Mokgadi trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Letlapa go lema TR	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Mmabafaata Trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Lephala le basom	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Basomi trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
Total LRAD						120	3117
TOTAL						4691	2887

N.B. out of the 42, 3 projects- Re ya Lema, Makgato, Up North/Central could not be assessed due to different reasons.  
(Source: University of Pretoria, 2005)

### **Challenges**

3 land reform projects are relatively a success. It concern 1 restitution farm, 1 SLAG farm and 1 LRAD farm. This is due because of the following reason:

- Most of the beneficiaries lacked farming skills.
- Mismanagement and misuse.
- Lack of collective action and institutional isolation.
- Lack of conflict resolution system and mediation.

### **Interventions**

- Training of beneficiaries.
- The need for adapted integrated institutional structures, including control and monitoring systems.
- Enhancing collective action.
- Linking land reform to sustainable development.

### **Housing**

Table 17 indicates the various housing arrangements in Molemole. According to census 2001, 25 689 households reside in formal Housing. However, the 2007 community survey indicate that 23 416 households are housed in formal dwellings. The statistics show an increase in the number of household living in informal dwellings/shack, despite a decrease in the total number of households. The number of informal housing increased from 2 251 in 2001 to 3 981 household in 2007.

The reason for change in situation regarding people having access to decent housing can be attributed to high unemployment levels, low income levels and the impact of HIV/AIDS. On the basis of the statistics, the municipality should prioritize housing and develop a plan to eradicate informal housing. Definition of formal housing is an area that require further research or collaboration between Stats SA and Molemole Municipality.

Table 17: Access to decent housing

Types of housing arrangements	2001	2007
Formal	25 689	23 416
Traditional dwelling	986	99
Informal	1 092	444
Other	1 159	3 333

Total	28 926	27 296
-------	--------	--------

Census 2001 and community Survey 2007, stats SA

# ENGINEERING INFRASTRUCTURE ANALYSIS

## Water

Table 18 show a decline in the number of households accessing water in Molemole Municipality. The number of households accessing water decreased from 23 007 in 2001 (Census Stats SA) to 21 722 in 2007 (Community Survey, Stats SA).

The drop in the provision of water services can be as a result of the lack of reliable water sources and drought (which affect the water table). Molemole relies entirely on groundwater for its water supply for primary and agricultural use. Majority of households in Molemole use pit toilets which have a potential of polluting ground water and thereby rendering it unsafe for domestic consumption. The high levels of unemployment and indigents make it difficult for the municipality to introduce cost recovery measures in the villages. According Statistics South Africa ( Non-Financial Census,2008) 19 595 households receive Free Basic Water.

The fact that some households rely on water vendors and other forms of water supply which may not be healthy and expensive is a worrying factor. The exorbitant amounts water vendors charge have a negative financial consequences for the already impoverished residents. The Municipality may consider procuring additional water tankers. Poor management of water supply services are experienced resulting in high losses and high water use. The present water use exceeds the supply due to excessive losses, informal connection, wastage and high consumption.

Table 18: Access to water in Molemole

Type of water by source	2001	2007
Piped water	21 563	17 321
Borehole	1 444	4 401
Spring	30	-
Dam/Pool	137	99
Water vendor	4 413	5 301
River/Stream	107	-
Rain water tank	36	-
Other	1 194	174
Total	28 924	27 296

Source: Census 2001 and community survey 2007 (Stats SA)

The statistics as depicted by table 19 show a steady decline in the proportion of households having access to sanitation. The number of households having access to sanitation dropped from 8 196 in 2001 to 5 384 in 2007. The decline in the proportion of household having access to sanitation prevails despite decrease in the number of households. The increase in the number of households with no access to sanitation pose a serious health risks. The increased number of pit toilets may result in polluted ground water which may cause health and environmental hazards. Overflowing ponds in Mogwadi contaminate ground water and also pose a health

risk to both humans and animals. This area has to be declared a go area for both humans and livestock. The municipality may consider establishing a conventional sewer plants. About 23 093 households had access to Free Basic Sanitation, according to Statistics South Africa ( Non – Financial Census, 2008).

Table 19: Access to Sanitation

Types of Sanitation	2001	2007
Flush toilet (connected to sewerage system)	1 946	2 382
Flush toilet (with septic tank)	1 937	2 163
Dry toilet facility	-	54
Pit toilet with ventilation (VIP)	4 313	785
Pit toilet without ventilation	15 186	20 083
Chemical toilet	315	-
Bucket toilet system	153	-
None	5 073	1 829
<b>Total</b>	<b>28 923</b>	<b>27 296</b>

Source: Census 2001 and community survey 2007 (Stats SA)

## **Energy**

The table 20 below show an improvement in the proportion of household having access to electricity. According to census 2001 about 21 590 household had access to electricity and the number increased to 25 577 household in 2007, (Community survey, Stats SA). Majority of households in Molemole receive free basic electricity. However there is a sizeable number of households who rely on firewood as a source of energy. The massive use of firewood has dire environmental consequence. The use of firewood in Molemole Municipality is an issue which requires further investigation by both Molemole Municipality and Stats SA.

About 6 972 households had access to Free Basic Electricity, according to Statistics South Africa ( Non – Financial Census, 2008).

Table 20: Access to energy

Energy type	2001	2007
Electricity	21 590	25 557
Gas	30	-
Paraffin	715	413
Candles	6 404	1 306
Solar	60	-
Other	125	-
<b>Total</b>	<b>28 924</b>	<b>27 296</b>

## ***Refuse Removal***

Table 21 indicates the status quo with respect to refuse removal services within Molemole Municipality. The majority of households, about 87% had no access to refuse removal in 2001. However the number of households having no access to refuse removal dropped to 85% in 2007 (Community Survey, Stats SA). Most households bury or burn their own refuse or just throw away. At present there are only 2 landfills sites (Mogwadi and Morebeng) which are not licensed. The dumping site in Botlokwa is also not licensed and fenced. Littering and the use of unlicensed dumping sites are a recipe for environmental disaster.

An urgent need exist to establish properly planned, standardized and managed landfills in the municipality. The declining number of households having access to refuse removal imply that it should be cheaper for the municipality to extend coverage of services to fewer households. According to Statistics South Africa ( Non-Financial Census, 2008), 6 972 households had access to Free Basic Refuse Removal.

Table 21: Access to refuse removal

Different mechanisms for providing refuse removal	2001	2007
Removed by local authority once a week	2 055	3 860
Removed by local authority less often	183	365
Communal refuse dump	1 430	-
Own refuse dump	23 824	22 675
No rubbish disposal	-	396
Other	-	-
<b>Total</b>	<b>28 925</b>	<b>27 296</b>

Source: census 2001 and community Survey 2007, Stats SA

## ***Telecommunications***

Telkom's public telephone service provides telecommunication to 56.2% of households in Molemole municipality. A small percentage of households (7.12%) does not have access to a telephone. A substantial percentage of households have access to mobile phones (17%). About 1992 households have telephone inside their dwellings.

Table 22. Telephone access in Molemole municipality.

Source	Number of Households	Percentages
Telephone in dwelling& cellphone	895	3.21
Telephone in dwelling only	1097	3.93
Cell phone only	4742	17.00
At a neighbour nearby	1401	5.02
At a public telephone nearby	15692	56.27
At another location nearby	1108	3.97
At another location not nearby	967	3.47
No access to a telephone	1986	7.12
<b>Total</b>	<b>27 888</b>	<b>100</b>

Source: Census 2001

## **Public Transport and Roads**

### ***Public Transport in Molemole municipality***

The majority of people, about 87% make use of public transport, in the form of taxi, bus and train as a area, see table 23, it is therefore important that the public transport system be system be supported by properly maintained road facilities and adequate accessibility to be majority of residents.

The railway line is located within the eastern portion of the municipal and Zimbabwe. The town of Morebeng serves as an intermodal transfer area with the locality of the station, taxi rank and bus terminus.

Table 23. Different modes of transport used within the municipal area.

Mode of Transport	No of users	% of users
People using taxis	1691	2,8%
People using buses	908	1,5%
People using cars as passengers	3046	5,1%
People using cars as drivers	1497	2,5%
People using train	132	0,2%
People using foot	52 564	87,2%
People using bicycle	274	0,5%
People using motorcycle	187	0,3%
<b>TOTAL</b>	<b>60 290</b>	<b>100%</b>

Source: Molemole SDF, 2007

## ***Road Networks***

There are four national roads which converge in Molemole municipality and link the municipality with other local and district municipalities and other provinces. These national roads are maintained by the National Roads Agency ( NRA) and include the following:

The N1 ( along Machaka corridor) which link Limpopo to Zimbabwe.

R36 from Marite in Mpumalanga boarder up to the intersection with the N1 at Botlokwa (along Machaka corridor.

The R521 which link Mogwadi and Polokwane.

The R81 from Polokwane, via Molemole, to Giyani.

The provincial road network is currently the responsibility of the Roads Agency Limpopo (RAL) and the Limpopo's Department of Public Works. District roads are the responsibility of Capricorn District Municipality. Molemole municipality is responsible for all access roads and internal streets within the municipal area. In view of the large rural component, the majority of the roads within the Municipal area are gravel which makes accessibility to and from certain settlements very difficult,

especially during rainy seasons. A number of roads have been identified to be upgraded within the municipality which will improve accessibility between respective settlements which include the following:

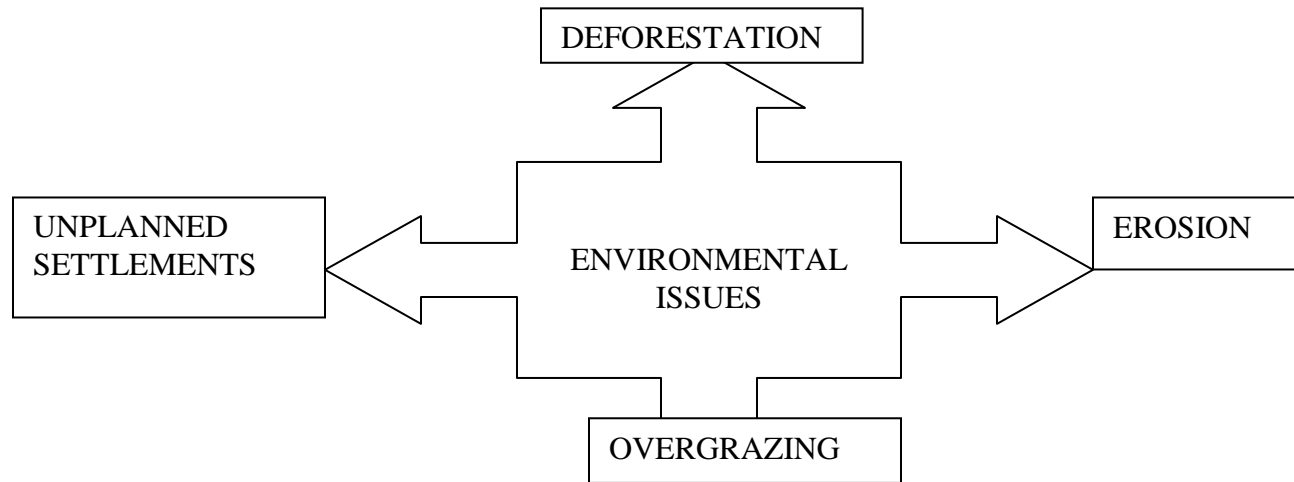
- Eisleben/ Ramokgopa road D3142
- Matipane/ Madikana road D 1523
- Makgato/ N1 road
- N1/ Mangata/ Sekakene/ Leeukraal road D3132
- Overdyk/Devonia/Ga- Manthata road D3332
- Morebeng/ N1/ Mogwadi road

## **ENVIRONMENTAL ANALYSIS.**

Overview.

This section highlights the physical environmental situation within the Molemole jurisdiction. It focuses on the existing major environmental problems and their causes. The following environmental problems have been identified as follows:

Figure 5. Environmental Problems experienced in Molemole Municipality.



**a) Deforestation**

According to the statistics South Africa (Census 2001) the total of 13125 (47.06%) within Molemole Municipality are using wood as their source of Energy for cooking. Deforestation takes place throughout the municipality jurisdiction especially in non-urban areas. This aspect should be addressed by means of awareness campaign to Educate Communities about the importance of protecting environment (trees).

**b) Overgrazing**

The major factor in this regard is the overstocking by those practicing farming, especially on communal land in close proximity to settlements. As the land is communally used, no one takes responsibility on the piece of land they used for grazing. The Municipality will engage the Department of Agriculture to help with the problem of overgrazing.

**c) Unplanned settlements**

Only few of the settlements have been demarcated, surveyed and registered at the office of the surveyor general. This has an implication that although the occupants have a right to the land in terms of the Traditional Authority system. The sites are not legally registered in their names. Unplanned settlements have a major negative impact on the environment through the establishment of informal settlements, vegetation species are destroyed. The municipality should develop guidelines which will take into consideration EIA and public participaton.

**d) Erosion**

The major causes in this regard are unplanned settlement conservation of indigenous plant species priority given the fact that alien species encroaches overgrazing and deforestation of vegetation especially by those who used wood as their source of energy. As a result, there are loss of productive topsoil and loose parent material due to the detachment of soil particles and their removal by water run-off.

#### e) **Ecological Sensitive Areas**

There are a number of ecological sensitive areas within the Municipal area, namely :  
Morebeng Wetland and Catchment  
Mphakane ( Motumo) Wetland

### ***Climatic Conditions***

Molemole municipality falls in the summer rainfall region. The Western part of the municipal area is prone to drought. Winter temperatures rarely fall below 0°C and summer maximum often exceed 35°C in certain parts, winter throughout the municipality is mild and mostly frost – free.

The municipality has a low annual rainfall. Rainfall is strongly seasonal, and wet and dry seasons can be identified easily. The wet seasons starts from October to March and contributes 85% of the annual rainfall. The largest portion of the municipality experience a mean annual rainfall of between 300 and 500mm.

### ***Vegetation***

Molemole municipality is dominated by the mixed Bushveld vegetation type forming part of the Savanna Biome. The vegetation found here varies from dense short bushveld to a more open tree Savanna. This vegetation type is found in areas where the rainfall varies between 350 and 650 mm/a and the altitude comprises low relief plans at an altitude range of 700 to 1000 mm/a.

The North and Western part of the Municipality is dominated by mixed bushes (Variation 2 of open sciero caya veld). The eastern part of Molemole comprises of sourish mixed Bushveld. Several plant species have medicinal and food value. The species that are most heavily used include euclea undulate (paragative), sclerocarya birrea (diarrhea, dysentery, fruit) and Peltophorum africanum (colic, stomach disorders and sore eyes). The pods from Aerioloba are excellent fodder for stock and the string wood is used in the construction of houses

There are a few endangered or rare species that enjoy statutory protection under the forest Act, namely, Marula tree( Sclerocaryabirrea) and camel thorn (Acacia erioloba). These trees cannot be damaged or destroyed in terms of the Act. The municipality partner with the Department of Environmental Affairs to protect the endangered species.

Alien invasive species that have been observed in Molemole municipality include sweet prickly pear (Opuntia focus – india), queen of the night (cereus jamacaru) and seringa melia azedarach) and bluegum. The Municipality will partner the Department of Agriculture in order to eradicate the alien spesec.

### ***Fauna***

Most of the large mammals foud in Molemole municipality are herbivores, that is, either browsers or grazers. None of the animals are considered dangerous. No large carnivores are found in this area. The extent of the disturbance in the area immediately surrounding rural villages is not conducive to the survival of fauna, particularly mammalian fauna, due to presence of humans and domestic anima

## ***Conservation Areas***

The municipality has one provincial nature reserve, known as Machaka Game Reserve and a number of privately owned game farms.

## ***Water Resources***

Molemole municipality is a water service provider on behalf of Capricorn District Municipality. The Municipality relies entirely on ground water for its water supply for both primary and agricultural use. Groundwater equipping is normally of lesser standard than surface pumping installations. This result in high maintenance costs and borehole equipping is not necessarily in harmony with the characteristics. If groundwater installations had to be compared to surface water pump stations, 50% to 100% standby is needed. It is against this background that Molemole municipality in partnership with CDM, DWAF and Lepelle – Northern Water are embarking on a massive infrastructure project to transfer water from Nandoni dam to supply the Eastern part of the municipality and from Glen Alpine to the western part.

Poor management of water resources and unsustainable use result in high losses of water. The present water use exceeds the supply due to excessive loss resulting from informal connections, leaks, wastage and high consumption. The Municipality must develop water conservation and demand management strategy as a matter of urgency.

## ***Air Quality***

There are no significant air quality issues experienced in Molemole as there is a limited mining activities within the area.

# **INSTITUTIONAL ANALYSIS**

## **Overview**

Molemole Local Municipality was established in terms of the Municipal structures Act, 1998 (Act no 117 of 1998). Molemole's a category B Municipality as determined in terms of section 4 of Municipal structures Act.

The municipal area of Molemole Municipality was proclaimed in terms of the local government demarcation Act, 1998; per provincial notice no 286 of 2000.

## ***Councillors***

The council of Molemole consists of 25 councilors. The council of Molemole Municipality may designate any of the office bearers as full time councilors in terms of section 18 (4) of the municipal structures Act, 1998. At present the following are full time councilors :

- Mayor

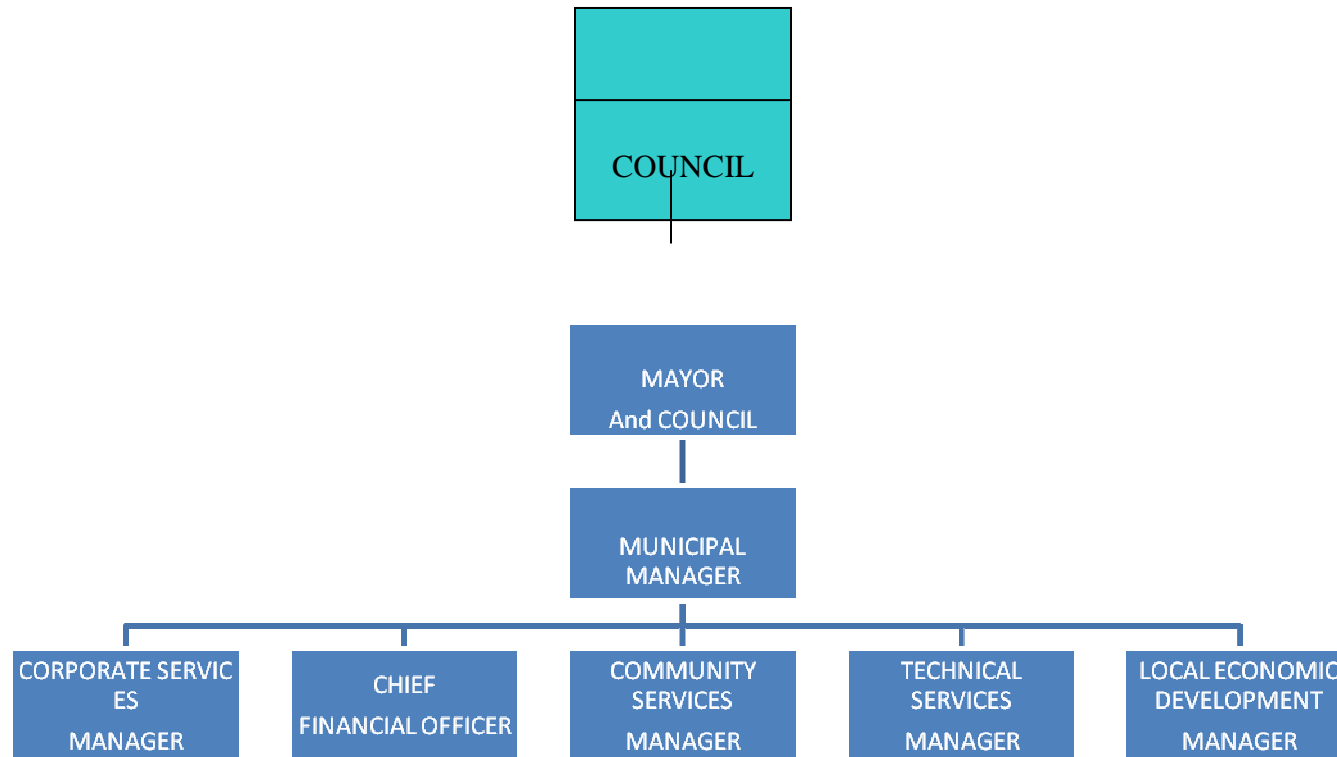
- Speaker
- Chief whip

There are 5 traditional leaders and a council of bought farms who sit in Molemole Municipality council, namely Machaka traditional, Makgato traditional, Ramokgopa traditional, Manthata traditional, Mmaleboho traditional and the council of bought farms.

### ***Administrations and organizations structures***

The Municipal Manager is the head of the administration and acts as the municipality's Accounting Officer. The administrative structures is divided into five departments headed by section 57 managers reporting directly to the Municipal Manager, namely, Community Services, Corporate Services, Technical Services, Finance and Local Economic Development and Planning (LEDP)

Figure 6: Organisational Structure of Molemole Municipality



### ***Power and Functions***

The powers and functions of Molemole are as follows:

- Municipal Planning
- Electrical supply in some areas of the municipality.
- Promotion of local tourism
- Building regulations
- Air pollution

- Child care facilities
- Municipal Public Works
- Stormwater Management System (build-up area)
- Billboards and the display of advertisement in public places.
- Control of Public nuisance
- Control of undertakings that sell liquor to the public
- Licensing and undertakings that sell food to the public.
- Markets
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Refuse removal
- Traffic and parking

### ***Public Participation***

There is an increased interest in the affairs and programmes of the municipality, ranging from attendance of council meetings, maximum participation of communities in meetings, wards, project implementation and reviews municipality's performance.

The Municipality endeavors to involve the community in all its undertakings. The municipality communicates its decisions to the community through both the print and electronic media. The municipality takes into account the dominant spoken languages, people living disabilities and the illiterate when communicating to the community, stakeholders, affected and interested parties during public meetings, imbizos and meetings with traditional leaders. The ward committees play central role in communicating the municipality's development agenda.

The office of the Speaker develops and adopts an annual public participation schedule which seeks to involve all residents of Molemole municipality.

The office of the Speaker develops and adopts an annual public participation schedule which seeks to involve all residents of Molemole municipality. The ward committees are central to making the office of the Speaker functional and therefore enhances public participation.

### ***Policies and Committees***

The Municipality has a functional audit committee which meets quarterly. The institution submits audited financial statements to Treasury. The Auditor General's report for a few years running has awarded the Municipality a disclaimer of opinion. The Municipality has adopted financial policies which will help improve revenue collection, which include, credit control and collection, tariff structure, risk management, asset management, indigent policy and budget. The Municipality intends developing internal capacity to generate financial statements in order to improve the audit opinion when our books are audited.

In terms of Employment Equity the municipality is still grappling with a challenge to ensure that its structures show equitable representation of all groups particularly the previously disadvantaged groups in all business activities. The Employment Equity Plan for Molemole Municipality must be reviewed and aligned to the organizational strategy which seeks to address issues requiring specific focus as informed by the equity principles.

The focus of Molemole municipality's Human Resources Development is to develop the necessary capacity among all stakeholders to enable them to discharge their responsibilities towards development of communities. Molemole must ensure that communities throughout the municipality access various training or capacity development interventions. This would be done through conducting institutional capacity assessment, skills audit and performance reviews as well as compilation of Municipal wide skills profile.

The attempt by the Municipality to integrate Performance Management principles into the daily implementation of the Integrated Development Plan, as envisaged in the Municipal Systems Act has improved to increase our rate of service delivery. It is however imperative that we evolve a culture of performance with specific reference to accountability of our effectiveness. It is important to note that Performance Management System in Molemole municipality is restricted to Section 57 Managers. The municipality is busy developing a performance management system to cater for the entire organization.

## Financial Viability

The Municipality can maximize its revenue collection if it can implement the Property Rates Act. The provision of access to refuse removal service, which can be extended to identified growth points present an opportunity for the Municipality to increase revenue. The other sources of revenue are water and sanitation services, which the Municipality provides on behalf of the Authority, namely CDM. The terms of revenue collection are stipulated in the agency agreements of these services. The revenue collection from Traffic is also based on the agency agreement that the Municipality has entered into with Department of Transport. Cost recovery is the core determinant to municipal viability as it will reduce grant dependency.

Molemole municipality is implementing Supply Chain management policy as prescribed by the MFMA. The SCM policy which the municipality adopts must be fair, equitable, transparent, competitive and cost effective. Council embrace the spirit and principles Broad Based Black Economic Empowerment and Preferential Procurement which are biased towards residents of Molemole municipality in an attempt to bolster Local Economic Development. The procurement system of the municipality should prioritize support of local businesses. However, the challenge is to strengthen the internal capacity of procurement unit to ensure 100% compliance with the policy. Tender evaluation and adjudication committees, are established. The strengthening of supply chain management is indispensable for effective and efficient management of the unit.

The municipality keeps an asset register which is updated on monthly basis in line with GAMAP/ GRAP. Molemole municipality has adopted its Assets Management Policy which will guide its procedures on assets, the physical verification process and procedures, calculation of depreciation, procedures on acquisition and disposal of assets. The implementation of the policy and procedures will help the municipality in future planning and reporting.

## IN DEPTH GAP ANALYSIS

The following section sketches a set of integration and alignment issues, which cut across sectors and line functions. Topical issues faced by the Municipality are raised and include the following:

Lack of security of tenure for Farm Workers in the municipal area. Majority of farm workers are evicted willy- nilly once their employment is terminated. Some of these people have worked their entire lives on the said farms and know no other home. In some cases the workers are exploited, underpaid, work overtime and public holidays including Sundays without compensation, no sick leave or any form of leave and are not registered for UIF. The situation is worse in case of illegal immigrants employed on these farms. Some are made to work without pay. Farm murders and racism are still common in the Municipal area. The Municipality in partnership with Department of Labour and NGO's need to engage the services of Labour Inspectors.

Lack of access to basic services to Farm Workers, such as, water and electricity is a serious concern. The Municipality is obliged by the Constitution of South Africa, 1996, to provide services to all residents within their jurisdiction without discrimination.

Racism, inequality and poverty are still rife in the Municipality. All forms of racism need to be condemned in the strongest possible way.

Although Molemole municipality is the second largest economy in CDM, for the majority of residents the formal economy is un-accessible. People who are on the margin of the economy survive on government grants, informal and survivalist economic activity, and remittance. Majority of the people in Molemole are functionally illiterate and are restricted in terms of job opportunities. Demographic data identifies that young men and women leave the municipality to find education and employment. A lack of tertiary institution in the municipal area exacerbate the unemployment situation.

People living under- serviced rural and urban areas have to survive with rudimentary form of water and sanitation services. The scattered spatial development patterns, inherited from Apartheid planning, make it particularly challenging for the municipality. Although the Municipality has achieved spectacular delivery results

over the last 4 years, especially in respect of basic water provision, close to 15% of residents still draw water from rivers, dams, springs, vendors and basic sanitation is particularly lagging.

Restructuring Molemole spatial development landscape forms part of the municipality's long-term vision. Concentration of services, economic activity, and over time, settlements in rural areas must begin to guide public and private investment. The majority of residents have limited spatial access to social services and places of economic opportunity as they live in scattered settlements.

## **MUNICIPALITY PRIORITY ISSUES**

The municipality held several meetings and forums in which the community, stakeholders, CBO's, NGO's and other related structures taking interest in development broadly participated. The following priority issues were discussed and adopted :

- Access to water
- Access to sanitation
- Roads- Access roads (tarring) and Internal roads (grader)
- Economic Development- job creation & special focus groups
- Health
- Crime prevention
- Electricity
- Housing
- Education
- Sports, Arts & Culture.

# **STRATEGIC PHASE**

### **Vision**

Provision of affordable and sustainable services above RDP standards.

### **Mission**

To provide essential, affordable quality services to communities efficiently and effectively in a transparent and accountable manner.

### **Values**

The following values are espoused by council to guide the delivery of service:

- Integrity
- Transparency
- Excellence
- Accountability
- Equity
- Trust

## DEVELOPMENTAL OBJECTIVES

According to section 26(c) of the Municipal Systems Act, 2000 (Act 32 of 2000) the Integrated Development Plan must reflect, “the council development priorities and objectives for its elected term of office, including its local economic development, aims, objectives and its internal transformation needs”. The definition of objectives provides direction to the planning and implementation process.

The following are municipal developmental objectives:

- By 2015 50% of people in Molemole will have access to improved road infrastructure
- By 2012 all people within the municipal area will feel healthy.
- To improve revenue generation of the municipality by 5% per annum
- To ensure maximum community and stakeholder’s participation in municipal affairs
- To facilitate for the optimum reduction and curbing of the crime levels.
- To have less people infected by HIV/AIDS by 2015 and active members of the community.
- To provide affordable, clean and portable water above RDP standards to 100% of the population by 2010.
- To manage conservation and protection of the environment to ensure socio-economic development.
- To achieve 100% equity by 2011
- Increase access to free basic water services by 10% per year
- Increase provision of sanitation service by 10% per year.
- To improve access to sports facilities to 70% of the population by 2010.
- To create and promote Local Economic Development initiatives in the SMME sector.
- To increase job creation by 10% on an annual basis.
- To provide electricity to 100% of the population by 2011.
- To have 10% of Molemole’s access roads tarred by 2010
- To increase the level of communication within the municipal area in case of disaster.

### ***Objectives, Strategies, for each priority issue***

DEVELOPMENT PRIORITY ISSUES	PRIORITY AREAS	OBJECTIVES	STRATEGIES	Projects	KEY PERFORMANCE INDICATORS
Healthy and	HIV / AIDS	To have 10%	Building of new	Re-establishment of	Reduced new HIV /

Dignified People		less people infected by HIV/AIDS by 2011.	Health centres (ward r) Conducting awareness campaigns on Health services.(ward x) Reduction of teenage pregnancy Prevention of infectious diseases Reduction of ill treatment of patients by nurses (ward) Increase adherence of Batho-pele principles by the Dept. of Health and Social Development (ward) primary health care education/awareness (ward)	Clinic Committees (Ward 12) Capacitating of clinic committees(Ward 12) Awareness campaigns on health services(Ward 12) Assessment and monitoring of health services(Ward 12) Consultation with clinic and hospital management and awareness campaigns about cholera, TB, epilepsy and high blood pressure (ward 4) Reduction of teenage pregnancy (Ward 13) Dissemination of information in terms of HIV/AIDS and other diseases (Ward 13)	AIDS infections Reduced teenage pregnancy Established Clinic Committees
	Health and Social Facilities	To ensure that there is improved access to health and social facilities to all people in the Municipality, by 2011.	Facilitate the provision of health care facilities to communities in partnership with the department of health and social development. To facilitate and coordinate availability of sustainable and accessible health	Health Education on Water Borne Diseases, Usage and Sanitary to communities Monitor and Evaluate incidence and Morbidity of communicable diseases Monitor and Evaluate of Community Development Projects	Completed Health and Social infrastructure
	Access to Water and Sanitation	To improve the health of all people in	Acquiring a source of bulk water. Installation of metered	Water reticulation(Ward 2) Electrification of	

		<p>Molemole who are affected by poor quality of water and sanitation by 2011</p>	<p>water pipes/taps. Secure water pumps machines. Integrated water scheme. Alternative sources of water such as water harvesting Rehabilitation of existing boreholes Provision of more water tanks Put system in place for machine operations Extra water trucks Saving water Formulating water steering committee Identify villages where there are water problems. Water reticulation</p>	<p>water pumps(Ward 2) Extension of reticulation &amp; rehabilitation of boreholes(Ward 12) water purification(Ward 12) Awareness campaigns on water conservation(Ward 12) Reviving, drilling and equipping boreholes and install water meters in all households (Ward 5) Installation of water tanks, pipes and taps (Ward 8)</p>	

Financial Security	Economic Development	By 2012 Molemole Municipality will have increased financial security by 10%.	<p>Mobilize youth to take active role in emerging businesses, co-operatives and projects. Employing local people in the implementation of projects.</p> <p>Reduction of unemployment by initiating income generating projects Erection of new project Funding of projects Provision of equipments for farming Government must create jobs for the unemployed</p>	<p>Building infrastructure to market existing projects (ward 8) Establishment of cooperatives (Ward 5) Initiation of income generation projects (ward 4) Provision of equipment for farming (Ward 13) Access to loans (ward 13)</p>	
		To create an environment that stimulate economic growth and development in the next 3 years	<p>Implement sustainable LED strategy Forge partnership with National, Provincial and Private sector Ensure access to information and market opportunities</p>	<p>Promote the Municipality as a tourism destination Development of Skills Development strategy Review LED strategy</p>	Reviewed LED strategy

	Spatial Development Framework	To ensure that there is spatial accessibility of services and places of economic opportunity for most residents, and encourage integrated delivery across the spheres of government by 2011	Review SDF and use it to engage sector departments to guide where they deliver infrastructure and services Public transport intervention to support mobility and access To ensure that there is spatial accessibility of services and places of economic opportunity for most residents, and encourage integrated delivery across spheres of government by reviewing the SDF. Partnerships with Sector departments and the private sector on strategic planning and implementation. Alignment of service delivery and NGDS, PGDS, SDF Alignment of growth points in the Municipality	Review SDF	Reviewed SDF
	Integrated Development Planning	To ensure that there is a well reviewed and coordinated IDP that is aligned all government programmes and policies by 2011	To develop and review the IDP that is aligned to the NSDP, PGDS, SDF and other government policies To coordinate the integrated development planning	Review the IDP	Reviewed IDP

	Financial Viability	To improve revenue generation by 5% annually. Aligning infrastructure investment plan to the budget to close the gap between CAPEX and OPEX to comply with 60:40 ratio standard	Revenue collection strategy Expenditure management Compilation of Annual Financial Statements(AFS)	Revenue Enhancement Strategy	Reviewed Revenue enhancement strategy
Secure Living Conditions	Access to energy	To provide all the people in the Municipal area with electricity on sustainable basis	Engage Eskom and Capricorn District Municipality on fast tracking of free basic electricity Expand financial resources for energy infrastructure Explore alternative sources of energy	Extend coverage	Increased number of households having access to energy services

	Sports and Recreational Facilities	To ensure access to sports facilities by 2012	Renovations of sports facilities and establishing new ones and existing arts, culture and community facilities. Facilitation of library and museum facilities. Promote the participation and preservation of arts & culture amongst the people of Molemole Establish partnership with the Department of arts, sports and culture on the provision of facilities	Build new sports facilities(ward 7) Renovate dilapidated sports facilities( Ward 7)	Renovated and well constructed sports facilities
	Environmental Management	To manage the conservation and protection of the environment in order to ensure all people in Molemole have sustainable livelihoods by 2011	Promote the effective and efficient management of waste Ensure that the diverse cultural heritage of the Municipality is preserved, protected and enhanced	Botlokwa waste management prject Mohodi waste management project Mangtata waste management project	Reviewed Environmental management plan
Good governance	Communication	To have community and stakeholder participation in municipal affairs by 2011	Consultation with all stakeholders for service delivery and public and private investment	Community to attend Council meetings Imbizos IDP/ Budget hearings	
Secure Living Condition	Safety and Security	By 2012 all communities in Molemole should have access to adequate houses with clean water	Formation of Satellite Police station Police visibility 24 hrs in wards Involvement of Community Policing Forum(CPF)	Provision of security at pay points (Ward 2) Establishment of Community Police Forum (Ward 2) Capacitating of CPF(Ward 12)	

		and sanitation, electricity, clean environment and waste management and should have reduced crime rate.	Ward members reporting cases and blowing whistles Ward members to reduce crime among themselves Municipality putting high mast lights in our wards Commitment from residents to fight crime Awareness campaigns Reporting crime Increase safety and security among the community	Crime prevention campaigns (Ward 12) Assessment and monitoring (Ward 12) Installation high mast lights (ward 5) Reviving of crime prevention structures such as CPF (Ward 5)	
	Roads and Transport	By 2012 50% of the villages in Molemole should have improved mobility to daily destinations for social and economic activities.	Re-gravelling of and maintenance of internal access roads. Establish of the traffic station at Mogwadi. Placement of speed humps and deployment of scholar patrols Municipality (CDM) allocate funds for ward 5 main road Community to fell trees in the streets Communicate with municipal stakeholders Identify bad roads in the ward Maintenance of access roads CBP- community based road maintenance Establishment of traffic station at Mogwadi	Re-gravelling of internal streets(Ward 2) Tarring of main roads(Ward 2) Building of Culverts of bridge construction(Ward 2) Undertaking EPWP Projects (Road Construction) (Ward 12) Skills development programmes on Road construction (Ward 12) Rehabilitation of roads (ward 5) Re-gravelling and grading of internal roads (ward 8) Tarring of roads & building bridges (Ward 13) Provision of transport in other villages.(ward 13)	
Educated People	Education	To increase	Support back to	Rehabilitation and	

		level of literacy by 50% among the children of school going age by 2012.	School and culture of learning campaign To coordinate the provision of education facilities Establish partnership with the Department of Education to facilitate greater accessibility of facilities and services	conversion of unused buildings into Schools(Ward 12) Applying for Bursaries(Ward 12) Establish ABET, FET Centres and Primary School (Ward 8) Decrease rate of school drop-out (ward 13) Improved literacy level among the community (ward 13)	
Dignity		To ensure good governance by the Municipality, which will result in improved dignity of residents by 2012.			
	Road Infrastructure	To have 10% of Molemole's access roads tarred by 2010.		Paving of existing access roads	Paved Access roads
	Access to emergency services	To ensure establishment of additional call points by 2011	Facilitate the establishment of communication network within our municipal borders Collaborate with CDM for the establishment of emergency service centres		
Disaster management		To ensure systematic approach on	Developing disaster management plan		

		issues relating to disaster by 2011.			
		To ensure that communities have knowledge about issues of disaster management by 2012.	Conduct disaster management campaign in all villages		
Ward Committees		To ensure enhanced stakeholder participation in IDP process by 2011.	Two training sessions for each ward committee		
Institutional arrangements		To have a credible HR strategy by 2011.	Crafting of HR strategy		
Special focus group		To ensure empowerment of gender, youth, disabled and aged groups	Integrate the special groups programmes into internal policies and programmes		

## PROJECT PHASE

### Project by Molemole Municipality KPA: Local Economic Development

Project No.	Project Name	Capital Investment Financial Year			Source of Funding	EIA
		2010/2011	2011/2012	2012/2013		Yes/No
LED-01	LED Strategy	R 800 000			MLM	No
KPA: Community Services						
COMS-01	Westphalia Pre-School / Community Hall	R 2000 000			MLM	No
COMS-02	Makgalong Pre-School / Community Hall	R 2 000 000			MLM	No
COMS-03	Revitalization of Caravan	R 1 000 000			MLM	No

	Park					
COMS-04	Refuse Bins	R 3 000 000			MLM	No
COMS-05	Car Ports Sekgosese & Mogwadi	R 1 500 000			MLM	No
COMS-06	Revitalization of Nthabiseng Community Hall	R 1 000 000			MLM	No

## 2 INTEGRATION PHASE

### *Operational Strategies*

The table below show all sector plans required for compliance with IDP compilation

In Process	Developed	Not Developed
Led Strategy	Spatial Development Framework	
Integrated Transport Plan	Indigent Policy	
Disaster Management Plan	Disaster Management Plan	Integrated human Resource Development strategy
Land Use Management System	Policy on HIV/Aids	Performance Management System
	Infrastructure Investment Plan	5 Year Investment Development Plan
	Customer Care and Client Services	Energy master Plan (Electricity)
	Service Standard	Housing Plan
	Integrated Waste Management Plan	Area Based Plan
	Employment Equity Plan	
	Skills Development Plan	
	Credit Control and debt Collection Policy	
	Procurement Policy	

# SPATIAL DEVELOPMENT FRAMEWORK

## a. Introduction

Molemole Municipality Spatial Development Framework (SDF) was developed as a legal requirement in terms of the Local Government Municipal Systems Act, 2000, that each municipality must have a SDF.

The purpose of Molemole SDF is firstly to assess the position of Molemole from a District, Provincial and National perspective and secondly to serve as a guide for the municipality in order to ensure that the SDF of Molemole Municipality links to the overall development perspective of Capricorn District Municipality. The main objective will therefore be to ensure that Molemole Municipality contributes towards the orderly spatial structure of the District and Limpopo province. The SDF should inform all departments, municipalities and parastatals with regard to decision on the provision of bulk infrastructure development, macro land-use planning, housing provision programme, schools, that is all capital investment projects.

## b. Land Use Management Scheme

Spatial planning has two dimensions namely. SDF (proactive, forward or strategic planning and land use management (LUMS) of control system). LUMS is acknowledged as the mechanism used for administration and execution of the spatial development framework in order to ensure the municipality desired spatial form through addressing property of land use right at a level of each property/erf. It is thus the day-to-day administration. The LUMS must be policy-led within the parameters set by the spatial development framework, land use policies, other policies and strategies of the municipality.

## c. Hierarchy of settlement in Molemole

The basic element of a spatial pattern comprise nodes networks and area, which in their turn are made up of macro land-use, such as, Settlement (for example, residential, and business land-uses), agricultural areas, mining areas conservation areas and communication or transport networks. Growth points (first order are towns or villages or a group of villages located relatively close to each other where some form of economic, social and institutional activities and a substantial number of people are usually found. The growth points seem to be a natural growth potential, but do not develop to their full potential due to the fact the capital investments are made on adhoc basis without any long-term strategy for the area as a whole. The Botlokwa area, especially at Mphakane, Mogwadi and Morebeng are regarded as first order settlements.

Population concentration (Second order settlement) are towns or villages or a group of villages located close to each other, which have virtually no economic base, but a substantial number of people are located at these villages. These population concentrations are mainly located adjacent to tarred roads or intersections of main routes, which provide accessibility to job opportunities. These nodes should also be given priority in terms of infrastructure provision with higher level of services, although not at the same level as growth points Ramokgopa, Mohodi and Eisleben are considered second order settlements.

The third order settlements exhibit some development potential based on population growth, servicing function potential, and a limited economic base. These settlements usually have 5000 people or more. They do not form part of any cluster, and are relatively isolated in terms of surrounding settlements. The potential for self-sustained development growth is also limited by the lack of development opportunities. Mangata, Ga-Phasha, Sekakane, Matipane, Sekonye are classified as third order settlement.

The fourth order settlement are grouped together by the fact that by far the majority are very small (less than 1 000 people) and are rural settlement, which are only functioning as residential area with no economic base. The potential for future self-sustainable development of these settlements are therefore extremely limited. Ga-Moleele, Lissa and Schoengesig are example of fourth order settlement.

**d. Development Trends**

The majority of the municipality area is rural in nature.

The existing settlements display a fragmented pattern throughout the area, with the largest concentration of settlements adjacent or in close proximity to the Major routes.

Settlement, economic and tourism activities are located along major routes.

Land use management by traditional authorities have a negative impact on security of tenure.

Potential exist for agriculture tourism, retail, mining and SMME development in the area.

Uncontrolled land development occurs.

There is a lack of sufficient social services.

Infrastructure such as roads, water and sanitation posses to be a great concern.

Negative environmental aspects is affecting the quality of communities (deforestation, overgrazing and pollution of underground water sources)

The inadequate provision of dumping sites.

**5-YEAR INFRASTRUCTURE INVESTMENT PLAN**

Projects by Molemole Municipality

Project No.	Project Name	Capital Investment Financial Year			Source of Funding	Responsible Implementing Agency
		2009/2010	2010/2011	2011/2012		
LED-01	Detergent factory	2,000,000			MLM	MLM
LED-02	Letswatshemong Poutry Project	100,000			MLM	MLM
LED-03	Motumo Trading Post	100,000			MLM	MLM
LED-04	Mohodi Arts and culture	600,000			MLM	MLM
LED-05	Land Reform	500,000			MLM	MLM
LED-06	Development of framework of Growth –Point (Mogwadi)	300,000			DBSA/MLM	DBSA/MLM
LED-07	Development of framework of Growth –Point (Morebeng)	300,000			DBSA/MLM	DBSA/MLM
LED-08	Development of framework of Growth –Point (Botlokwa-N1)	300,000			DBSA/MLM	DBSA/MLM
LED-09	Policy development and densification of Agricultural Land	300,000			DBSA/MLM	DBSA/MLM
KPA: Community Services						

COMS-01	Makgato Pre-School	1,300,000			MLM	MLM
COMS-02	Phasha Hall	300,000			MLM	MLM

Projects by other spheres of government

Project No	Project Name	Capital Investment Financial Year			Source of Funding	Implementing Agency
		2009/2010	2010/2011	2011/2012		
<b>Health</b>						
MHW-01	Matoks clinic	1,870,000		1,870,000	DHSD	DHSD
MHW-02	Nthabiseng clinic	6,980,000		6,980,000	DHSD	DHSD
MHW-03	Ambulance-Botlokwa EMS	4,714,000		4,714,000	DHSD	DHSD
MHW-04	One-Stop Centre Satellite- Mohodi			1,200,200	DHSD	DHSD
<b>Hospital Projects</b>						
BHWH-01	Botlokwa Hospital			46,000,000	DHSD	DHSD
<b>Roads Agency Limpopo</b>						
RAL-03	Bandelierkop to Senwabarwana to Steilop (D1200)	10, 000,000	40,000,000		RAL	RAL
<b>Library And Information services</b>						
SAC-02	Upgrading of Mogwadi Public Library		200,000		DSAC	DSAC
SAC-05	Networking of Morebeng		220,982		DSAC	DSAC
SAC-07	Maintenance of Morebeng and Mogwadi		170,000		DSAC	DSAC
SAC-12	Security upgrading at Morebeng	203,000			DSAC	DSAC

Project No	Project Name	Capital Investment Financial Year			Source of Funding	Implementing Agency
		2008/2009	2009/2010	2010/2011		
MLM – Tech – 01	Ramokgopa – Eisleben gravel to tar road	2, 000, 000	7 547 554.54	2,000,000	MIG	MLM
MLM – Tech – 01	Mogwadi Traffic road project	4, 650, 000	5 863.88		MIG	MLM
MLM – Tech – 03	Mohodi road Project	50, 000	2 894 409.09		MIG	MLM
MLM – Tech – 07	Mogwadi Extension 3 paving project		3,650,000		MIG	MLM
MLM – Tech – 09	Matipana to Madikana gravel to tar road protest	1,959,116.84	8,823,451.08		MIG	MLM

MLM – Tech – 17	Leegkraal to Makgato gravel to tar project		2,200,000	40,800,00	MIG	MLM
<b>PRIORITY NO 4: ELECTRICITY</b>						
<b>KPA: BASIC SERVICES</b>						
MLM – Tech – 10	Mogwadi Highmast	896 565	99 997.20		MIG	MLM
MLM – Tech – 11	Mohodi Highmast project		996 552		MIG	MLM
MLM – Tech – 08	Morebeng and Capricorn park highmast	303 500	332 000		MIG	MLM
<b>Priority no 5</b>						
<b>KPA: LOCAL ECONOMIC DEVELOPMENT</b>						
MLM – PL – 01	Indigenous food processing	250 000			MLM	MLM
MLM - PL – 02	Tomato processing plant		800 000	14 200 000	MLM	MLM
MLM – PL – 03	Agricultural market		3 500 000	1 500 000	MLM	MLM
MLM – PL – 04	Township establishment Ext 6		250 000		MLM	MLM
MLM – PL – 05	Township establishment Ext 7		250 000		MLM	MLM
<b>PRIORITY NO 8: SPORTS AND RECREATION</b>						
<b>KPA: BASIC SERVICES</b>						
MLM – Tech – 05	Mogwadi community hall	633,000			MIG	MLM
MLM – Tech – 04	Mohodi community Hall		1,533,000		MIG	MLM
MLM – Tech – 06	Eisleben Community	633,000			MIG	MLM
MLM – Tech – 16	Mohodi stadium		7,950,000		MIG	MLM

Project No	Project Name	Capital Investment Financial Year			Source of Funding	Implementing Agency
		2008/2009	2009/2010	2010/2011		
<b>PRIORITY NO 10: INSTITUTIONAL DEVELOPMENT</b>						
<b>KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>						
MLM – Tech – 12	Extension of Mogwadi municipal offices	1,610,000	2,990,000		MIG	MLM
MLM – Tech – 13	Construction of N1 municipal offices		2500,000	6,000,000	MIG	MLM
MLM – Tech – 15	Mohodi multi-purpose centre	1,650,000	9 350 000		MIG	MLM
MLM – Corp – 01	By-laws	290 000	250 000		MSIG	MLM
MLM – Corp – 02	Fleet-monitoring system	500 000			MSIG	MLM
MLM – Corp – 03	Review of skills Development Plan	350,000			MSIG	MLM
MLM – Corp – 04	IT Master Plan	300,000			MSIG	MLM

MLM – Corp – 05	Integrated HR Development Strategy	350,000			MSIG	MLM
MLM – Corp – 06	Performance management System	350,000			MSIG	MLM
MLM – Finance – 07	Compilation of valuation roll	1,900,000			MSIG	MLM

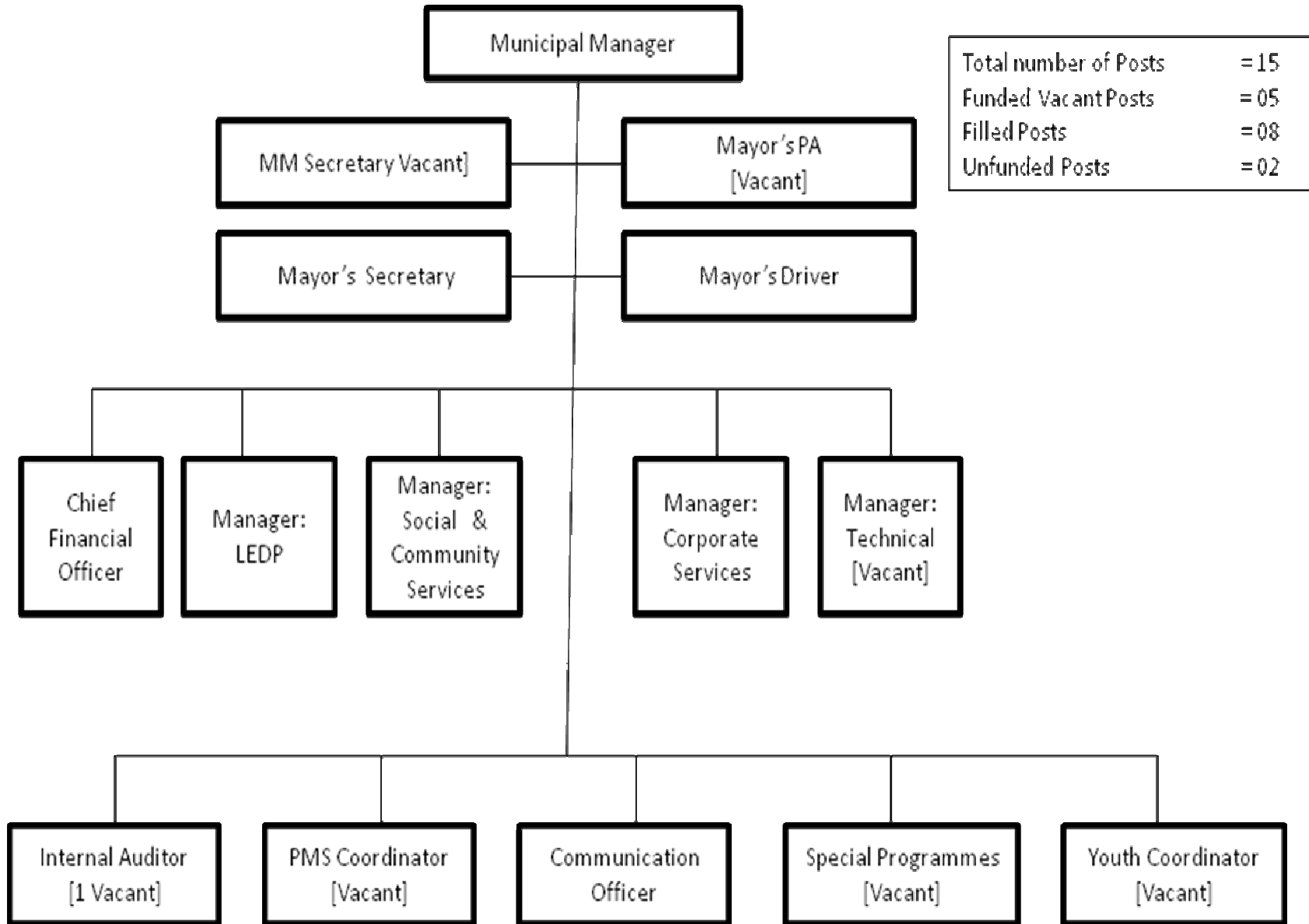
## **ANNEXURE 1 - Organogram**

# organizational Structure

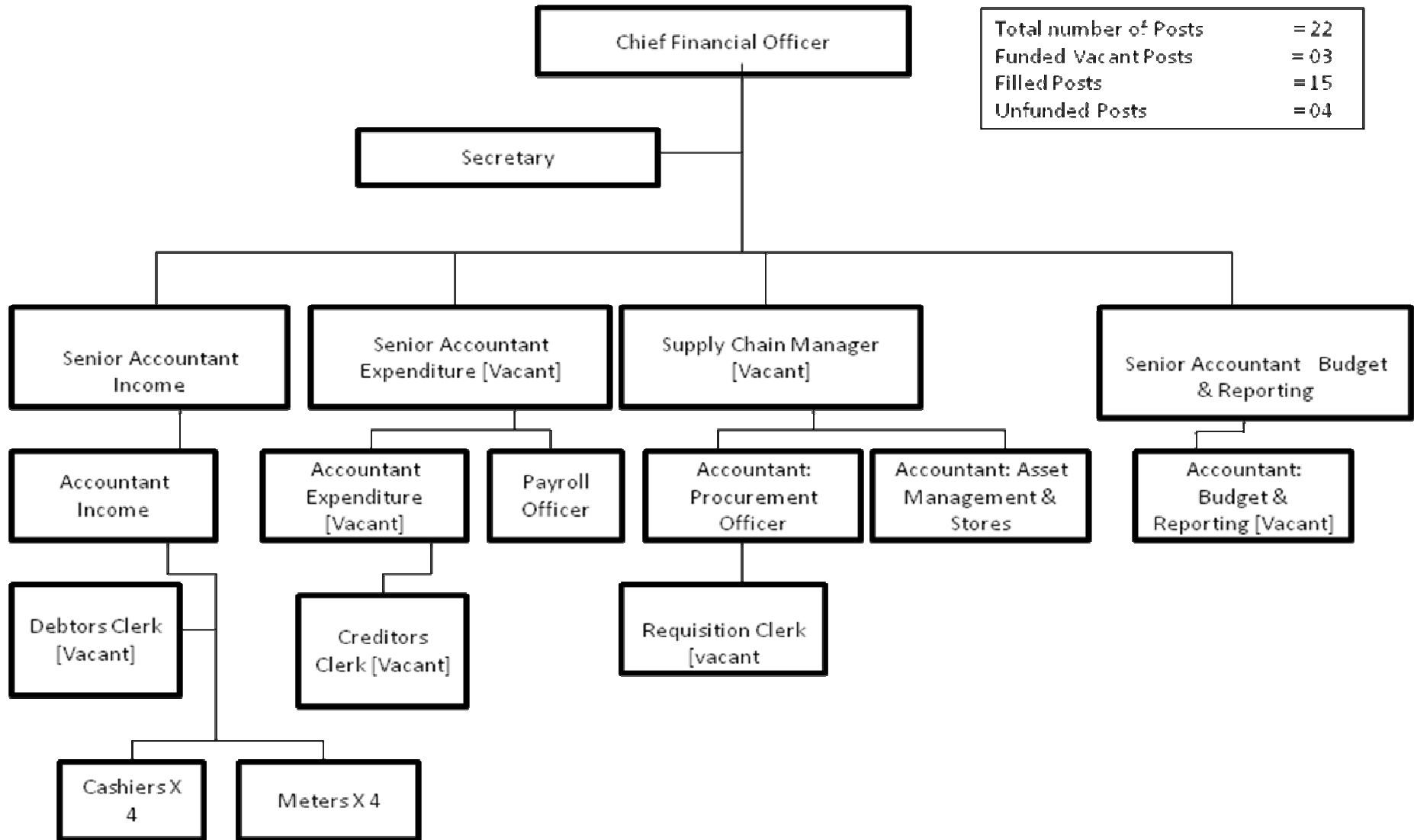


Total Positions	= 214
Total Filled	= 142
Total Funded Vacant Posts	= 46
Total Unfunded Posts	= 26
% of Vacant Post to Total Posts	= 34%

# Municipal Manager

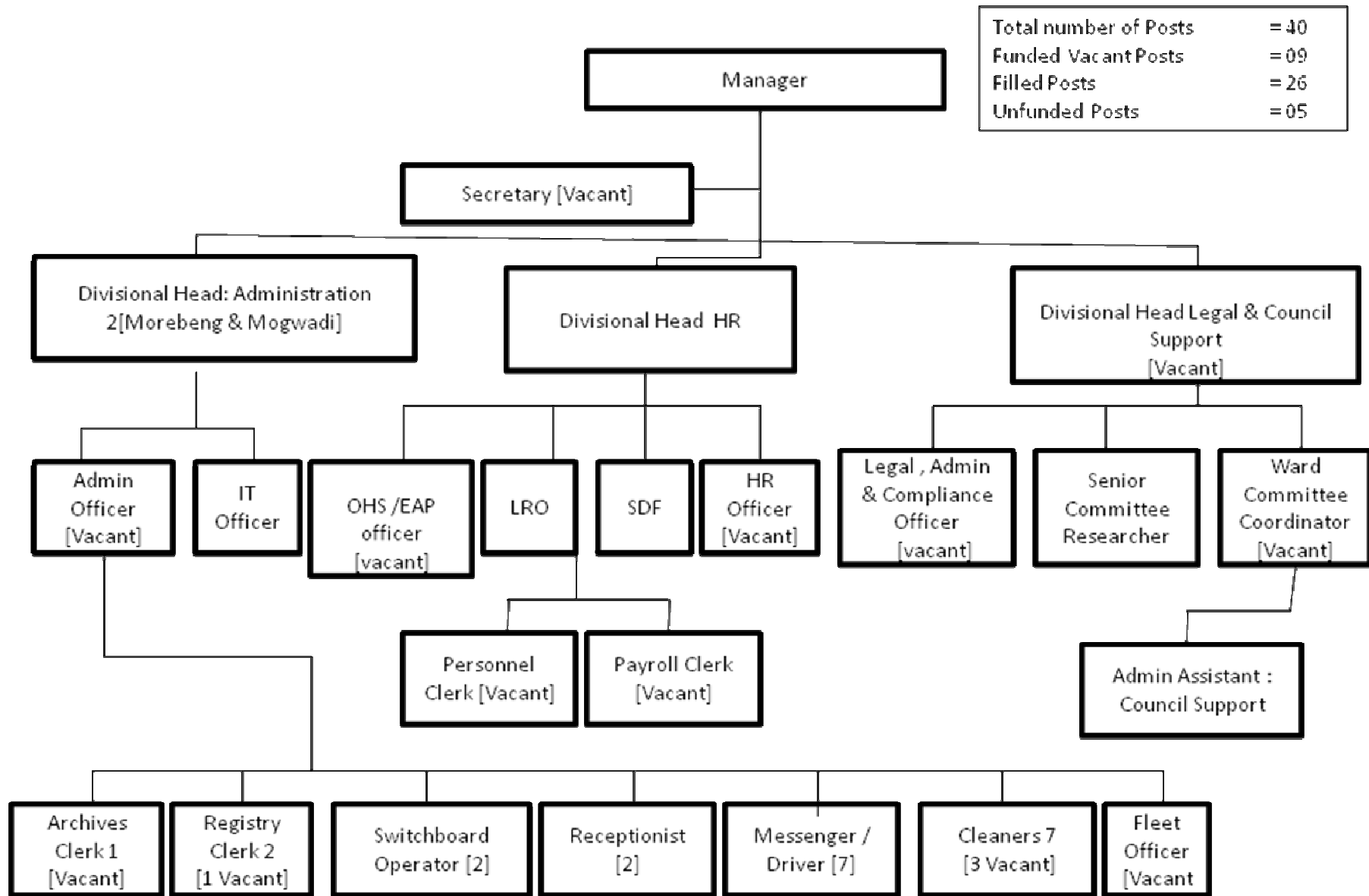


# Budget & Treasury

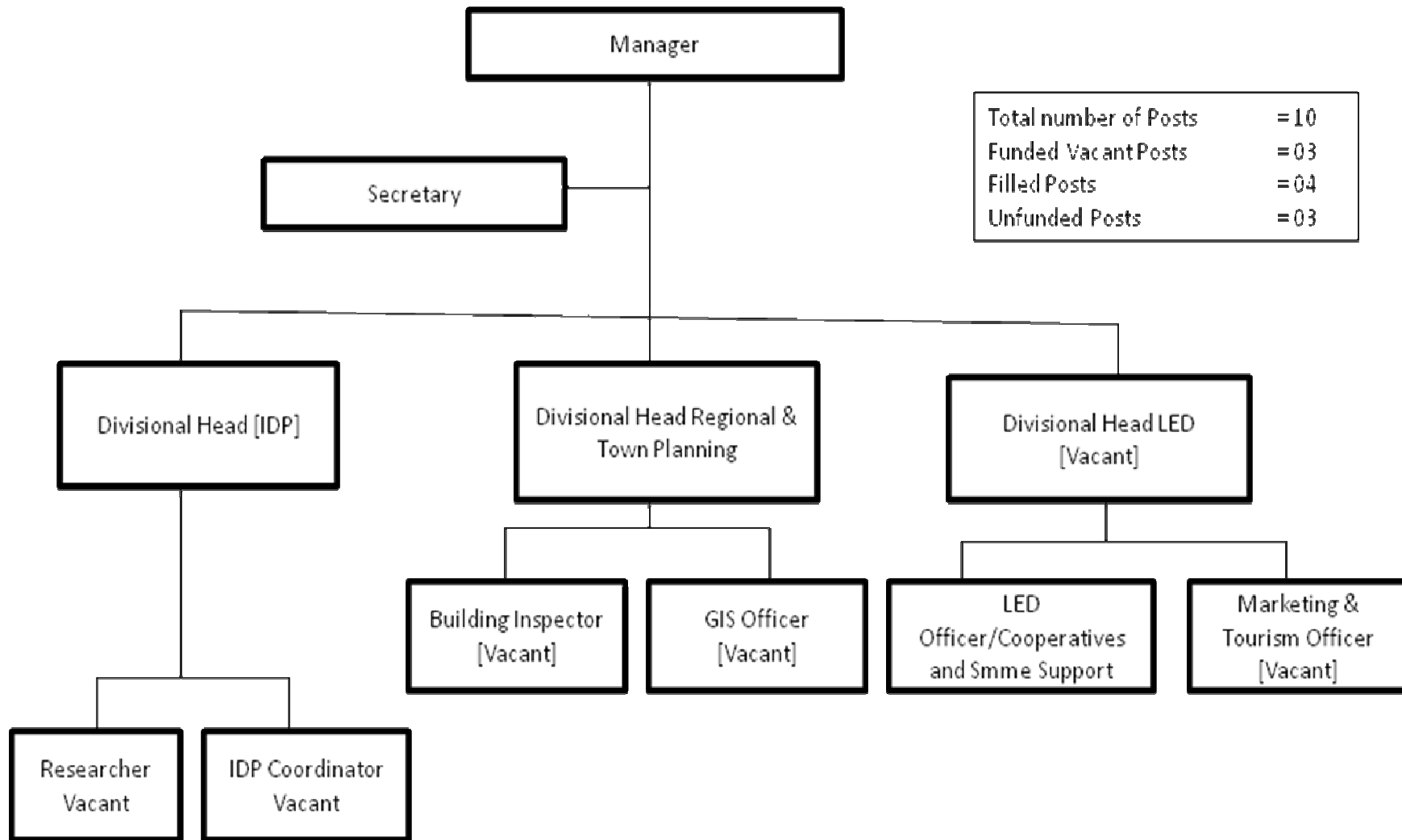


Total number of Posts	= 22
Funded Vacant Posts	= 03
Filled Posts	= 15
Unfunded Posts	= 04

# Corporate Services

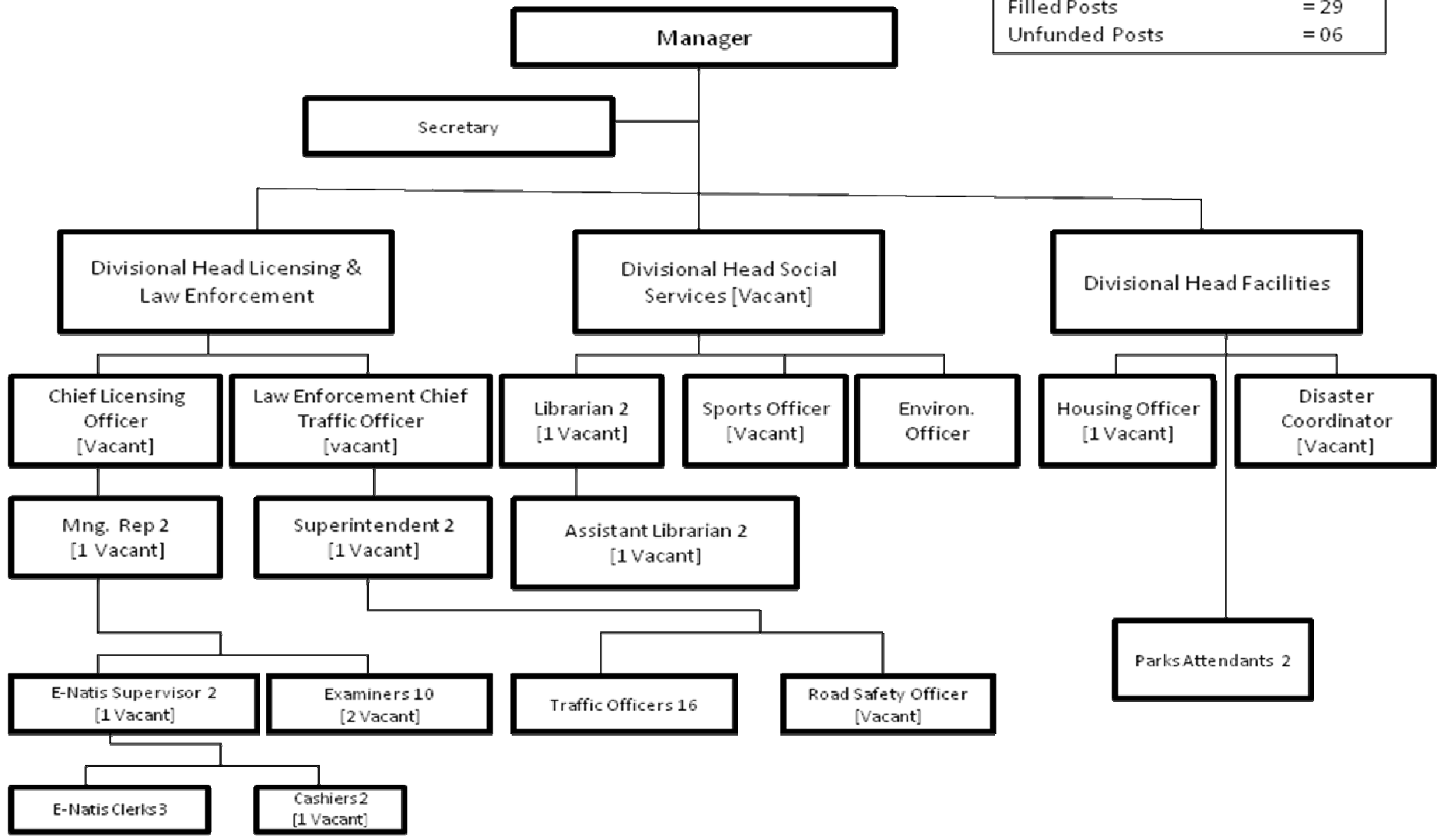


# Planning & Economic Development



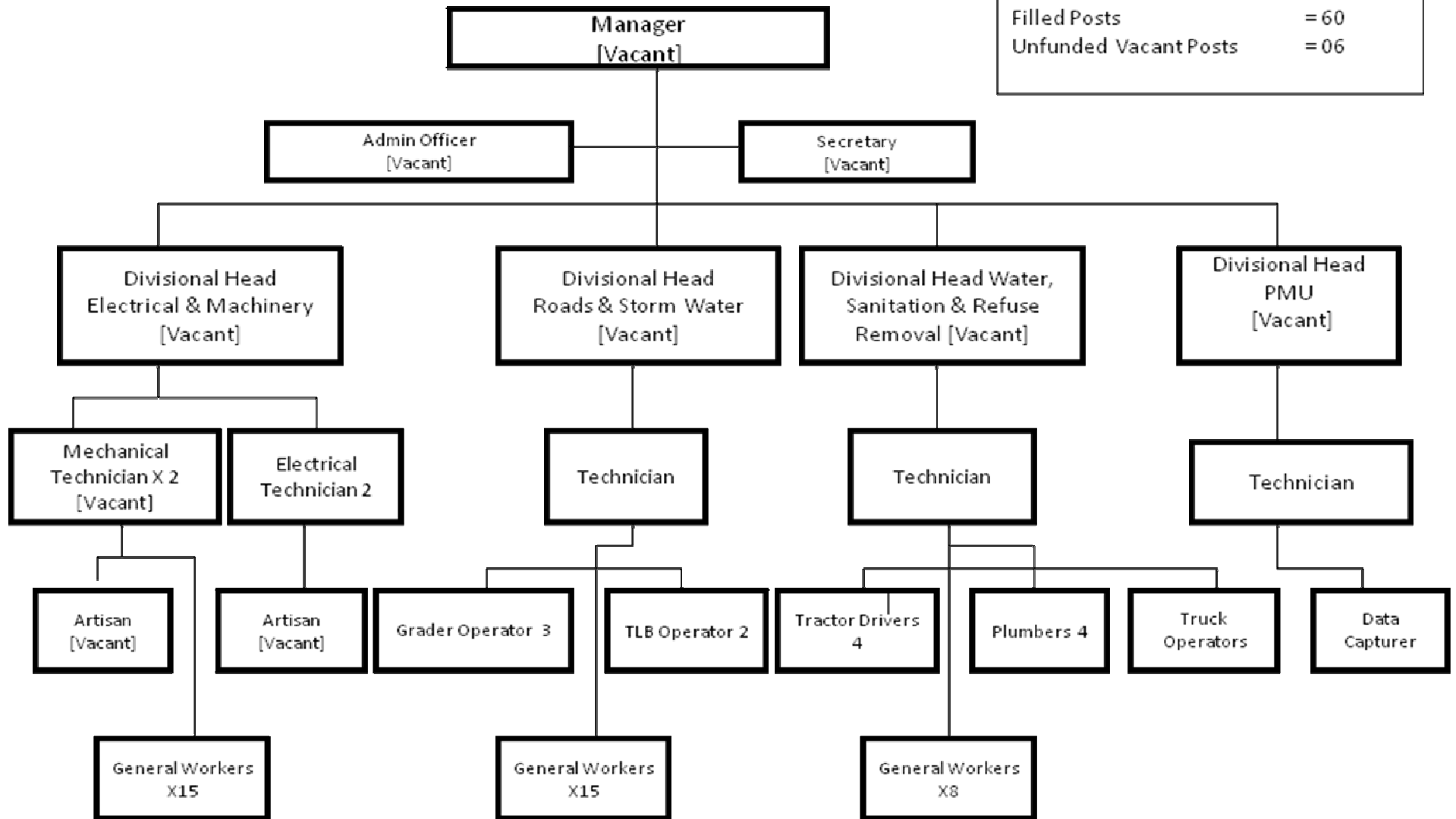
# Community Services

Total number of Posts	= 55
Funded Vacant Posts	= 20
Filled Posts	= 29
Unfunded Posts	= 06



# Technical Services

Total number of Posts	= 71
Funded Vacant Posts	= 6
Filled Posts	= 60
Unfunded Vacant Posts	= 06



## ANNEXURE 2

### Vacant Positions and their Budgeted Amounts

Position	Department	Budgeted Amount	
Personal Assistant	Mayor	R 252,523.00	
Ward Comm. Coordinator	Mayor	R 142,851.00	
Special Programmes Officer	Mayor	R 142,851.00	
Secretary	Municipal Manager	R 103,585.00	
PMS Coordinator	Municipal Manager	R 0.00	
CFO	Finance	R 600,000.00	
Senior Accountant Expenditure	Finance	R 304,349.00	
Supply Chain Management	Finance	R 304,349.00	
Senior Debtors Clerk	Finance	R 62,451.00	
Requisition Clerk	Finance	R 62,451.00	
Secretary	Corporate Services	R 103,585.00	
Divisional Head: Legal & Council Support	Corporate Services	R 0.00	
Fleet Officer	Corporate Services	R 0.00	
EAP & OHS Officer	Corporate Services	R 142,850.00	
SDF	Corporate Services	R 170,035.00	
Archives Clerk	Corporate Services	R 62,452.00	
10x Cleaners	Corporate Services	R 609,954.00	
Personnel Clerk	Corporate Services	R 62,452.00	
Payroll Clerk	Corporate Services	R 62,452.00	
Legal Admin & Compliance Officer	Corporate Services	R 142,850.00	
2x Registry Clerks	Corporate Services	R 146,839.00	(R 73 419.50 each)

Divisional Head LED	Planning and Economic Development	R 304,349.00		
Marketing & Tourism	Planning and Economic Development	R 0.00		
GIS Officer	Planning and Economic Development	R 142,851.00		
Plan Scrutinizer	Planning and Economic Development	R 142,851.00		
Data Capturer	Planning and Economic Development	R 0.00		
Divisional Head: Facilities	Community Services	R 0.00		
Divisional Head: Traffic & Law Enforcement	Community Services	R 304,349.00		
Divisional Head: Facilities	Community Services	R 304,349.00		
Disaster Coordinator	Community Services	R 0.00		
Liaison Officer	Community Services	R 0.00		
Divisional Head: Social Services	Community Services	R 304,349.00		
2 x Librarian	Community Services	R 199,026.00	(R 99 513 each)	
Chief Traffic Officer: Law Enforcement	Community Services	R 195,551.00		
Assistant Chief Traffic Officer	Community Services	R 170,250.00		
2x Superintendent	Community Services	R 372,091.00	(R 186045.5 each)	
10 Traffic Officers	Community Services	R1,283,981.00	( R 128, 398.10 each	each)
1x Cashier	Community Services	R 124,234.00	( R 62,117.00 each)	
Chief Licensing officer	Community Services	R 195,551.00		

2x Management Rep	Community Services	R 372,090.00	(R 186 045.00	each)
14x Examiners	Community Services	R 2,036,447.00	( R 145 460.50	each)
Chief Admin Clerk	Community Services	R 0.00		
Natis Clerks	Community Services	R 186,350.00	(R 62116.67	each)
Divisional Head: Electrical & Machinery	Technical Services	R 304,349.00		
Divisional Head: Roads & Storm water	Technical Services	R 304,349.00		
Divisional Head: Water & Sanitation	Technical Services	R 304,349.00		
PMU	Technical Services	R 0.00		
1x Mechanical Technician	Technical Services	R 175,966.00		
2x Electrical Technician	Technical Services	R 175,966.00		
Technician Artisan	Technical Services	R 136,250.00		
Data Capturer	Technical Services	R 0.00		
		R 11,518,777.00		

## ANNEXURE 3 – Capex Plan

### MOLEMOLE CAPITAL INVESTMENT PLAN FOR 2008 TO 2013

Project Number	Project	CAPITAL Investment Per Financial Year					TOTAL ( R )	Source Of Funding	Responsible Implementing Agent
		2008/09	2009/10	2010/11	2011/12	2012/13			
MIG0596	Mogwadi Community Hall	467 000	918 000				1 385 000	MIG/MLM	MLM
MIG0478	Eisleben Community Hall	467 000	825 857				1 293 857	MIG	MLM
MIG0849	Mohodi Road Works Project	50 000	2 894 409.09				2 944 409	MIG	MLM
MIG0850	Mogwadi Traffic Road Project	4 650 000	5 863.88				4 655 863	MIG	MLM
MIG0864	Morebeng and Capricorn Park High Mast	303 500	332 000				653 500	MIG	MLM
MIG0865	Ramokgopa/Eisleben Gravel to Tar Road Project	2 000 000	7 547 554	2 000 000			11 047 554	MIG	MLM
MIG0866	Matipane to Madikana Gravel to Tar Road Project	1 959 116.84	4 300 710	4 000 000			10 259 826	MIG	MLM
MIG0868	High Mast for Mogwadi	896 565	99 997.20				996 565	MIG	MLM
	Mohodi Highmast		369 750	595 795			996 565	MIG	MLM
	Mogwadi Ext 3 Paving Project		2 650 000	100 000			3 650 000	MIG	MLM
	Morebeng New Offices ( N1)			250000	6000000		8 500 000	MIG	MLM
Project	Project	CAPITAL Investment Per Financial Year					TOTAL	Source Of	Responsible

Number		2008/09 2009/10 2010/11 2011/12 2012/13					( R )	Funding	Implementing Agent
	Mogwadi Municipal Offices Extension	1 610 000	2 990 000				4 600 000	MIG	MLM
	Botlokwa Multi Purpose Centre	1 650 000	3 350 000	6 000 000			11 000 000	MIG	MLM
	Mohodi Stadium			4 000 000	6 840 000		7 240 800	MIG	MLM
	Legkraal to Makgato Gravel to Tar		1 000 000	800 000	1 100 000	220 000	42 000 000	MIG	MLM
	Mohodi Community Hall			1 533 000			1 533 000	MIG	MLM
	Mohodi Multi Purpose Centre				3 950 000	4 000 000	7 950 000	MIG	MLM

## ANNEXURE 4 - Budget

### 2.12. BUDGET

The total budget for the financial year 2008/09 is R62,943,842

Total operating expenditure is R46,603,648 which comprises 75% of the total budget.

The capital expenditure is R16,340,194 which comprises 25% of the total budget

The capital funding is R11,963,086.

#### OPERATING REVENUE BY SOURCE

REVENUE BY SOURCE	2007/008	2008/2009	2009/2010	2010/2011	TOTAL MTREF
Government grants& subsidies	27,869,721	33,152,000	41,344,000	51,197,000	153,562,721
Service charges-other	9,788,310	4,482,971	4,931,268	5,424,395	24,626,944
Service charges-electricity	2,500,000	2,500,000	2,750,000	3,025,000	10,775,000
Property rates	1,239,139	1,526,310	1,678,941	1,846,835	6,291,225
Service charges-water	1,023,868	1,085,300	1,193,830	1,313,213	4,616,211
Interest rate	386,169	409,339	450,273	495,300	1,741,081
Service charges-sanitation	807,802	980,520	979,572	1,077,529	3,845,423
Service charges-refuse removal	590,635	650,000	715,000	768,500	3,0546,655
Fines	3,200,000	6,284,316	6,912,748	7,604,022	24,001086
Total revenue by source	47,405,644	50,980,756	60,955,632	72,769,795	232,118,827

#### OPERATING EXPENDITURE BY VOTE

OPERATING EXPENDITURE BY SOURCE	2007/008	2008/2009	2009/2010	2010/2011	TOTAL MTREF
Technical services	11,121,162	9,142,040	10,056,244	11,061,868	41,381,320
Mayors office	8,868,691	8,545,100	9,399,610	10,339,571	37,152,980
Community Services	4,169,064	7,604,122	8,364,534	9,200,987	29,338,710
Corporate Services	8,745,008	11,829,783	13,012,761	14,314,037	47,901,590
Budget and Treasury	8,109,478	4,872,852	5,360,137	5,896,151	24,238,620
Planning & Economic Development	2,299,375	2,545,800	2,800,380	3,080,418	10,725,980
Municipal Manager's office	1,308,508	2,063,951	2,270,346	2,497,381	8,140,190
Total operating expenditure by vote	44,621,286	46,603,648	51,264,648	56,390,414	198,879,996

#### CAPITAL EXPENDITURE BY VOTE

CAPITAL EXPENDITURE BY VOTE	2007/008	2008/2009	2009/2010	2010/2011	TOTAL MTREF
Technical services	6,507,764	11,780,194	42,370,594	22,595,642	80,106,540

Community Services	4,966,636	550,000	400,000	-	5,916,640
Corporate Services		1,560,000	700,000	-	1,560,000
Budget and Treasury		2,050,000	400,000	-	2,490,000
Planning & Economic Development		400,000	6,800,000	15,700,000	7,200,000
Municipal Manager's office	-	-	-	-	-
Total capital expenditure by vote	11,474,400	16,340,194	50,670,600	38,295,642	116,780,836

#### CAPITAL FUNDING BY SOURCE

CAPITAL FUNDING BY SOURCE	2007/008	2008/2009	2009/2010	2010/2011	TOTAL MTREF
Provincial Government					
Amounts allocated	8,974,400	11,113,086	14,483,965	16,260,200	50,831,651
Amounts carried over					
Total Grants & Subsidies-Provincial government_	8,974,400	11,113,086	14,483,965	16,260,200	50,831,651
District Municipalities					
Amounts allocated		850,000	850,000	850,000	2,550,000
Amounts carried over					
Total Grants & Subsidies-Provincial Government		850,000	850,000	850,000	2,550,000
Total Government Grants & Subsidies	8,974,400	11,963,086	15,333,965	17,110,200	53,381,651
Surplus from operating Revenue	2,500,000	4,377,108	35,336,629	21,185,442	81,399,179
Total funding of Capital Expenditure	11,474,400	16,340,194	50,670,594	38,295,642	134,780,830