



DRAFT
INTEGRATED DEVELOPMENT PLAN
2024/2025



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List of Acronyms

AGSA	Auditor General South Africa
ARV	Antiretroviral
ASS	Annual Schools Survey
BAR	Basic Assessment Report
BBBEE	Broad Based Black Economic Empowerment
BWS	Bulk Water Supply
CAPEX	Capital Expenditure
CBCSS	Community Based Care Support Services
CBD	Central Business District
CDM	Capricorn District Municipality
CFO	Chief Financial Officer
GDS	Growth & Development Strategy
CHC	Community Health Centres
CO	Carbon Monoxide
COGHSTA	Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs
CPF	Community Policing Forum
CSF	Community Safety Forum
DPIs	Development Priority Issues
DAFF	Department of Agriculture, Forestry and Fisheries
DC	District Code
DEA	Department of Environmental Affairs
DFA	Development Facilitation Act 65 of 1995
DHSD	Department of Health and Social Development
DIC	Drop in Centre
DMR	Department of Minerals Resources
DoARD	Department of Agriculture and Rural Development
DoE	Department of Education
DPWRI	Department of Public Works, Roads and Infrastructure
DRMF	Disaster Risk Management Forum
DSAC	Department of Sports Arts & Culture
DTI	Department of Trade and Investment
DWS	Department of Water and Sanitation
ECD	Early Childhood Development
EEDG	Energy Efficiency Demand Grant
EEP	Employment Equity Plan
EHS	Environmental Health Services
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
ERP	Enterprise Resource Planning
FET	Further Education & Training
FMG	Financial Management Grant
GDIP	Green Drop Improvement Plan
GDP	Gross Domestic Product
GDS	Growth and Development Strategy
GIS	Geographical Information System
GRAP	Generally Recognized Accounting Practice

HCBC	Home Community Based Care
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HH	Households
HR	Human Resource
IKM	Information and Knowledge Management
ICT	Information and Communication Technology
IDC	Industrial Development Corporation
IDDRR	International Day for Disaster Risk Reduction
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IT	Information & Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LARP	Land and Agrarian Reform Project
LDV	Light Delivery Vehicles
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LEDET	Limpopo Economic Development, Environment and Tourism
LDP	Limpopo Development Plan
LGSETA	Local Government Sector Education and Training Authority
LM	Local Municipality
LTP	Limpopo Tourism & Parks
LUM	Land Use Management
SDGs	Sustainable Development Goals
MDMC	Municipal Disaster Management Centre
MFMA	Municipal Finance Management Act 56 of 2003
MGP	Municipal Growth Point
MPAC	Municipal Public Accounts Committee
M&E	Monitoring and Evaluation
MEC	Member of Executive Committee
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MLM	Molemole Local Municipality
MM	Municipal Manager
MMC	Member of Mayoral Committee
MOU	Memorandum of Understanding
MPAC	Municipal Public Account Committee
MPLS	Multiprotocol Label Switching Solution
MSA	Municipal Systems Act 32 of 2000
MSIG	Municipal System Improvement Grant
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
MWIG	Municipal Water Infrastructure Grant
NEMA	National Environmental Management Act 107 of 1998
NGO	Non-Governmental Organisation
NLTA	National Land Transport Transition Act 22 of 2000

NMT	Non-Motorised Transport
NPO	Non-Profit Organisation
NSDP	National Spatial Development Perspectives
O&M	Operations & Maintenance
OPEX	Operational Expenditure
OTP	Office of the Premier
PAIA	Promotion of Access to Information Act
PCP	Population Concentration Point
PGP	Provincial Growth Point
PMS	Performance Management System
PMU	Project Management Unit
PPPs	Public Private Partnerships
PRASA	Passenger Rail Agency of South Africa
RA	Road Assessment
RAL	Roads Agency Limpopo
RRAMS	Rural Road Asset Management System
RDP	Reconstruction & Development Programme
REAL	Revenue, Expenditure, Assets & Liability
RHIG	Rural Households Infrastructure Grant
RSC levy	Regional Services Councils Levy
RWS	Regional Water Scheme
SALGA	South African Local Government Association
SANRAL	South African National Road Agency Limited
SANS	South African National Standards
SAP	Systems Applications and Products
SAPS	South African Police Services
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery & Budget Implementation Plan
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SDI	Spatial Development Initiatives
SEA	Strategic Environmental Assessment
SETA	Skills Education Training Authority
SIPs	Strategic Integrated Projects
SLA	Service Level Agreement
SMMEs	Small Medium & Micro Enterprises
SO2	Sulphur Oxide
SODA	State of the District Address
SONA	State of the Nation Address
SOPA	State of the Province Address
SPLUMA	Spatial Planning and Land Use Management Act
STATSSA	Statistic South Africa
SWOT	Strength, Weaknesses, Opportunities and Threats
VAT	Value Added Tax
VOCS	Victim of Crime Survey
VIP	Ventilated Improved Pit Latrine
WESSA	Wildlife and Environmental Society of South Africa
WSA	Water Service Authority
WSDP	Water Services Development Plan

WSIG	Water Services Infrastructure Grant
WSP	Work Skills Plan
WTP	Water Treatment Plant
WWRAP	Wastewater Risk Abatement Plan
WWTW	Waste Water Treatment Works
ZCC	Zion Christian Church

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

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



A QUICK VIEW OF MOLE MUNICIPALITY

Population

125 153



Households

34 132



Female
population

55%



Piped water
inside yard

47%



% of Informal
dwellings (shacks)

2.5%



Pit Toilets

80%



Municipal
Refuse removal

4.1%



Unemployment
rate

39%



Youth
Unemployment

52%



Formal sector
employment

59%



Average Annual
income

R 15 000



Govt.
contribution to
economy

21%

Agriculture
contribution to
economy

14%

Finance &
business services
contribution to
economy

24%

Number of
registered voters

59 231 (47%)



1.1 MAYORS FOREWORD



a. Municipal Strategic Intent

I am proud to present the draft IDP for the 2024/2025 financial year. This is a continuation of our commitment to accelerate service delivery to our communities. The 2024/2025 IDP review processes are undertaken in a year when millions of South Africans will be flocking to the various voting stations across the country to cast their ballot and choose their preferred government for the next next five years.

Although these are National and Provincial Elections as municipalities we are not spared by the community in so far as provision of basic services is concerned. In fact, we are expected to show the community that we are committed to improving their lives through this IDP as this will have a bearing on the participation of voters in the coming elections. The rationale for this is that it is only through municipalities like Molemole that people get to experience the impact of government on their lives. We are at the coalface of service delivery and we dare not falter in our unwavering commitment to fulfil that mandate.

b. Key service delivery programmes Projects

Following a very good performance by the municipality in the implementation of service delivery projects we are please to report that the municipality received additiuonal funding of R 6.5 million which will help us to speed up reduction of our road infrastructure backlogs. The last phase of Mogwadi road project will be implemented in the 2024/2025 financial year with additional 6.1 km of road to be upgraded in Sekonye to Springs internal streets.

Our programme for installation of culvert bridges in various villages affected by rains went very well in the currnet financial year and four bridges will be completed by the end of third quarter. A further four culvert bridges will be implemented in the 2024/2025 financial year.

We appreciate the national government for giving us R 17.5 million of nunicipal disaster recovery grant to maintain and repair the roads damaged by torrential rains. Three villages

(Fatima, Moleele and Broekman) will benefit in the next four months through culvert bridges and storm water control.

More than 829 households will be electrified in the coming financial year which is a huge improvement compared to the 2023/2024 financial year. Our programme for the installation of high mast lights in our villages as part of fighting crime will continue in the coming financial year.

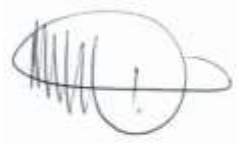
In appreciation of the thirty years of democratic dispensation we have set ourselves a goal of ensuring Molemole municipality is able to come with sustainable revenue generating strategies to ensure continued provision of services to our people. We are currently engaging various stakeholders with a view to form a partnership that will create long term investment vehicles that will benefit the people of this municipality. To this end an Investment committee has been established in order to formalize our commitment to this cause. Further details will be found as you page through this draft document.

c. Public participation

One of the constitutional objects of local government like Molemole is promote involvement of local communities in the everyday affairs of the Municipality. This is further supported by the White Paper on Local Government (1998) which views local government as developmental, i.e. People should be central in determining the service delivery trajectory that the municipality is taking. Molemole Municipality prides itself in the pursuit of this constitutional imperative. MPAC has just recently undertaken public participation drive on the 2022/2023 Annual report to present the performance report card to the community on the implementation of the 2022/2023 financial year. We will indeed use the inputs received during the outreach to shape how this IDP and our Budget are structured.

In the next two weeks the Municipality will further undertake the public consultation on this draft IDP with a view to solicit views, comments and inputs that will feed this strategic document. This is very much in line with the developmental thinking espoused in the White Paper on Local Government (1998). A copy of the draft will also be made available on our website and physically in our offices for inspection and to submit inputs, comments and

views. All the inputs will then be consolidated into a final strategic IDP document that will guide our service delivery intervention in the 2024/2025 financial year.



**Honourable Mayor
Cllr Masilo Edward Paya**

1.1 EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER



We have once again kick started the 2023/2024 IDP and Budget review process with a view to prepare for the 2024/2025 financial year. This process start with Analysis phase which helped to assess the level of development within the municipality and an assessment of the view of the community during presentation of the 2021/2022 financial year. Based on the outcome of Analysis phase we have now came up with proposed service delivery

which would address the service delivery shortcomings identified.

We have also looked at the strengths of the municipality which highlighted our capability to fully exploit opportunities and minimize the impact of the weaknesses and threats.

The following is a concise summary of the Annual Draft Budget for the 2024/2025 financial year: The Municipal Revenue amounts to R357 million for 2024/25 financial year, which shows an increase of R11 million as compared to the adjusted budget amount of R 346 million from the 2023/24 financial year. This represent an increase of 3% on a year on year basis.

The Operating expenditure amounts to R300 million for the 2024/25 financial year which shows an increase of R44 million (or 17%) as compared to the adjusted budget amount of R 256 million for the 2023/24 financial year. The 2024/25 capital budget amounts to R57 million as compared to the adjusted budget of R 92 million for the 2023/24 financial year.

It can be seen from the above that the municipality is highly reliant on the transfers and subsidies. It is for this reason that we have embarked on a concerted drive to identify alternative revenue sources to sustain the municipality long into the future. As you page through this draft IDP document you will find projects like Investor conference to woo potential investors into the municipality and take advantage of our competitive advantage in agriculture. Furthermore, there will be more electrification projects, which we intend to obtain licenses to sell electricity in those villages, which is another long term revenue source for the municipality.

The municipality will also draw revenue from regulated sources and the newly approved tariff structure for the 2024-2025 financial year is as follows:

SERVICES	2024/25
Property rates (approved by treasury)	4.9%
Electricity (approved by Nersa)	12.72%
Refuse removal (approved by treasury)	4.9%

To realize the strategies, projects and objectives outlined in this IDP we have further attached the proposed Organizational Structure, which, if funds permit, will be funded in the coming financial year. We are however mindful of the employee cost ratio against the total operating expenditure and are not intending to go beyond the regulated ratio.

Some of the current policies and by-laws will also be reviewed for the next financial year in order to address the loopholes identified in the current financial year as well as to comply with new laws, regulations and circulars applicable.

In conclusion, I would like to urge the Molemole public to go through this document and make inputs and comments to ensure the final document is reflective of the needs and aspirations of the people. You can access the copy of this document electronically via the website or alternatively a hard copy can be accessed in all our municipal service points during office hours.



Mr. K.E Makgatho
Municipal Manager

CHAPTER ONE: THE PLANNING PROCESS

1.1. INTRODUCTION

In this section, we provide a brief overview of legislative context within which the IDP process took place, the basis for IDP review process, institutional arrangements that are in place to drive the IDP process, the local, provincial and national contextual realities that framed the IDP review, process overview in terms of steps and events, the district public participation processes and nascent inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programs in the district.

1.2. POLICIES AND LEGISLATIVE FRAMEWORKS

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

1.2.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA (ACT 108 OF 1996)

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

The constitutional model redefines the relationships between the three spheres of government by replacing the system of a vertical hierarchy of tiers with three overlapping planning processes and sets of plans, each relating to a different sphere of government.

The constitutional mandate for local government is to:

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

The principle of co-operative governance put forward in the Constitution means that national, provincial and local investments in municipal areas of jurisdiction must be coordinated to ensure that scarce resources are used for maximum impact. Municipalities must therefore adopt alternative planning approaches to address the challenges of providing equitable municipal services that are integrated with service delivery by other spheres of government.

As a “five-year strategic development plan” for the municipal area, the IDP not only informs all municipal activities for a set time period, but also guides the activities of all national and provincial line departments, corporate service providers and nongovernmental organizations in the municipality. Collectively these actions will ensure poverty alleviation in the short term while moving the municipality closer to the eradication of poverty over the longer term.

1.2.2 THE WHITE PAPER ON LOCAL GOVERNMENT

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

1.2.3 THE MUNICIPAL SYSTEMS ACT (MSA2000)

The Municipal Systems Act defines the IDP as one of the core functions of a municipality and makes it a legal requirement for every council to adopt a single, inclusive and strategic plan for the development of its municipality. This plan should link, integrate and coordinate plans and take into account proposals for development of the municipality. It should also align the municipality's resources and capacity with the implementation of the plan, it should form the policy framework and general basis on which annual budgets must be based; and be compatible with national and provincial development plans and planning requirements.

1.2.4 NATIONAL DEVELOPMENT PLAN (2030)

The NDP focusses on the critical capabilities needed to transform the economy and society. In particular, it assists government in confronting the nine primary challenges by providing broad framework to guide key choices and actions that will help government in its drive to grow the economy, create jobs, address poverty and establish social cohesion, namely:

- Where should government direct its investment and development initiatives to ensure sustainable and maximum impact?
- What kinds of spatial forms and arrangements are more conducive to the achievement of our objectives of democratic nation building and social and economic inclusion?
- How can government as a whole capitalise on complementarities and facilitate consistent decision making; and move beyond focusing on integration and coordination procedures to establishing processes and mechanisms that would bring about strategic coordination, interaction and alignment?

1.2.5 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

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

From a space economy, the Molemole Municipality has developed a Spatial Development Framework (SDF) in line with the dictates of the Local Government: Municipal Systems Act. The SDF has been developed to give effect to the National Spatial Development Perspective (NSDP).

The NSDP is South Africa's first set of National Spatial guidelines that establish an overarching mechanism which:

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

The NSDP puts forward a set of five normative principles to be considered when making infrastructure investment and development spending decisions in and between all three spheres of government:

Principle 1:

Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, amongst which poverty alleviation is key.

Principle 2:

Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3:

Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities. The Molemole Municipality will have to pursue this in earnest to ensure that investments are not scattered across the municipality leaving a minimal impact on development.

The implementation of key projects and investments in its nodes in terms of the current SDF sets a good example on the part of the municipality and such should continue to be emulated in line with the new SDF to be developed.

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 to exploit the potential of those localities. In localities with low demonstrated economic potential, Government should, beyond the provision of essential services, concentrate primarily on human capital development by providing social transfers such as grants, education and training and poverty relief programs and reducing migration costs by providing labour market intelligence so as to give people better information, opportunities and capabilities to enable people to gravitate, if they chose to, to localities that are more likely to provide sustainable employment and economic opportunities. In addition, sound rural development planning, aggressive land & agrarian reform & expansion of agricultural extension services is crucial.

Principle 5:

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 link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy. Molemole should follow same approach used in Principle 3 above.

1.2.6 OTHER LAWS THAT PROVIDE GUIDELINES FOR THE DEVELOPMENT OF IDP'S INCLUDE:

The Local Government Transition Act Second Amendment Act 1996 (Act 97 of 1996), which requires each local authority to compile an Integrated Development Plan for their area of jurisdiction.

The Municipal Demarcation Act, 1998 that provides the framework for the ongoing demarcation process.

Spatial Planning and Land Use Management Act, 2013

The Municipal Structures Act, 1998, that defines the institutional setting for municipalities and describes their core functions and responsibilities.

- *The National Environmental Management Act, 1998.*
- *The Water Services Act, 1997*
- *Municipal Finance Management Act, 2003 and*
- *Regulations passed in terms of the Environmental Conservation Act, 1989*

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

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

- Inclusionary Housing Policy;
- Capricorn District Municipality Disaster Management Plan, CDM-DMP);
- Capricorn District Municipality Water Services Development Plan (CDM-WSDP);

1.3. KEY ASPECTS OF THE SONA AND SOPA

Key aspects of SONA

The State of the Nation Address of the President of South Africa (abbreviated SONA) is an annual event in the Republic of South Africa, in which the President of South Africa reports on the status of the nation, normally to the resumption of a joint sitting of Parliament (the National Assembly and the National Council of Provinces).

The speech marks the opening of the parliamentary year and is usually attended by important political and governmental figures of South Africa,

The 2024 SONA focused on four broad themes, namely energy crisis, reducing unemployment, cost of living and crime and corruption.

1.6. Energy crisis

The president has announced government's most immediate priority is to restore energy security further announced the appointment of the 1st Minister of Electricity in the Presidency to assume full responsibility for overseeing all aspects of the electricity crisis response, including the work of the National Energy Crisis Committee.

He acknowledged that persistent load shedding is impeding the economy's recovery. It was highlighted that without a reliable electricity supply, businesses cannot grow, assembly lines cannot run, crops cannot be irrigated, and basic services are interrupted. Load shedding means households and supermarkets cannot keep food fresh, the water supply is often disrupted, traffic lights need to be fixed, and streets need to be lit at night.

Appoint a Minister of Electricity in the Presidency to assume full responsibility for overseeing all aspects of the electricity crisis response, including the work of the National Energy Crisis Committee • Add new generation capacity to the grid as quickly as possible, while maintaining rigorous environmental protections, procurement principles and technical standards • Initiate immediate measures to improve the performance of Eskom's existing power stations and stabilise the longer-term energy system • Roll out solar panels and invest in new

transmission lines and substations, especially in areas of high concern • Adjust the bounce-back loan scheme to enable small businesses to invest in solar equipment • Amend the bounce-back loan scheme requirements to allow banks and development finance institutions to expedite the leasing of solar panels to their clients

Deploy people and resources to improve the reliability of power stations that have contributed to reduce load shedding • Finalise a debt solution to enable the utility to make necessary investments in maintenance and transmission • Buy excess power from private generators to capacitate the national grid • Start operating the National Transmission Company

Reducing Unemployment

The challenge of unemployment continues to be persistent and impacting on the youth more than other sections of society. The President highlighted efforts to mobilise greater levels of investment, which is essential to growing the economy and creating jobs. To address the challenge of youth unemployment, the Employment Tax Incentive has been expanded to encourage businesses to hire more young people in large numbers.

The Social Employment Fund was recruiting 50,000 participants in its next phase of undertaking work for the common good. The National Youth Service would create 36,000 opportunities through nonprofit and community-based organisations.

Labour market interventions may be suitable for addressing supply-sided challenges and preparing job seekers to enter the labour market. Still, their effect will only be limited if there is a corresponding increase in the supply of jobs through improving economic growth. Conventional labour market interventions centring on education, training, and wage subsidies are necessary but are inadequate to address today's youth unemployment challenge.

Cost of Living

The rising cost of living is deepening poverty and inequality. The President highlighted that approximately 60 per cent of the budget is allocated to the social wage, providing various forms of support, basic services and assistance to households and individuals to combat poverty and hunger. The President announced that to counter the rising cost of living, we will continue the Social Relief of Distress Grant, which currently reaches around 7.8 million people.

Furthermore, the President announced that the existing social grants would be increased to cushion the poor against rising inflation. The Minister of Finance will set out the quantum of

the increases in the budget. He further announced that work is underway to develop a mechanism for targeted basic income support for the most vulnerable within our fiscal constraints

A basic income grant comes with many economic and social benefits. It will result in the extension of economic opportunity for the poor, an expansion of human capabilities and a reduction in the burden of poverty, hunger and disease. However, it may also worsen the fiscal position of the country, and thus it requires a balanced approach to designing and implementing a basic income grant.

Crime and corruption

Crime and corruption continue to affect South Africa. The President announced the strengthening of the South African Police Service to prevent crime and improve the capacity of the National Prosecuting Authority and courts to ensure perpetrators are brought to justice. It was announced that more than 10,000 new recruits graduated from police academies and a further 10,000 will be recruited and trained this year.

Furthermore, the President announced that the government is working towards capacitating the Witness Protection Unit and would introduce amendments to the Protected Disclosures Act and Witness Protection Act to strengthen protections for whistle-blowers. In response to the State Capture Commission and in line with the framework for the professionalisation of the public service, integrity assessments would become a mandatory requirement for recruitment to the public service and entry exams would be introduced.

KEY ASPECT OF SOPA

The State of the Province Address also known as SOPA is an annual address to the province by Premier, which focuses on the current political and socio-economic state of the province. In this address the Premier sets out government's key policy objectives and deliverables for the year ahead. It highlights the province's achievements and challenges experienced over the past year and maps the year ahead. SOPA covers wide-ranging political, economic and social matters and considers the general state of South Africa

Political parties have an opportunity to debate, comment and raise questions on matters addressed in the Premier's speech during a debate on the Premier's State of the Province Address. This debate happens about a week after the address and forms part of the oversight function the Provincial Legislature performs over the Executive in holding the Premier accountable for government's performance and plans for the year ahead. The Premier also has the opportunity to reply to the debate.

Energy crisis

Office of the Premier is assigned to play a major and wider co-ordinating role to champion the building of an uninterrupted electric power supply capability for essential services and develop comprehensive energy plan to ensure that we build a new electricity generation capacity in our province

The Premier mandated MEC for Health to prioritise the installation of solar power to hospitals and clinics in the province. There is a launch of Renewable Energy Strategy by Musina-Makhado SEZ in partnership with the United States Agency for International Development. The strategy, which will be launched next month in March, will serve as a blueprint to guide investments in our energy cluster, and also to promote sustainable development.

Unemployment

There is a decrease of unemployment in the country and Limpopo with a 5,3% reduction that is from 36,3% down to 31 per cent. Provincial Socio-Economic Recovery Plan, as anchored in our efforts to industrialise the province, has begun yielding positive results.

Department of Water and Sanitation has given us an assurance that it will support the project with water on a short, medium- to long-term basis in order to combat unavailability of water to support the MusinaMakhado SEZ.

Environmental authorization was granted to the Fetakgomo-Tubatse SEZ. There is a projection to create over 6,000 jobs over through the implementation of the Industrial Parks Revitalisation Programme in all the five districts of our province. The Critical Infrastructure Programme has approved R49,9 million funding for the Seshego Industrial Park to refurbish the top structures of 11 factories.

Housing

RISIMA, our provincial housing finance agency, has partnered with the Department of Co-operative Governance, Human Settlements and Traditional Affairs, to implement the Finance Linked Individual Subsidy Programme. 147 people have benefited from this programme valued at R11 million. Through this programme, people will be able to secure housing finance at an affordable price.

1.4. POWERS AND FUNCTIONS

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

The powers and functions are as follows:

- The provision and maintenance of child care facilities
- Development of local tourism
- Municipal planning
- Municipal public transport
- Municipal public works
- Storm-water management systems
- Administer trading regulations
- Provision and maintenance of water and sanitation
- Administer billboards and display of advertisement in public areas
- Administer cemeteries, funeral parlours and crematoria
- Cleaning
- Control of public nuisances
- Control of undertakings that sell liquor to the public
- Ensure the provision of facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Administer and maintenance of local amenities
- Development and maintenance of local sport facilities
- Develop and administer markets
- Development and maintenance of municipal parks and recreation
- Regulate noise pollution
- Administer pounds

- Development and maintenance of public places
 - Refuse removal, refuse dumps and solid waste disposal
 - Administer street trading
 - Provision of municipal health services.
 - The division of powers and functions between the district municipalities and local municipalities were adjusted by the MEC of corporative Governance in terms of sections 16 and 85 of the Municipal Structures Act, 1998 and published in Provincial Gazette No.878, dated 07 March 2003. The following district municipal powers and functions were transferred to local municipalities:
- Solid waste disposal sites
 - Municipal roads
 - Cemeteries and crematoria
 - Promotion of local tourism and
 - Municipal public works relating to any of the above functions or any other functions assigned to the local municipality.

1.5. MUNICIPAL PRIORITY ISSUES

The Municipality has the following core priority issues:

- Access roads
- Storm water drainage
- Electricity
- Environmental management
- Social amenities
- Law enforcement
- Spatial planning
- Local economic development
- Financial management
- Skills development
- Capacity building

1.6. IDP Process Plan

1.6.3. INTRODUCTION

This section details the process for the development of the next five year Integrated Development Plan (hereafter referred to as the IDP) for Molemole Municipality, with a specific focus on the period 1 July 2023 to 30 June 2024.

The Integrated Development Plan is a municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus). It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It should take into account the existing conditions and problems and resources available for development. The projects within the IDP are linked to the municipality's budget.

The Integrated Development Plan –

- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

1.6.2. PURPOSE OF THE IDP PROCESS PLAN

The purpose of the process plan is to indicate the various planned activities and strategies on which the municipality will embark to compile its integrated development plan and the budget for the medium term budget framework as well as performance

management system for implementation of the plan. The process plan enhances integration and alignment between the IDP and Budget, thereby ensuring the development of an IDP based budget. It fulfils the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP process will be undertaken. In addition, it identifies the activities in the processes around the key statutory annual operational processes of the budget and IDP compilation, performance management implementation and the adoption of the municipality's annual report.

The IDP and Budget processes are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the final budget are mutually consistent and credible. Credibility refers to the municipality's ability and capacity to spend and deliver services in accordance with its approved budget.

Every attempt has been made in this Process Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS) review. The linkages of the three processes are summarized in the following diagram:

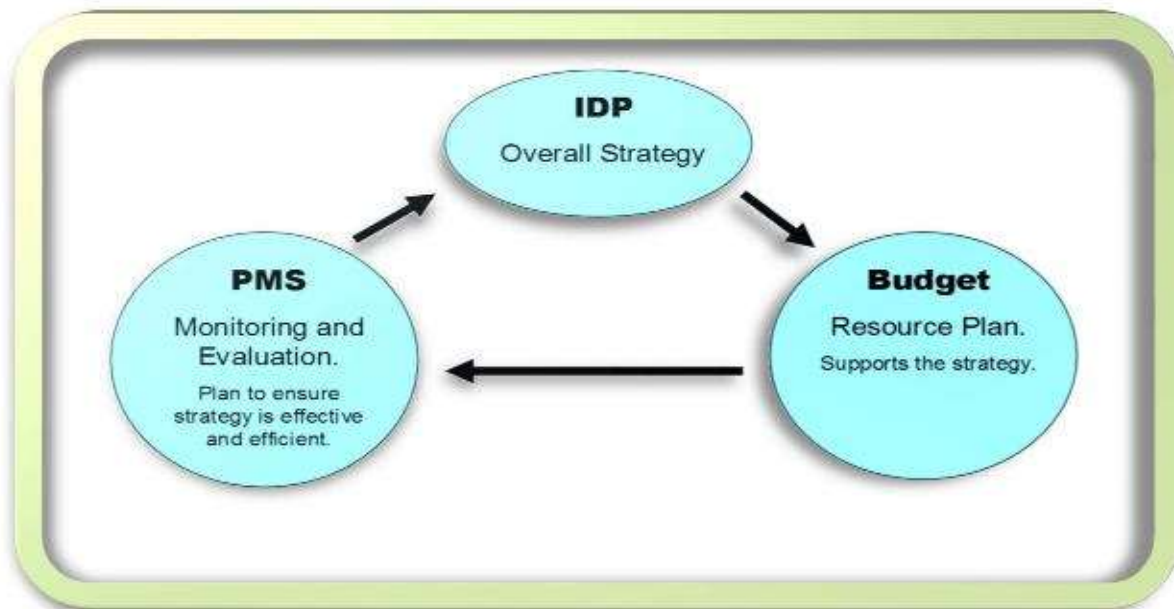


Figure 1: IDP, Budget and PMS

1.6.4. SCOPE OF APPLICATION OF THE IDP

The IDP will be applicable to the Molemole Municipal Area which comprises of sixteen wards. Table below shows all the ward number, ward councilors, their direct contacts and the villages located in the reapective wards:

Ward No.	Ward Councillor	Contact No.	Villages
01	Cllr. Rathete Tshepiso	073 444 0279	Morebeng,Nthabiseng,Bosbult,boerlands,Caprico rn Park.
02	Cllr. Rampyapedi Tshepiso	071 615 1019	Ga-Sebone,Ga-Mokganya,Riverside,GaMasekela,Ga-Kgatla, Ga-Makgato, Ga- Rakubu, Ga-Mmasa, Masedi,
03	Cllr. Chepape Portia	079 185 8008	Ga-Phasha, Moshate, Greenside, Vuka, Motolone, Moneyane,Ga-thoka,Diwaweng,Gajoel,Molotone.
04	Cllr. Rathaha Masilo	076 606 4232	Sephala,Madiehe,Maila,Makwetja, Ga-Thoka, Mashaha,Mabula,Ga-Chewe
05	Cllr. Ramarutha Evans	072 191 1529	Makgato,Lebowa,Mashabe,Morelele.Maphosa
06	Cllr. Machaka Sina	079 222 9945	Sekonye,Mmamolamodi,Ga-podu dikgading, Mphakane, Springs,
07	Cllr. Machete Elizabeth	072 398 4364	Matseke, Ramatjowe, Sekhokho, Sefene
08	Cllr. Ramusi Moshaba	079 979 5446	Sekakene, Mangata,Polatla, Sione,Ribane, Dikgolaneng,
09	Cllr. Modiba Godfrey	071 517 3795	Matswaing, Sekhokho, Dipateng, Nyakelang, RDP,Sekhwama
10	Cllr. Moabelo Moloko	076 620 5514	Mogwadi,Makgalong A&B,Marowe,Moletjana
11	Cllr. Ngobene Masilo	079 023 6286	Sekakene, Mankwe Park,Fatima,Maupye,Portion of Koekoek.
12	Cllr. Letlalo Selina	060 879 4989	Newstand B Mohodi,Maponto,
13	Cllr. Kgopane Thabitha	072 756 9365	Kofifi, Madikana, Newstand
14	Cllr. Mabitsela Isaac	076 333 0872	Maupye, Koek-Koek Rheinland, Breyland, Bouwlast,Schoonveldt,Brussels,Mokgehle,Westp halia,Portion of Koekoek
15	Cllr. Masoga Phuti	079 979 6061	Sako,Kanana,Witlig(mohlajeng)Kolopo,Sekuruwe, Maribana
16	Cllr. Nong Molema	072 691 737	Mabitsela,Phago,Phaudi,Flora,Masetlhong

Table 3: List of ward councilors with their contacts and villages

1.6.5. LEGAL REQUIREMENTS FOR REVIEW OF THE IDP

The IDP process is regulated by the Municipal Systems Act read together with the Municipal Planning and Performance Regulations, Regulation 796 of 2001 and the

Budget by the Municipal Finance Management Act read together with the Municipal Budget and Reporting regulations.

The Municipal Systems Act (MSA) prescribes and requires the following regarding the IDP process:

Section 28 of the MSA

- (1) *Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.*
- (2) *The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.*
- (3) *A municipality must give notice to the local community of particulars of the process it intends to follow.*

Section 29 of the MSA

The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must –

- (1) *be in accordance with a predetermined programme specifying timeframes for the different steps;*
- (2) *through appropriate mechanisms, processes and procedures established in terms of Chapter 4 allow for—*
 - a. *the local community to be consulted on its development needs and priorities;*
 - b. *the local community to participate in the drafting of the IDP; and*
 - c. *organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;*
- (3) *provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and be consistent with any other matters that may be prescribed by regulation.*

1.6.6. ANNUAL REVISION OF THE FIVE YEAR IDP

a) Legal requirements

Section 34 of the Municipal Systems Act refers to annual review and amendment of the IDP.

A municipal council-

- (a) *must review its integrated development*
 - (i) *annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) *to the extent that changing circumstances so demand;*
- (b) *may amend its integrated development plan in accordance with a prescribed process.*

b) Purpose of annual IDP review

The purpose of the annual review is to

- reflect and report on progress made with respect to the strategy in the 5 year IDP;
- make adjustments to the strategy if necessitated by changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the 5 year strategy; and
- Inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

c) Core components of the IDP

Section 26 of the MSA

An integrated development plan must reflect

- (a) *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;*
- (b) *an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;*
- (c) *the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*

- (d) *the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- (e) *a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- (f) *the council's operational strategies;*
- (g) *applicable disaster management plans;*
- (h) *a financial plan, which must include a budget projection for at least the next three years; and*
- (i) *the key performance indicators and performance targets determined in terms of section*

1.6.7. PHASES OF THE IDP PROCESS

The IDP document is crafted through the IDP process that typically comprises 5 phases as illustrated below:

PHASE 1: ANALYSIS

The analysis phase is the first and critical phase of the IDP cycle. The phase serves as a *problem statement* phase as information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by people in the area and the causes of these problems. Extensive research and data are the core focus areas, it is important community consultations be the greater part for realistic up-to-date and reality of communities are unpacked. The following stakeholders were engaged in this phase

- The community
- Magoshi
- CDM
- Provincial and National Departments viz Statistics South Africa (StatsSa),
- Municipal Senior Management and Extended Management

The identified problems are assessed and prioritized in terms of what is urgent and what needs to be done first.

Information on availability of resources is also collected during this phase.

At the end of this phase, the municipality will be able to provide:

- An assessment of the existing level of development
- Details on priority issues and problems and their causes
- Information on available resources.

PHASE 2: STRATEGIES

Management and Political leadership of Molemole, After the consultations with locals, the municipality works on finding solutions to the problems assessed in phase one. The Municipal Council and Management discuss strategic issues such as vision, mission, future directions, strategic outcomes and outputs as well as measures and targets for each strategic output.

PHASE 3: PROJECTS PHASE

During this phase the municipality works on the design and content of projects/programmes identified during Phase 2. Clear details for each project have to be worked out and budget provision needs to be made for the next 3 years with updated cost estimates.

The strategies phase and the project phase were interrogated to the later by the municipality during the strategic planning sessions. The sessions were divided in to three sessions to ensure maximize the interpretation of the identified problems were Senior Management held theirs and later extended a management finally collors. Key external stakeholders fully participated in the while addressing their respective competency/ funded managates such as water provisions, disaster management while CoGHSTA ensured that they are some in line with MEC's recommendations.

PHASE 4: INTEGRATION PHASE

Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in Phase 2. These projects will provide an overall picture of the development plans. All the development plans must now be integrated. The municipality should also have overall strategies for issues like dealing with poverty alleviation and disaster management. These strategies should be integrated and aligned with strategies from other spheres of government.

PHASE 5: APPROVAL

Approval phase is the 5 and final phase of the circle. The approval of the draft IDP/ Budget must be done before the end of March on an annual basis. The aim is to afford the public to make representative/ comments prior to the final approval. a reasonable timeframe is provided in line with prescripts of applicable legislation for the public to make comments on the draft IDP and draft budget for comments and submissions. Consultation with communities and stakeholders and then final approval by Council by end May annually.

1.6.8. TIME-FRAMES FOR 2024/2025 IDP AND BUDGET REVIEW

The time frames for the 2024/25 IDP and Budget Review processes are detailed below.

PHASE	PROCESS	ACTIVITY	RESPONSIBILITY	TARGET DATE	AMENDED DATES
PLANNING	PMS	Signing of all Performance Contracts of Senior Managers	Municipal Manager	26 July 2023	26 July 2024
		Strategic Planning Session on the Review of 2023/2024 Organizational Performance on IDP/Budget	Management	31 July 2023	10- 11 August 2023
		Tabling of draft Annual Performance Report to council	Municipal Manager & Mayor	29 August 2023	TBC
	IDP	Establishment of IDP Representative Forum and 1 st IDP Rep Meeting (IDP Status Quo Report and 1 st Quarter Report awareness session)	Mayor	31 October 2023	08 December 2023
ANALYSIS		Management Strategic working session on IDP Analysis Phase	Management	23,24 & 25 October 2022	6-7, 9-10 November 2023
		Finalize review of IDP Analysis Phase	Management	25 October 2023	25 October 2023
STRATEGIES AND OBJECTIVES	IDP	Tabling of draft policies	Municipal Manager & Mayor	28 November 2023	27 March 2024
		Submission of 2023/2024 Mid-Year Organizational Performance Assessment Report on IDP and Budget	Municipal Manager	29 January 2024	29 January 24
	PMS	Tabling of 2022/2023 Draft Annual Report and submission to Oversight Committee	Mayor	29 January 2024	30 January 2024
		Public Hearings on 2022/2023 Draft Annual Report	Municipal Public Accounts Committee	5–09 February 2024	18-19 March 2024
		2 nd IDP Representative Forum (IDP Status Quo Report and 2 nd Quarter Report awareness session)	Mayor	29 February 2024	28 February 2024

PHASE	PROCESS	ACTIVITY	RESPONSIBILITY	TARGET DATE	AMENDED DATES
PROJECTS, PROGRAMMES and BUDGET	IDP	Strategic working session on IDP Strategies & Projects Phase	Management & Council	16,17&18 March 2024	11-12 & 14 15 March
	IDP IDP AND BUDGET	Presentation of Draft 2024/2025 IDP/Budget & Budget related policies to Portfolio Committees	Management	12 – 13 March 2024	18-22 march 2024
		Consideration of Draft IDP/Budget related policies to be tabled to EXCO	Management	26 March 2024	27 March 2024
		Submission of reviewed 2024/2025 SDBIP aligned to budget adjustment and Adjustment budget 2021/2022 to Provincial Treasury, National Treasury and COGHSTA	Municipal Manager	27 March 2024	27 March 2024
	IDP AND BUDGET PMS	Tabling of 2024/2025 Draft IDP/Budget and Draft Budget related policies to Council	Municipal Manager	26 March 2024	27 March 2024
		Tabling of 2022/2023 Annual and Oversight Report to council	Mayor	26 March 2024	27 March 2024
	IDP AND BUDGET	Consultation with rate payers (Morebeng/Mowadi)	Mayor	28-29 March 2024	4- 5 April 2024

PHASE	PROCESS	ACTIVITY	RESPONSIBILITY	TARGET DATE	AMENDED DATES
		2024/2025 Draft IDP/Budget Consultative Meetings	Mayor	06– 10 April 2024	9- 12 April 2024
		Annual Children’s forum	Mayor	13 April 2024	13 April 2024
		3 rd IDP Representative Forum (Draft IDP/Budget and 3 rd Quarter report)	Mayor	24 April 2024	15 April 2024
	IDP AND BUDGET	Final Draft IDP/Budget and budget related policies presented to portfolio committees	Senior Managers	16 – 17 April 2024	23-26 April 2024
	IDP AND BUDGET PMS	Organizational strategic planning session (finalization of inputs from communities during public consultations)	All Senior Managers, Divisional Managers and All councillors	26,27 & 28 May 2024	23 -26 April 2024
	IDP AND BUDGET PMS IDP AND BUDGET	Tabling and Approval of 2024/2025 Final IDP/Budget and Draft 2024/2025 SDBIP	Mayor/Council	29 May 2024	8 May 2024
APPROVAL	IDP AND BUDGET PMS	Submission of approved 2024/2025 IDP/Budget to MEC(COGHSTA), Provincial Treasury and National Treasury	SIDP Manager	08 June 2024	10 May 2024
	IDP AND BUDGET PMS	Publish and distribute approved 2024/2025 IDP/Budget	Municipal Manager	15 June 2024	15 June 2024

PHASE	PROCESS	ACTIVITY	RESPONSIBILITY	TARGET DATE	AMENDED DATES
		Submission and approval of 2024/25 Final SDBIP to the Mayor	Municipal Manager	25 June 2024	25 June 2024
APPROVAL	IDP AND BUDGET PMS PMS	Submission and approval of 2024/2025 Performance contracts of section 57 managers to EXCO/COUNCIL	Municipal Manager	26 July 2024	26 July 2024

Table 5 IDP process plan

1.6.9. INSTITUTIONAL ARRANGEMENTS

It is the primary responsibility of Council, its Councilors, officials and staff to ensure that integrated planning is undertaken. The Molemole Local Council is responsible for the approval of the IDP for the municipal area.

This process belongs to the municipality and, thus, should be owned and controlled by the municipality. Councilors, senior officials, local/traditional authorities, sector departments and parastatals, civil society and trade unions, amongst others, have distinct roles to play during integrated development planning processes.

a) Roles and responsibilities

Roles	Responsibility
Municipal Council	The ultimate decision making body on IDP process. Approves, and adopt IDP.
Mayor	The Mayor is responsible for driving the whole IDP process in the municipality. The day to day management of the IDP process has been delegated to the Office of the

Roles	Responsibility
	Municipal Manager. The IDP Manager deals with the day-to-day issues relating to the IDP and chairs the IDP Steering Committee. The IDP Steering Committee is a technical working team of dedicated officials who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP.
Municipal Manager	The Municipal Manager's Office serve as the driver responsible for the whole IDP Review process.
IDP Steering Committee	<p>The IDP Steering Committee is a Technical Working Team of dedicated Heads of Departments and Senior officials who support the IDP Manager to ensure the smooth planning process. The IDP Steering Committee may appoint IDP Task Teams to deal with specific issues as delegated to them by the Steering Committee. In this regard, all municipal departments are expected to:</p> <ul style="list-style-type: none"> • Providing relevant technical and financial information for analysis in order to • determine priority issues; • Contributing technical expertise in the consideration of strategies and • identification of projects; • Providing departmental operational and capital budgetary information; • Responsible for the preparation of project proposals; and

Roles	Responsibility
	<ul style="list-style-type: none"> Responsible for preparing amendments to the draft IDP for submission to council for approval.
IDP Representative Forum	The IDP Representative Forum is the structure that facilitates and coordinates participation of various stakeholders in the IDP process. The IDP Representative Forum is well constituted and functional.
Communities	Communicate their needs and priorities through Ward Committees, Ward Councillors and through village, ward based meetings and imbizos.

Table 1: Roles and responsibilities

Hereunder is stipulated the roles and responsibilities of the three spheres of government and other relevant stakeholders in the IDP process:

Roles & responsibilities of spheres of government and other relevant stakeholders in the IDP	
Spheres of Government	Roles and responsibilities
National Government	<p>The role of the national government in the IDP process is to provide a legal framework, policy guidelines and principles for sectoral, provincial and local government planning.</p> <p>National government's involvement in the process was basically restricted to the input from specific departments (e.g. DWAF) rendering services in the provinces and to assist and guide municipalities in the IDP process</p>
Provincial government	The role of the provincial government is to monitor the IDP process on a provincial level, facilitate horizontal alignment of the IDP'S of the District Municipalities within the province and to ensure that vertical /sector alignment took place between provincial sector departments and the municipal planning process.
District Municipality	The role of the District municipality is firstly to compile a 5- year IDP as part of an integrated system of planning and delivery, which will

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

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

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

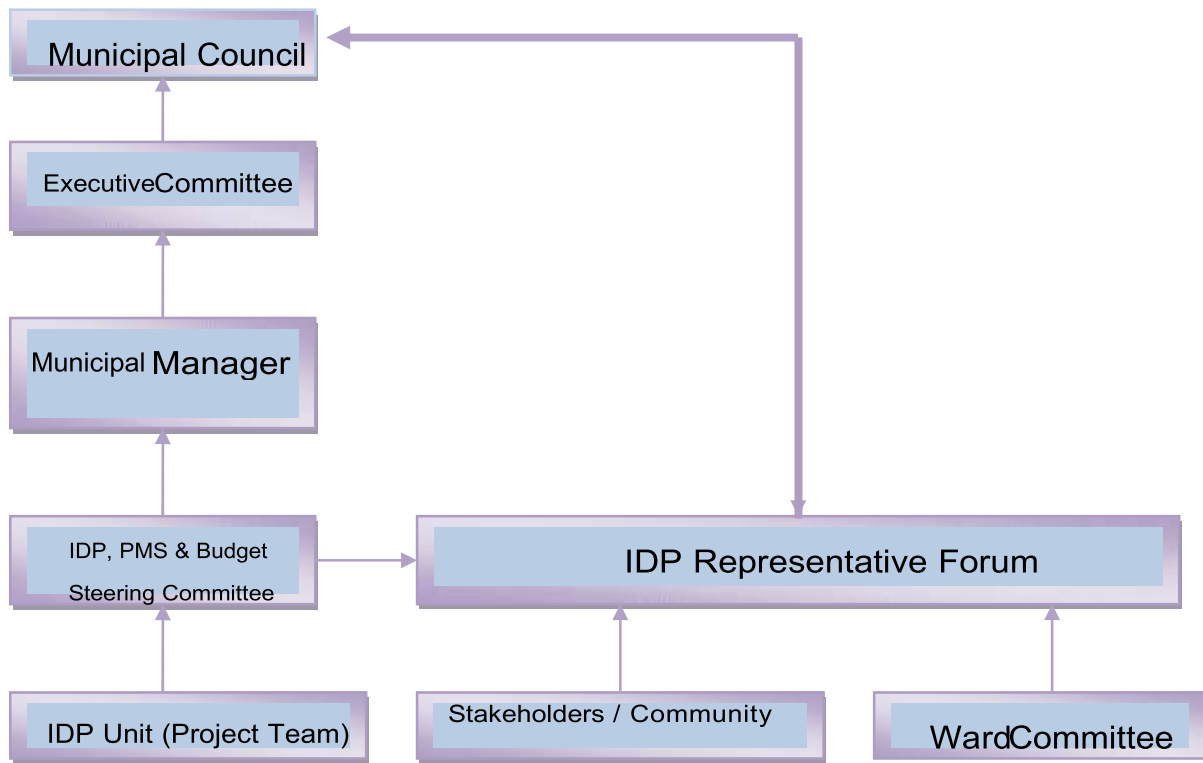


Figure 2: IDP Interrelationships

1.7. STRUCTURES OF PUBLIC PARTICIPATION IN THE IDP PROCESS

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

- The Ward Committee system
- Molemole IDP Representative forum

1.7.1. WARD COMMITTEES

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

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

1.7.2. THE IDP REPRESENTATIVE FORUM

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

Government Departments

Farmers

Business Sector

Traditional Healers

Religious groups

Traditional Authorities

Education Sector

NonGovernmental Organisations

Civic organisation

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

1.8. METHODS AND CHANNELS OF INTERACTION WITH STAKEHOLDERS DURING IDP/BUDGET PROCESS PLAN

The following mediums/methods can be used to inform or communicate to stakeholders at any point in time during the process:

Meetings



Newspaper/Municipal Publications

Social Media



1.9. MEC' IDP ASSESSMENT REPORT

The annual MEC's Assessment of IDP's forms the basis of the review processes of the IDP and Budget. Issues raised by the assessment report are considered in the next cycle of the IDP review. In preparation of this Final 2024/2025 IDP/Budget consideration is made to the IDP assessment report of 2023/2024. According to the 2023 MEC assessment report Molemole was high for Indicators outcome and our IDP, Budget and SDBIP we rated as aligned.

The table below depicts issues that the MEC considers when checking the credibility of the IDP.

Evidential Criteria / KPIs	Yes/No
Are the powers and functions of the municipality outlined?	Yes
Is there an indication of structures to drive the IDP?	Yes
Is there a reflection of Municipal Priorities?	Yes
Is there an IDP Steering Committee (comprising of Section 56 Managers and other key officials) to drive the IDP Process?	Yes
Is there a functional IDP Representative Forum representing a wide-range/diverse stakeholders?	Yes
Is there an adopted IDP Review Framework and Process Plan to guide the IDP Review Process?	Yes
Did public participation take place as envisaged in the IDP Process Plan?	Yes
DEMOGRAPHIC PROFILE	
Is there any reflection of the following: i.e. Population Trends, Age Distribution in terms of Gender, Male and Female, Unemployment Rates, Income levels, Education Profile, People with Disabilities?	Yes

Evidential Criteria / KPIs	Yes/No
<p>Does the spatial analysis provide a picture of the spatial challenges with regards to:-</p> <ul style="list-style-type: none"> - Land use management tools, - Land claims, Growth points - Settlement Patterns and Development, - Informal Settlement and land invasions, - Degradation of the natural environment , and - Opportunities (i.e. land availability) of the municipality? 	Yes
Is there an indication of the hierarchy of settlements (i.e. PGP, DGP, LSC or 1 st to 5 th Order settlements) within the municipal area?	Yes
Does the spatial analysis provide maps to depict space economy?	Yes
Does the municipality have (strategic) objectives to address spatial challenges highlighted?	Yes
Are the spatial strategies of the municipality responding to the spatial challenges and opportunities in the municipality?	Yes
<p>Is there an indication of spatial programmes / projects with:</p> <ul style="list-style-type: none"> ▪ Targets and indicators; ▪ Timing; ▪ Cost and budget, and ▪ Implementing agent(s)? 	Yes
Are the spatial projects responding to the spatial strategies of the municipality?	Yes
Are there other spatial projects initiated by sector departments in the municipality?	Yes
Does the municipality have a Spatial Development Framework (SDF)?	Yes
Does the municipality have a Land Use Management System / Scheme (LUMS) to guide land use in the municipality?	No

Evidential Criteria / KPIs	Yes/No
<p>Is there an indication of the following aspects?</p> <p>Biophysical Environment, Overgrazing, Erosion , Veld Fire, Topography , Deforestation, Global Warming and Climate Change , Geology Air Quality, Waste Management, Heritage Sites, Natural Water bodies and Wetlands, Chemical Spills and Hazardous accidents and Informal Settlement.</p>	Yes
<p>Does the municipality have strategic objectives to address Air pollution and Climate change challenges?</p>	Yes
<p>Is there an indication of Environmental programmes / projects with:</p> <ul style="list-style-type: none"> ▪ Targets and indicators; ▪ Timing; ▪ Cost and budget, and ▪ Implementing agent(s)? 	Yes
<p>Are the Environmental programme/projects responding to the Environmental strategies of the municipality?</p>	Yes
<p>Are there Environmental s projects initiated by sector departments in the municipality?</p>	Yes
<p>Does the municipality have Environmental Management Plan?</p>	No
KPA 2: Basic Service Delivery & Infrastructure Planning	
<p>Does the municipality have powers and functions with regard to the provision of water and sanitation?</p>	
<p>Is the municipality designated as a Water Services Authority (WSA) and/or Water Service Provider (WSP)</p>	
<p>Is there a depiction of the Water Catchment Areas and Water sources in the municipality?</p>	Yes
<p>Is the water and sanitation services backlog indicated in the analysis?</p>	Yes
<p>Is there an indication of the provision of Free Basic Water (FBW) and Free Basic Sanitation (FBS) in the municipality?</p>	Yes

Evidential Criteria / KPIs	Yes/No
Are the water and sanitation services (strategic) objectives of the municipality articulated?	Yes
<p>Is there an indication of strategies for:</p> <ul style="list-style-type: none"> ▪ improving access to sustainable water and sanitation services ▪ Maintaining, extending and upgrading the municipal water and sanitation assets; 	Yes
<p>Is there an indication of all the water and sanitation programmes / projects with:</p> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
Is there a link (relation or logical sequencing) between the “water and sanitation strategies” and the “water and sanitation” projects?	Yes
Are there other water and sanitation projects initiated by other parties in the municipality?	Yes
Integration Phase: Water and Sanitation	
Does the municipality have a Water Services Development Plan?	
If no, which agency performs this function other than the municipality?	
Is the municipality an electricity services provider, if not, who provides electricity services in the municipal area?	
Is the electricity backlog of the municipality indicated?	Yes
Is there an indication of other sources of Energy?	No
Is there any indication of the provision of Free Basic Electricity (FBE) in the municipality?	Yes
Are there “electricity and energy provision” (strategic) objectives of the municipality articulated?	Yes

Evidential Criteria / KPIs	Yes/No
Are there strategies for: <ul style="list-style-type: none"> ▪ Improving access to sustainable and affordable electricity services; ▪ Maintaining, extending and upgrading the municipal electricity assets 	Yes Yes
Is there an indication of energy / electricity programmes / projects with: <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
Is there a link (relation or logical sequencing) between the “energy / electricity strategies and energy/electricity projects?	Yes
Are there other energy / electricity projects initiated by Eskom, the Department of Mineral Resources and the Department of Energy?	No/ yes
Is the municipality an electricity services provider?	Yes
If yes, does the municipality have an Energy Master Plan?	No
If no, which other parties are responsible for the provision of electricity services in the municipality?	
Does the municipality have Powers and Functions on roads?	No
Does the analysis phase provide the state of roads and storm water-drainage, and the backlogs thereof?	Yes
Which other institution(s) have powers and functions on national, provincial, district roads within your municipality?	
Are the “roads and storm water drainage” (strategic) objectives of the municipality articulated?	Yes
Are there strategies for: <ul style="list-style-type: none"> ▪ Provision of sustainable roads and storm water drainage; and ▪ Rehabilitation/Maintenance, extension and upgrading of municipal roads and storm water drainage? 	Yes Yes

Evidential Criteria / KPIs	Yes/No
<p>Is there an indication of roads and storm water programmes / projects with:</p> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
<p>Is there a link (relation or logical sequencing) between the “roads and storm water” strategies and the “road and storm water” projects?</p>	Yes
<p>Are there other roads and storm water projects initiated by the district, Road Agency Limpopo, the Department of Roads and Transport and SANRAL in the municipality?</p>	Yes
<p>Does the municipality have a Roads Master Plan?</p>	Yes
<p>Does the municipality have powers and functions with regard to waste management?</p>	Yes
<p>Does the analysis indicate the (rural and urban) backlog level of waste management in the municipality?</p>	Yes
<p>Is there waste collection in rural areas?</p>	No
<p>Does the municipality have licensed land fill site(s)</p>	Yes
<p>Are the “waste management” (strategic) objectives of the municipality articulated?</p>	Yes
<p>Are there strategies for:</p> <ul style="list-style-type: none"> ▪ Provision of sustainable waste-management infrastructure; ▪ Maintaining and upgrading the municipal waste management assets (like transport, bins and landfill sites) 	Yes
<p>Is there an indication of waste management programmes / projects with:</p> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
<p>Is there a link (relation or logical sequencing) between “waste management” strategies and “waste management” projects?</p>	Yes

Evidential Criteria / KPIs	Yes/No
Are there other waste management projects initiated by the parties in the municipality?	Yes
Does the municipality have an Integrated Waste Management Plan?	No
Does the analysis provide an indication of public transport challenges in the municipality?	Yes
Is there indication of mode of public transport in the municipality?	
Are the public transport (strategic) objectives of the municipality articulated?	Yes
Is there an indication of public transport programmes / projects with: <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
Is there a link (relation or logical sequencing) between the “public transport strategies and the “public transport” projects?	No
Are there other public transport projects initiated by the Dept. of Roads and Transport or other parties in the municipality?	Yes
Is the municipality a transport authority	No
If yes, does the municipality have an Integrated Transport Plan?	No
Does the analysis provide a picture of the state of housing in the municipality?	Yes
Is there an indication of backlog In the provision of housing in the Municipality?	Yes
Does the municipality have objectives and detailed strategies aimed at achieving sustainable and integrated human settlements?	
<i>Is there an Indication of Human Settlement Project/Programme with:</i> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	No
Does the municipality have the Human Settlement Plan?	yes

Evidential Criteria / KPIs	Yes/No
Has the municipality indicated the backlogs of classroom guided by norms and standards?	Yes
Are there strategic objectives and strategies to address backlogs regarding categories of schools and classrooms in the municipality?	Yes
Are there planned programmes/ projects budgeted for to address schools and classroom shortages in the municipality?	No
Does the analysis provide a Picture of number of health Facilities as well as shortage/backlogs thereof?	Yes
Is there an indication of State of prevalence of Range of diseases Including, HIV & AIDS?	Yes
Are there strategic objectives and strategies to address backlogs regarding health provision	No
Are there projects/programme in relation to health provision	Yes
Does the municipality have Health Plan guided by the health and norms standards?	No
Is there an indication of safety and security challenges in the Municipality	Yes
Are there strategic objectives and strategies to address challenges of safety and security?	Yes
Has the municipality reflected safety and security programme/ projects with <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	No
Safety and Security – Integration Phase	
Does the municipality have Safety and Security strategy?	No

Evidential Criteria / KPIs	Yes/No
Does the analysis provide status on Disaster management/Emergency Services in the municipality?	Yes
Are Disaster management /Emergency Services strategic objectives and strategies highlighted in the IDP?	Yes
Is there an indication of disaster programme/projects with <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
Does the municipality have Disaster Management Plan?	Yes
Does the analysis provide the following: i.e. Network Infrastructure challenges	Yes
Are the telecommunication strategic objectives and strategies reflected in the IDP	No
Are there telecommunication programme and projects with targets and indicators; <ul style="list-style-type: none"> - timing; - cost and budget, and - implementing agent(s)? 	No
Does the analysis provide challenges with regard to libraries, sports, Art and cultural challenges and backlogs on recreational facilities?	Yes
Are the strategic objectives and strategies indicated to address libraries sports, art, and culture challenges?	No
Are there programme/projects with targets and indicators; <ul style="list-style-type: none"> - timing; - cost and budget, and - Implementing agent(s)? 	Yes

Evidential Criteria / KPIs	Yes/No
<p>Does the analysis provide the economic profile for the municipality, in terms of:</p> <ul style="list-style-type: none"> • Economic challenges (e.g. unemployment rates, disaggregated in terms of gender, age, etc. • Levels of current economic activities – dominant sectors and potential sectors 	<p>Yes</p> <p>Yes</p>
<p>Is there a clear indication of the state of the local skills base?</p>	<p>Yes</p>
<p>Is there any indication of the number of jobs created in your municipality through LED initiatives?</p>	<p>Yes</p>
<p>Are the “Local Economic Development” (strategic) objectives of the municipality articulated?</p>	
<p>Are there strategies for:</p> <ul style="list-style-type: none"> ▪ Business attraction, expansion and retention; ▪ Promoting (Public -Private – Partnerships (PPP) and community partnerships in building the local economy; ▪ Enhancing cluster / sector competitiveness; and ▪ Place marketing 	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p>
<p>Is there an indication of the LED programmes / projects with:</p> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	<p>Yes</p>
<p>Is there a link (relation or logical sequencing) between the “Local Economic Development” strategies and the “Local Economic Development” projects?</p>	<p>Yes</p>
<p>Are there other complimentary LED programmes / projects initiated by the other spheres of government or non-governmental agencies in the municipality?</p>	<p>Yes</p>
<p>Does the municipality have Local Economic Development Strategy?</p>	<p>Yes</p>
<p>Is there an indication of municipal relations with key stakeholders such as traditional leadership, business sector, non-governmental and community based organizations, academic and research institutions?</p>	<p>Yes</p>

Evidential Criteria / KPIs	Yes/No
Is there any indication of audit, corruption, and risk management, Audit Findings, Availability and Functionality of MPAC, Council Committee, Supply Chain Committee communication challenges within the municipality?	Yes
<p>Is there evidence showing:</p> <ul style="list-style-type: none"> • Special focus to promote people with disabilities, women and youth? <p>Gender equity promoted for access to economic opportunities?</p>	Yes
Are Ward Committees established and Community Development Workers (CDWs) appointed to serve as conduits between the municipality and the community?	Yes
Are the “good governance and public participation” (strategic) objectives of the municipality articulated?	
<p>Are there strategies for:</p> <ul style="list-style-type: none"> ▪ Promoting good governance in the municipality; ▪ Promoting effective communication and public participation in the municipality; ▪ Promoting the needs of special groups (women, the disabled and youth) 	Yes
<p>Is there an indication of governance and public participation programmes / projects with:</p> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
Does the municipality have the following:	
Community participation strategy	Yes
Internal Audit Committee Function	Yes
Complaints Management System	Yes
Risk Management Strategy	Yes
Anti-Corruption Strategy	Yes

Evidential Criteria / KPIs	Yes/No
Are there indications of corrective steps for Audit finding or reports with matters of emphasis?	Yes
KPA 5: Financial Viability	
<p>Does the status quo analysis reflect the following with regard to financial viability:</p> <ul style="list-style-type: none"> • Revenue management and credit control • Indication of national and provincial allocations • Rates/Tariff Policy • Cash Flow management • Indigent Policy • Banking and Investment Policy • Supply Chain Management • Tariff Policy • Inventory and Asset Management 	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
Are the “financial” (strategic) objectives of the municipality articulated?	
Are there strategies for promoting proper financial management in the municipality?	Yes
<p>Is there an indication of financial programmes / projects with:</p> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	Yes
<p>Does the municipality have an:</p> <ul style="list-style-type: none"> - MTEF Allocations - 5 Year Financial Plan - Tariff policies - Rates and Taxes policies - Supply chain management policies 	Yes
Are the powers and functions of the municipality indicated?	Yes
Is there an indication of an approved organizational structure of the municipality?	Yes

Evidential Criteria / KPIs	Yes/No
Does the analysis provide an indication of whether the organogram is aligned to the powers and functions of the municipality?	Yes
Are there any employment equity challenges outlined?	Yes
Are the skills needs of the municipality articulated?	
Is the vacancy rate within the municipality outlined?	
Are the municipal transformation and organizational development strategic objectives of the municipality articulated?	
<p>Is there an indication of municipal transformation and organisation development programmes / projects with:</p> <ul style="list-style-type: none"> - targets and indicators; - timing; - cost and budget, and - Implementing agent(s)? 	
Is there a link (relation or logical sequencing) between the strategies and the projects?	
Does the municipality have an Institutional Plan?	Yes
Is there a Workplace Skills Plan?	Yes
Does Municipality have an Employment Equity Plan?	Yes

Table 6: MEC assessment report

CHAPTER TWO : SITUATIONAL ANALYSIS

2.1. DESCRIPTION OF THE MUNICIPAL AREA

Molemole Local Municipality (MLM) is located in the Capricorn District Municipality (CDM) in the Limpopo Province. The neighboring Local Municipalities forming the CDM are Blouberg, Lepelle-Nkumpi and Polokwane. Molemole Local Municipality head office is located 65 kilometers from the North of Polokwane along the R521, with a population of approximately 125 153 people.

The majority of the population is comprised of Black Africans (98.1%) with a minority of whites and Indians and others which equates to only 1.9% of the population. Molemole Local Municipality has a population density of 31.9 persons per square kilometer, which is lower than the District, Provincial and National averages of 75.1, 43.2 and 40.9 persons per square kilometers respectively which infers that the municipality is sparsely populated relative to the district, province and South Africa. Molemole Local Municipality covers an area of 3347km².

The municipality is bordered by:

- Polokwane Local Municipality to the South;
- Blouberg Local Municipality to the North West;
- Greater Letaba Local Municipality towards the South East; and
- Makhado Local Municipality in the Northern direction

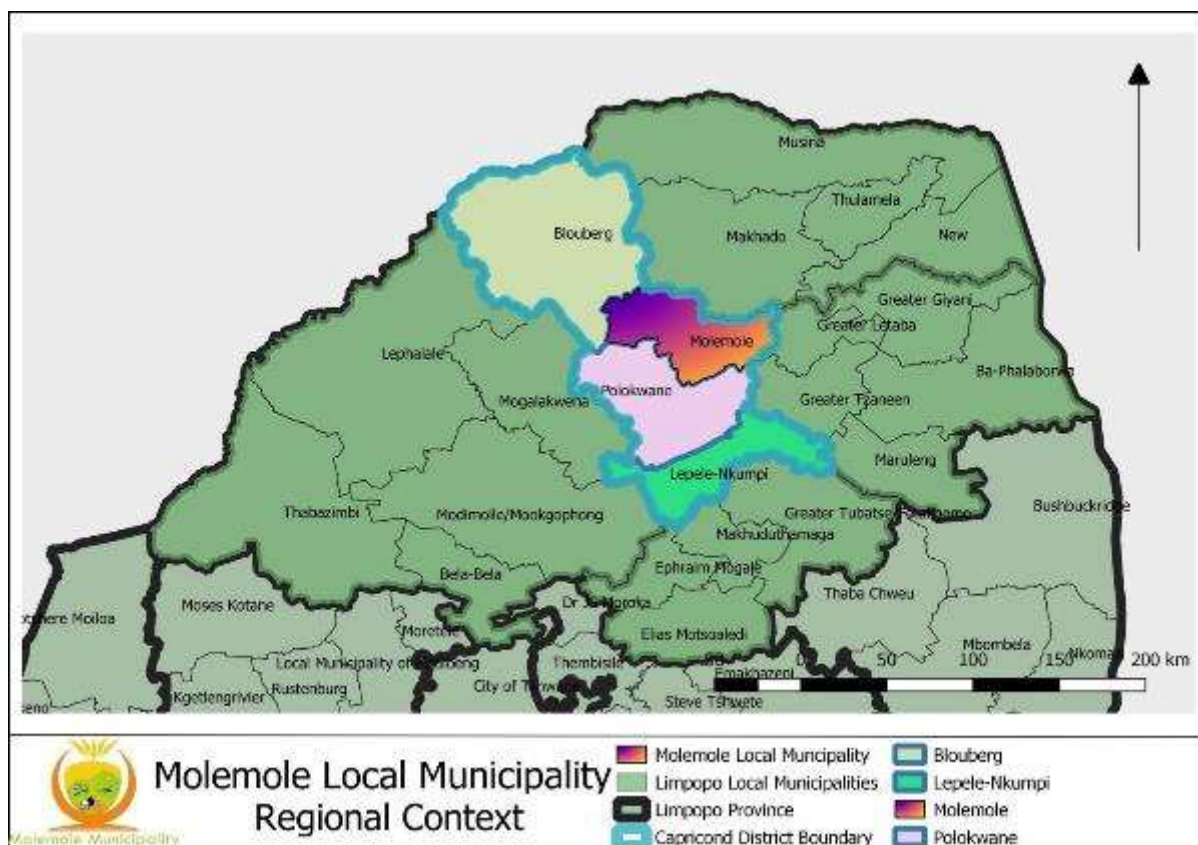


Figure 3: Map of Limpopo

2.2.1 DEMOGRAPHIC ANALYSIS

2.2.1.1 POPULATION TRENDS

Demographic trends are key driving forces in any economic development strategy and hence must be considered in any planning process. The demographic profile influences the type and level of demand of goods and services and the pressure on local services and transport. According to Diagram 1 below, it is clear that Molemole Municipality has the lowest (8.6%) of population in the CDM District as compared to other three Local Municipalities with Polokwane Municipality having the highest (49.9%) population. Furthermore, the disestablishment of Aganang Municipality did not do a large impression on the population dynamics of Molemole as a large chunk of the population was pumped into the Polokwane Municipality.

Figure 2 below depicts the population growth trends of the Molemole Municipality in relation to those other municipalities in the district as well as comparison with the provincial trends. One can see a decline in growth and later a slight increase in growth in 2016.

Demographic trends are key driving forces in any economic development strategy and hence must be considered in any planning process. The demographic profile influences the type and level of demand of goods and services and the pressure on local services and transport.

According to **Diagram 1** below, it is clear that Molemole Municipality has the lowest (8.6%) of population in the CDM District as compared to other three Local Municipalities with Polokwane Municipality having the highest (49.9%) population.

The total population of Molemole Local Municipality increased as a result of the demarcation process having two wards from the disestablished Aganang Municipality incorporated into our municipality with a population of about 16 832 which then increased our initial population from 108 321 according to census 2011 to 125 153 and resulted in an increment of about 17021. The Molemole population constitutes 8.6% of the Capricorn District's and only 2% of the Limpopo Province's population.

POPULATION BY AGE 2011-2016		
Age	2011	2016
0-4	14132	16876
5-9	12080	15662
10-14	12321	14257
15-19	13716	14780
20-24	9951	11680
25-29	7570	9656
30-34	5634	7359
35-39	5320	5487
40-44	4726	5207
45-49	4625	4401
50-54	3639	3984
55-59	3373	3440
60-64	3031	3403
65-69	2356	2982
70-74	2148	2192
75-79	1423	1719
80-84	1222	1006
85+	1038	1237
TOTAL	108305	125827

Table 7: Population by age Source: Stats SA: 2011

2.2.1.2 MOLEMOLE RACIAL COMPOSITION

The Black African population in 2011 accounted for about 98.36% of the Molemole Municipal population, followed by the White population at 1.12%. The Coloured and Indian population together accounted for only 0.25% of the total municipal population (see **Diagram 2**).

Molemole in Comparison with Capricorn District Racial Composition

The most spoken language in Molemole is Sepedi at 91% compared to 88.6% in the whole of Capricorn and more than 1.5 (54.71%) times the figure in Limpopo. The following figure shows statistics on spoken languages within the municipality.

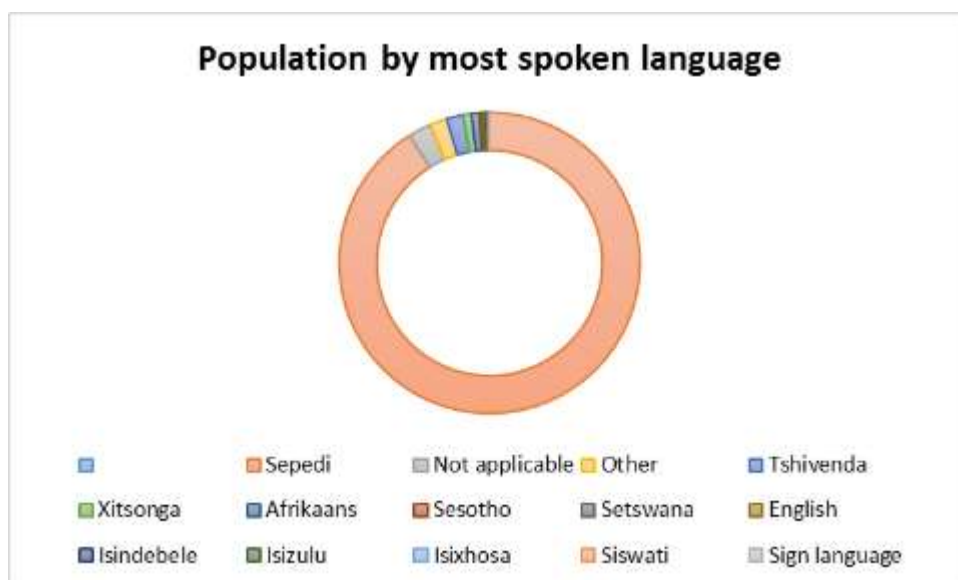


Figure 4: Population by most spoken language community survey: 2016 survey

Molemole Racial Composition In a Tabular Illustration

Language	2011	2016
Afrikaans	1354	1073
English	1284	308
IsiNdebele	879	142
IsiXhosa	124	71
Isizulu	928	132
Sepedi	93549	114137
Sesotho	11123	318
Setswana	481	318
Sign language	115	14
SiSwati	61	55

Language	2011	2016
Tshivenda	2007	2253
Xitsonga	2237	1098
Other	2400	2328
UNSPECIFIED	0	3077
NOT APPLICABLE	1725	6
GRAND TOTAL	108306	125327

Table 9: Population per language

2.2.1.3 AGE AND GENDER DISTRIBUTION.

The gender distribution of a population plays an equally vital role in influencing growth prospects, and will inform decisions on the provision of services such as community services and transport. The ratio of Female to Male in 2016 is still high at 54.8% to 45.2% (Statssa, 2016), representing 0.7 percentage point increase compared to 2011 census report. This is more than the averages for National (51:49), Limpopo (52.8:47.2) and CDM (53:47), see figure 1.4 below:

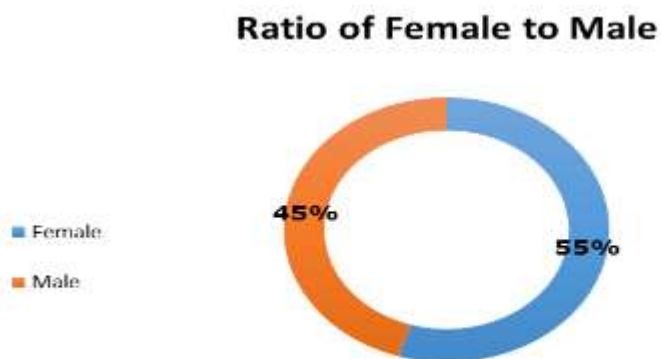


Figure 5: Population by gender distribution: Community Survey: 2016

From Table 9 below it is clear to observe that females constitute a large percentage than males per settlement. This is largely due to migrant labour system.

Gender Distribution per Settlement 2011					
Settlements	Male	Female	Total	Male %	Female %
Ha-Madikana	1617	2052	3666	44.1 %	56.0 %
Mohodi	5946	7182	13128	45.3 %	54.7 %
Ga-Maponto	1995	2532	4530	44.0 %	55.9 %
Molemole NU	3828	2715	6543	58.5 %	41.5 %
Westphalia	480	549	1026	46.8 %	53.5 %
Ga-Moleele	270	324	597	45.2 %	54.3 %
Moshasha	27	51	75	36.0 %	68.0 %
Schellenburg	162	189	354	45.8 %	53.4 %
Koekoek	210	213	420	50.0 %	50.7 %
Ga-Mokwele	75	99	174	43.1 %	56.9 %
Ga-Mabotha	54	57	114	47.4 %	50.0 %
Shashe	180	201	381	47.2 %	52.8 %
Ga-Poopedi	147	195	342	43.0 %	57.0 %
Tshitale	267	387	654	40.8 %	59.2 %
Manthata	204	246	450	45.3 %	54.7 %
Ga-Mokgehle	252	300	555	45.4 %	54.1 %
Mogwadi	1893	2148	4044	46.8 %	53.1 %
Brussels	363	441	804	45.1 %	54.9 %
Schoonveld	264	315	576	45.8 %	54.7 %
Sakoleng	264	321	585	45.1 %	54.9 %
Ga-Kgara	186	219	405	45.9 %	54.1 %
Ga-Sako	231	291	519	44.5 %	56.1 %
Ga-Phasha	828	1071	1899	43.6 %	56.4 %
Sekakene	1728	2016	3747	46.1 %	53.8 %
Mangate	696	813	1509	46.1 %	53.9 %
Botlokwa (Mphakane)	9333	11109	20439	45.7 %	54.4 %
Sefene	1842	2109	3948	46.7 %	53.4 %
Ramatjowe	1047	1356	2403	43.6 %	56.4 %
Matseke	2751	3399	6153	44.7 %	55.2 %
Ramokgopa	6567	8292	14859	44.2 %	55.8 %

Table 9: Gender Distribution per Settlement 2011

The age structure of a population plays an equally vital role in influencing growth prospects, and will inform decisions on the provision of services such as community services and transport. The age structure of Molemole LM compares relatively well to that of the Capricorn DM, and Limpopo Province (see **Diagram 3 and 4**). The proportion of

people in the age categories (75+ years) has slightly increased since 2007. This means that there is an expected pressure on the provision of old age facilities such as pension pay points. Evidently, the proportion of people in the working age groups (20-65 years) declined and slightly increased as people reach retirement years.

The proportion of people in the low and school-going age categories (0-19 years) slightly remains high like Limpopo and Capricorn DM in terms of gender composition, female gender in Molemole LM is relatively dominant (54%) than male gender (46%). Clearly this is as a result of migration of male population to other provinces in search of job opportunities. This puts pressure on the Molemole LM to create job opportunities to counter exodus of economically active population to other areas.

2.2.1.4 AGE DISTRIBUTION PER SETTLEMENT

The age structure of a population plays an equally vital role in influencing growth prospects, and will inform planning decisions for the provision of services such as basic services like water, sanitation, refuse removal, electricity infrastructure and transport.

Table 1.1 and figure 1.3 below depicts the age distribution of the population as at 2018;

Totals	0 to 4 years	5 to 19 years	20 to 29 years	30 to 64 years	Over 65 years	Total
Total no.	16,570.06	45,156.57	19,858.77	34,910.96	9,992.63	126,489.00
Percentage	13.10%	35.70%	15.70%	27.60%	7.90%	

Table 10: Age Structure of the Population. MDB 2018

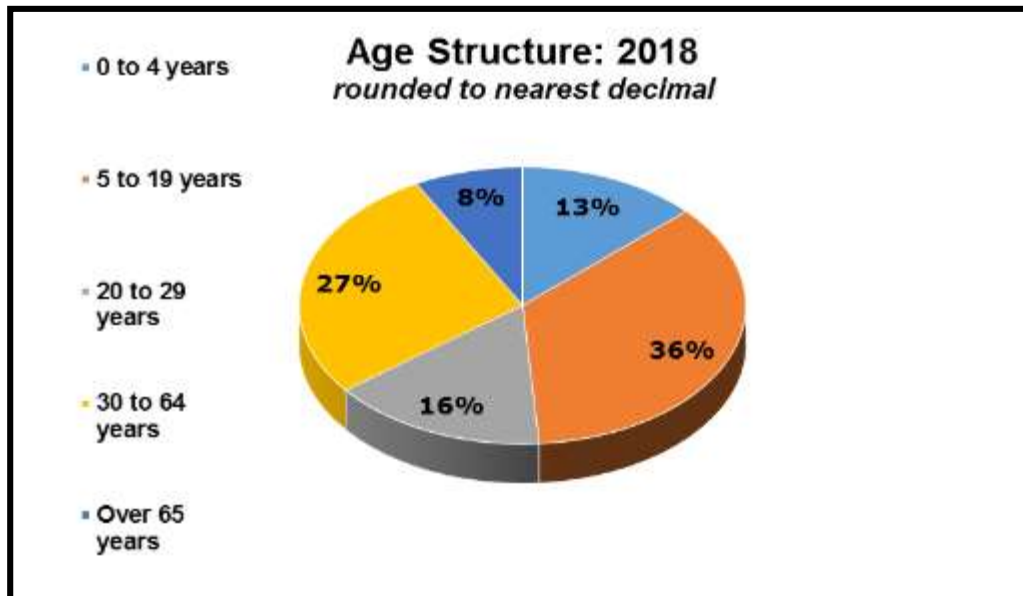


Figure 6: Age Structure

Figure 6 depicts age distribution of Molemole population. It is evident from the figure that 51.4% of the population is of a school going age whilst 27.6% are of general working age. Almost 10 000 (7.9%) of the population are of over the age of 65. The intensity of poverty for the municipality has increased by 0.9 percentage points between 2011 and 2016 from 41.7% (21.4% poverty head count) to 42.6% (21.2% poverty head count). Unemployment and incidents of inequality are some of the causes of poverty. This place a burden on the municipality to divert a chunk of its budget on provision of free basic services.

The proportion of people in the low and school-going age categories (0-19 years) slightly remains high like Limpopo and Capricorn DM in terms of gender composition, female gender in Molemole LM is relatively dominant (54%) than male gender (46%). Clearly this is as a result of migration of male population to other provinces in search of job opportunities. This puts pressure on the Molemole LM to create job opportunities to counter exodus of economically active population to other areas.

Geography Hierarchy By Age - Broad Age Groups Counting: Person Weight					
Age - broad age groups	0–14 (Children)	15–34 (Youth)	35–64 (Adults)	65+ (Elderly)	Total
Geography hierarchy 2016.					
LIM355 : Lepelle-Nkumpi	86332	80560	45063	23424	235380
LIM351 : Blouberg	68998	58359	28545	16699	172601
LIM353 : Molemole	46795	43474	22519	12539	125327
LIM354 : Polokwane	244792	324607	168700	59027	797127
DC35: Capricorn	446918	507000	264828	111690	1330436

Table 11: Geography Hierarchy

2.2.1.5 THE CHALLENGES PERTAINING TO THE DECLINE IN POPULATION

- Young adults and young couples are migrating to urban areas.
- Most people are also migrating to urban areas to access good basic services as compared to services at rural based local municipalities.
- The decline in population size have negative impact on the investment opportunities and thus affects the economic potential of the municipality.
- Youth between the ages of 18 – 35 are also migrating to urban areas in order to access tertiary education and explore employment opportunities.

2.2.1.6 EMPLOYMENT PROFILE

Molemole has significant potential in terms of tourism, due to its rich heritage and cultural resources and its location advantage (the N1 links Molemole to Zimbabwe). It has a railway line and the provincial road that links Zimbabwe is always congested with trucks that transport goods between South Africa and Zimbabwe. The development and packaging of the Tropic of Capricorn, shopping centres, the Motumo Trading Post, Machaka Game Reserve and other private game reserves have the potential to stimulate the influx of tourists and make Molemole a preferred tourism destination of choice (Statssa, 2011).

According to Statssa 2011 census report 57% of the population is economically active. If we extrapolate the percentage to the 2018 population of 126 489 this means just over

72000 individuals are economically active. Job creation and poverty alleviation still remain important challenges to be addressed. Majority of the people are more concentrated in the public sector and agricultural farms, owing to the rural nature of the municipal economic sector. There are limited industrial areas which can be able to absorb the technical skilled employees.

2.2.1.7 MOLEMOLE EMPLOYMENT STATUS

The percentage of economically active population increased significantly from 56.9% (61598) in 2011 to 56.9% (70 833) in 2016 (see **Table 12**).

Description	2011	2016	Percentage change
Employed	15225	16,399	7.7%
Unemployed	11344	12,540	10.5%
Economically Active	61598	70833 ¹	14.9%
Not Economically Active	46723	55656	19.1%

Table 12: Employment Status per sector. Statssa 2011 and 2016

2.2.1.8 MOLEMOLE INCOME DISTRIBUTION LEVELS

As with education levels, income levels are concentrated in the low income categories and decrease in the high income brackets. This is an indication of poverty levels or state of communities. Figure 7 highlight income disparities across five categories:

¹ Based on extrapolation of 56.9% of EAP to the 2018 MDB population statistic.

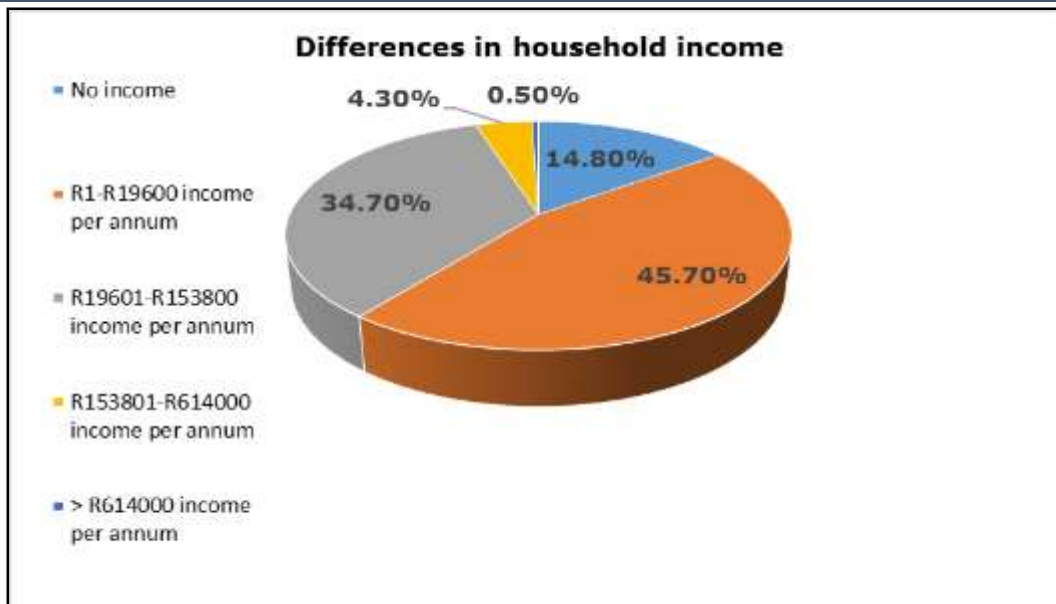


Figure 7: Difference in household income

The above figures shows a greater number of people are earning in the R 1 to 19600 income category. This reflects inequality level which undermine efforts to address poverty levels in the municipality. The figure below shows the average household income in 2011.

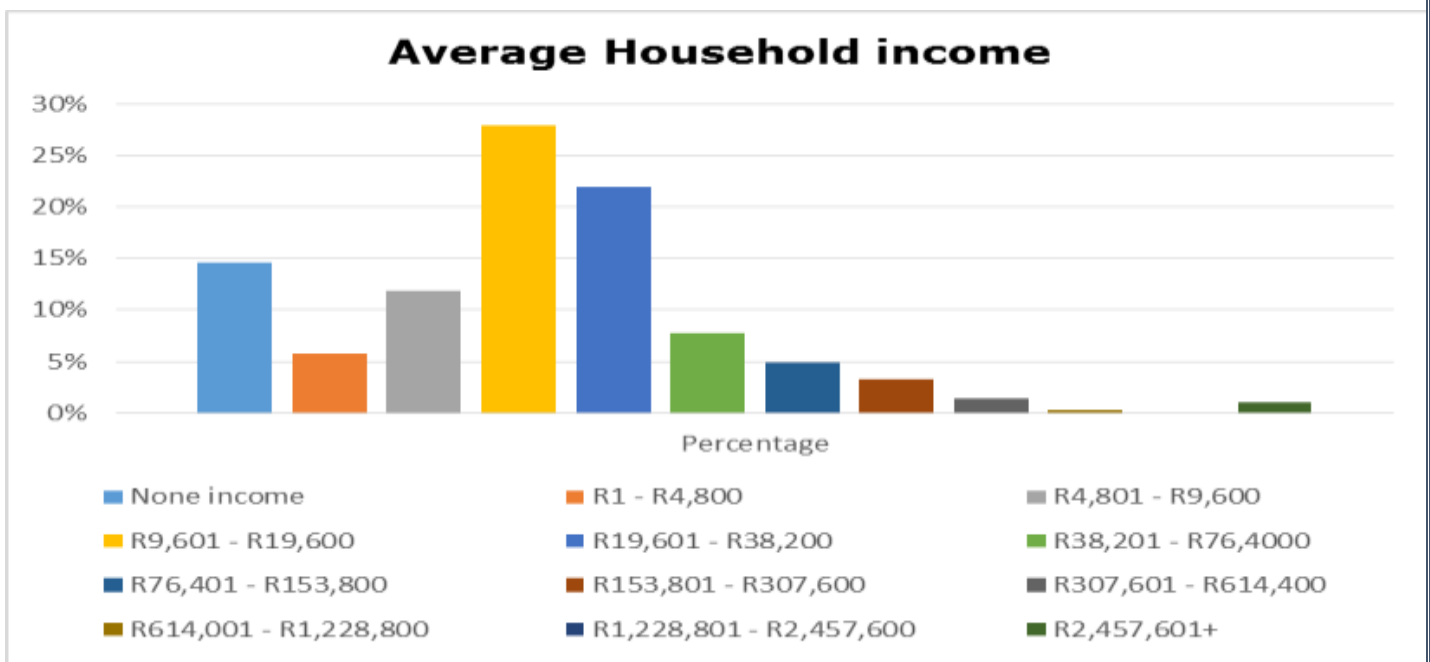


Figure 8: Average household income

2.2.1.9 UNEMPLOYMENT RATES

Statistics SA (2011) reported an unemployment rate of 42.7% of the working age population (between 15 to 64 years old). Although this has reduced to 39.4% in 2016 as per Statssa Community Survey of 2016, the figure is still at an alarming rate. The main concern is the 52% of youth unemployment in the municipality. Something need to be done like job creation initiatives and promotion of youth entrepreneurships to address this crisis levels.

2.2.1.10 PEOPLE WITH DISAbILITIES

According to the 2011 Census results (Diagram 6), majority of people with disabilities have a challenge with concentration/remembering with the total of 1102 persons. It is followed by those with a challenge of communication with the total of 974 persons.

Item	Communication	Concentration/ Remembering	Hearing	Seeing	Walking/ Climbing stairs
Some difficulty	1724	3043	2574	6991	2760
A lot of difficulty	595	1074	498	1301	777
Cannot do at all	974	1102	294	357	802
Do not know	289	471	152	117	207

Table 13: population per disability

2.2. SPATIAL RATIONALE

2.2.1. SPATIAL ANALYSIS

The municipality has reviewed and adopted the Spatial Development Framework during 2018/19 Financial year and this plan continues to guide development within the municipality until it is reviewed. The enactment of the Spatial Planning and Land Use Management Act (SPLUMA), 2013, which came into effect during July 2015 necessitates that the SDF be reviewed to be consistent with the provision of the Act. Currently the Municipal Spatial Development Framework is compliant with provisions of the Spatial Planning and Land Use Management Act.

This section provides a description and spatial analysis of the municipal area as reflected in the SDF and cover the following aspects:

- (1) Settlement patterns and development.
- (2) Spatial challenges and opportunities.
- (3) Hierarchy of settlements
- (4) Land use composition.
- (5) Growth points areas.
- (6) Land claims and their socio-economic implications.
- (7) Illegal occupation of land.
- (8) Land Use Management Schemes (LUMS)
- (9) Spatial Planning and Land Use Management Act (SPLUMA)

2.2.1.1 SETTLEMENT PATTERNS AND DEVELOPMENT

The town of Mogwadi (formerly known as Dendron) is the administrative and economic capital of the Municipality. It is one of the Municipal Growth Points that the Molemole Spatial Development Framework identified. Mphakane was classified as Municipal Growth Point. The Municipal IDP identified other nodal points such as Mohodi and Ramokgopa.

The new development that is coming at the Masehlong and Phaudi cross, gives high expectations of developing the area into a Municipal Growth Point. There are initiatives which are already at an advance stage for the construction of a Police Station. Molemole Satellite Office was successfully constructed in to make access to basic services easier for the residents residing in and around Phaudi.

The following are Molemole formal towns and registered settlements with general plans:

1. Capricorn Park;
2. Section of Mohodi Ha - Manthata;
3. Mogwadi;
4. Morebeng; and
5. Section of Mphakane.

Molemole Local Municipality is predominantly rural in nature which is clustered in two groups in the Western and Eastern parts of the municipality. In terms of the new redetermination of municipal boundaries, the municipality is having sixteen wards and forty eight (48) villages emanating from the redetermination of municipal boundaries.

The first cluster of settlement which is the largest concentration of settlements occurs along the N1 road from Polokwane to Makhado comprising Mphakane, Ramatjowe, Mokomene and Sefene. Interestingly, these settlements have primarily developed along the major road (N1) serving the Local Municipality.

The second cluster of settlements include Mogwadi and rural villages around Mohodi and Maponto to the western section of the Municipality. Most of the population is found in Mohodi and Maponto community. Mohodi is comprised of about ten (10) villages with majority of the population from this cluster. Maponto community is growing at a faster pace with a promising population to can be compared with Mohodi.

There is the third cluster of settlements which takes the two wards from the disestablished Aganang Municipality. The two wards comprises of approximately eleven villages. The area also comprises of thirteen (13) villages belonging to Bought Farms Association which brings the villages to a total of 27. The villages are scattered and does not comprise much population. Due to the Molemole Local Municipality's dispersed settlements structure, most settlements are accessible only by gravel roads, which are generally in urgent need of maintenance. This situation has, and will continue to contribute towards the isolation of the areas; which in turn hampers the economic growth of the region, undermines the region's potential as tourist destination, contributes to security problems, and negatively affects access to education and health facilities

a) Settlement types

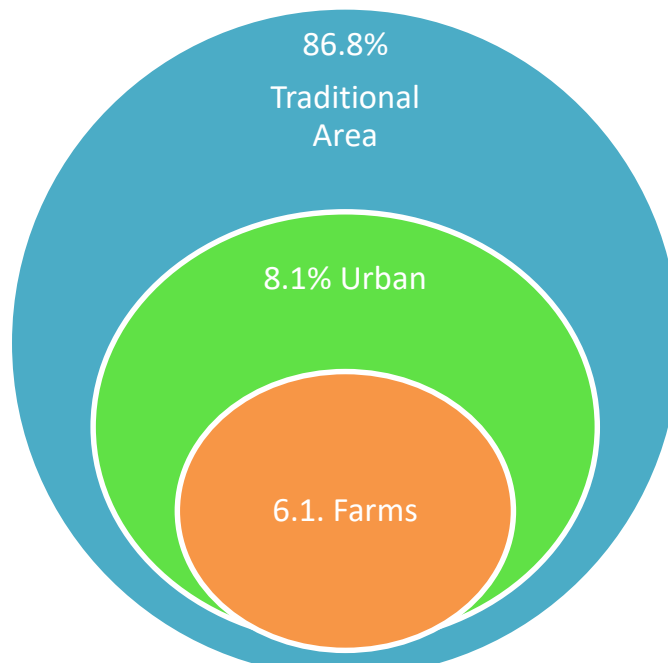


Figure 9: Settlement types

Source: Stats SA

b) Main Access Roads Linking The Municipality to other Areas Include the Following:

1. N1 road from Polokwane to Makhado traverses Molemole LM;
2. Road P94/1 (R521) from Polokwane to Botswana via Mogwadi;
3. Road R36 connecting to N1 from Morebeng;
4. Road R81 running north-south on the eastern boundary of the Molemole LM;
5. Road D688 connecting Bylsteel;
6. Road D1200 connecting Mogwadi to Senwabarwana;
7. Road D1356 connecting Morebeng to Mphakane via Mekomene;
8. Road D3337 connecting Kanana, Rankuwe and Senwabarwana
9. Road D3428 connecting Fairlie to Mabitsela

c) Building Plan Management

- There is general non-compliance with National Building Regulations and Building Standards Act. This could be addressed by awareness workshops to the communities to appreciate the importance of compliance to the regulations.

d) Municipal Geographic Information System

- The Municipality has procured ArcMap 10.6.1. Un-surveyed settlements makes it difficult to manipulate maps in rural settlements.

e) Precinct Plan

- The Municipality has taken initiatives to have precinct plans for the identified Growth points.
- The Intention of the precinct plans is to enable the municipality to have detailed study based reference when it comes to investments within Molemole's area of jurisdiction.
- There is still a need to develop precinct plans for other municipal growth points

f) Illegal Occupation

- The municipality does not have any illegal occupants. All cases of illegal occupation were dealt with in terms of the Prevention of Illegal Eviction from and Unlawful Occupation of Land Act No. 19 of 1998.

g) Implementation of SPLUMA

- The objective of SPLUMA is:
 - i. To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning;
 - ii. To provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management;
 - iii. To address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications;
 - iv. To provide for the establishment, functions and operations of Municipal Planning Tribunals. The municipality does not have a Tribunal in place and currently relies on the district one.
 - v. To provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith.
- The spatial planning and land use management Bylaws were gazetted in 2022. The municipality is currently assessing land development applications in terms of these bylaws. A Municipal Planning Tribunal will be in place from the 1st July 2023.

2.2.1.2 LAND OWNERSHIP

Land ownership in Molemole is depicted in the Map below:

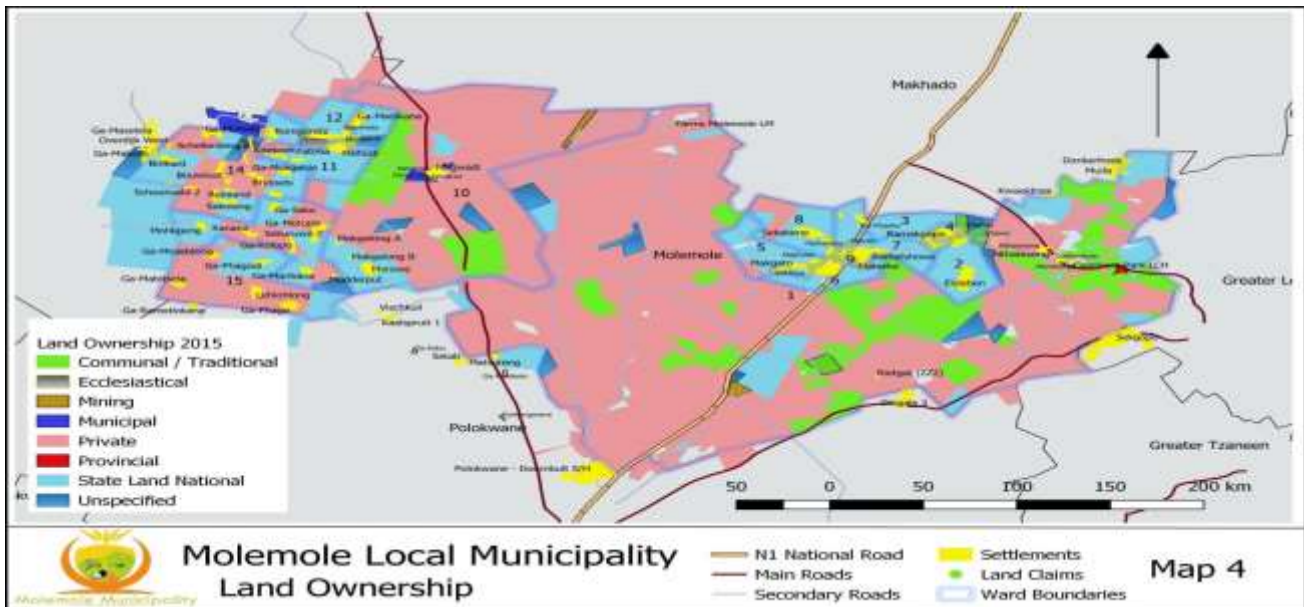


Figure 11: Land ownership

2.2.1.3 LAND CLAIMS WITHIN MOLEMOLE

The land claims in Molemole is illustrated in the table and the map below:

Status	Number
Gazetted	29
Historical Valuation	2
Negotiations	11
Research	26
Total	68

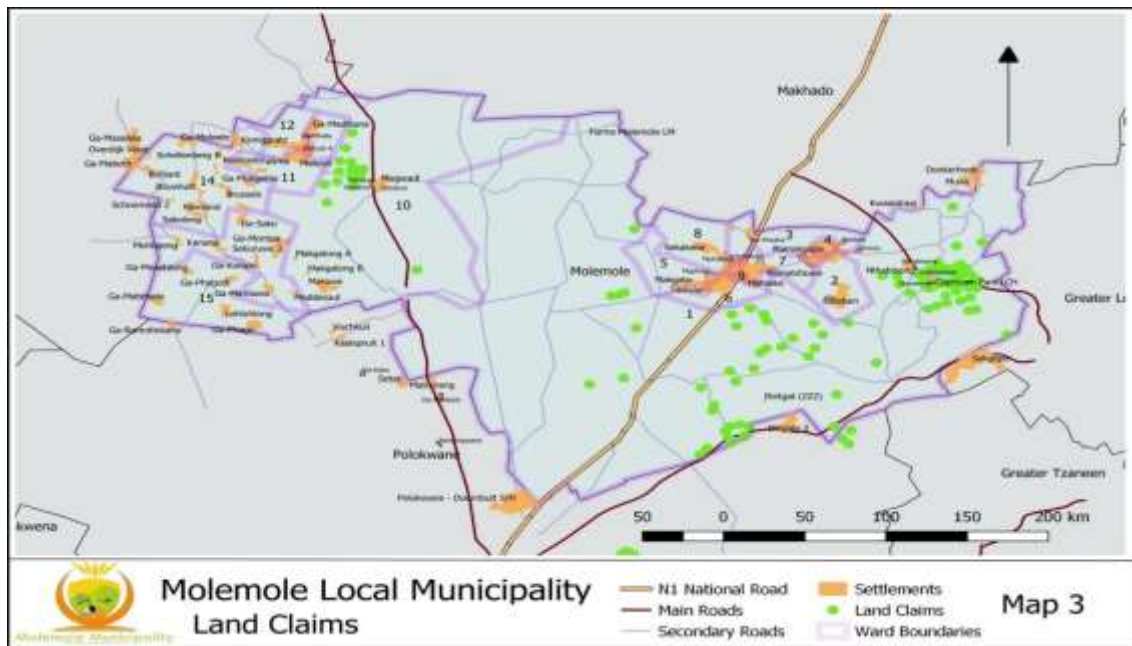


Figure 12: Land Claims

2.2.1.4 SPATIAL CHALLENGES AND OPPORTUNITIES.

Due to the historically distorted, unviable and unsustainable spatial patterns and challenges caused by apartheid planning, Molemole Municipality is also a victim of such unsustainable spatial patterns. The municipality is divided into Four major clusters in both Molemole West and Molemole East. The villages within our jurisdiction are predominantly dispersed and scattered particularly on the western side of the municipality and this makes it very difficult to render basic services at an economically, effective and efficient manner.

The Trans- Limpopo Corridor which follows the N1 in a North-South direction traverses the Botlokwa area whereas the Phalaborwa Corridor runs East-West across Morebeng can be regarded as spatial opportunity of the municipality. With mineral deposits discovered in Molemole municipality creating a potential for mining explorations and beneficiation Projects, these two corridors act as catalyst for Local Economic Development.

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

CLUSTER ONE	WARD NUMBER	NAMES OF VILLAGES	WARD COUNCILLOR
Morebeng, Ratsaka and Ramokgopa cluster	01	Morebeng, Nthabiseng, Bosbuilt, Boerlands and Capricorn park.	Cllr. Rathete Tshepiso
	02	Ga-Sebone, Ga-Mokganya, Riverside, Ga-Masekela, Ga-Kgatla, Ga-Makgato, Ga-Rakubu, Ga-Mmasa and Masedi	Cllr. Rampyapedi Tshepiso
	03	Ga-Phasha, Moshate, Greenside, Vuka, Motolone, Monenyane, Ga-Thoka, Diwaweng, Ga-Joel and Molotone	Cllr. Chepape Portia
	04	Sephala, Madiehe, Maila, Makwetja, Ga-Thoka, Mashaha, Mabula and Ga-Chewe.	Cllr. Rathaha Masilo
MACHAKA AND MAKGATO CLUSTER	05	Makgato, Lebowa, Mashabe, Morelele and Maphosa	Cllr. Ramarutha Evans
	06	Sekonye, Mmamolamodi, Ga-Podu, Dikgading, Mphakane and Springs	Cllr. Machaka Sina
	07	Matseke, Ramatjowe, Sekhokho and Sefene.	Cllr. Machete Elizabeth
	08	Sekakene, Mangata, Polatla, Sione, Ribane and Dikgolaneng	Cllr. Ramusi Moshaba
	09	Matswaing, Sekhokho, Dipateng, Nyakelang, RDP and Sekhwama	Cllr. Modiba Godfrey
MOGWADI, MOHODI AND MAPONTO CLUSTER	10	Mogwadi, Makgalong A and B, Marowe and Moletjane	Cllr. Moabelo Moloko
	11	Sekakene, Mankwe Park and Fatima	Cllr. Ngobene Masilo
	12	Newstand B and Maponto	Cllr. Letlalo Selina

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

Table 14: summary of clusters

2.2.1.5 THE HIERARCHY OF SETTLEMENTS IS DESCRIBED AND EXPLAINED AS FOLLOWS:

a) First Order Settlements (Growth Points)

This are towns/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. These growth points seem to have a natural growth potential, but do not develop to their full potential due to the fact that capital investments are made on an ad hoc basis without any long term strategy for the area as a whole.

The identified growth points should be stimulated by amongst others, providing a higher level of service infrastructure which will ensure that appropriate services are available for potential business and service/light industrial concerns. The higher level of services, relative to other settlements in the area will also attract residential development to these growth points, with the implication that certain threshold values in population be reached, to provide for higher levels of social, physical, institutional and economic services. Mogwadi, Morebeng and Mphakane are examples in this category.

b) Second Order (Population Concentration Points)

These are towns/villages or a group of villages located closer to each other, which have virtually no economic base, but a substantial number of people located at these villages. These population concentrations are mainly located adjacent to tarred roads or intersections of main district routes, which provide accessibility to job opportunities. These nodes should also be given priority in terms of infrastructure provision with a higher level of services, although not at the same level as for growth points. This approach should be followed to attract people from other smaller villages with a lower level or no service infrastructure.

c) Third Order Settlements (Local Service Points)

These are much the same as the fourth order settlements, but 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. Some of these settlements can be distinguished from the fourth order settlements mainly because of their servicing functions. Some of these third order settlements have established government and social services.

The current total population of Molemole Local Municipality is estimated to be in the order of 125 537 after the incorporation of the two wards from the disestablished Aganang Municipality with a growth in population of about 16 832. The current form of land tenure is a complex one, with the majority of land either under tribal administration or privately owned. The large areas of land under tribal administration are as a result of the former homeland administration system.

Five Tribal/Traditional Authorities comprising Machaka, Ramokgopa, Manthata, Makgato and Moloto/Moletsi are responsible for R188 settlements of the Municipality. The study area has a widely dispersed settlement structure that is characterised by poor accessibility, low density, and large distances between settlements.

The settlement types in Molemole Local Municipality vary from urban settlements to rural villages and farm homesteads, and from densely populated areas to sparsely populated areas. This spatial structure is the result of a variety of factors which impacted on the area over many years. The major influence on the spatial structure is the spatial policies of apartheid.

d) Tier Hierarchical Structure for The Municipality

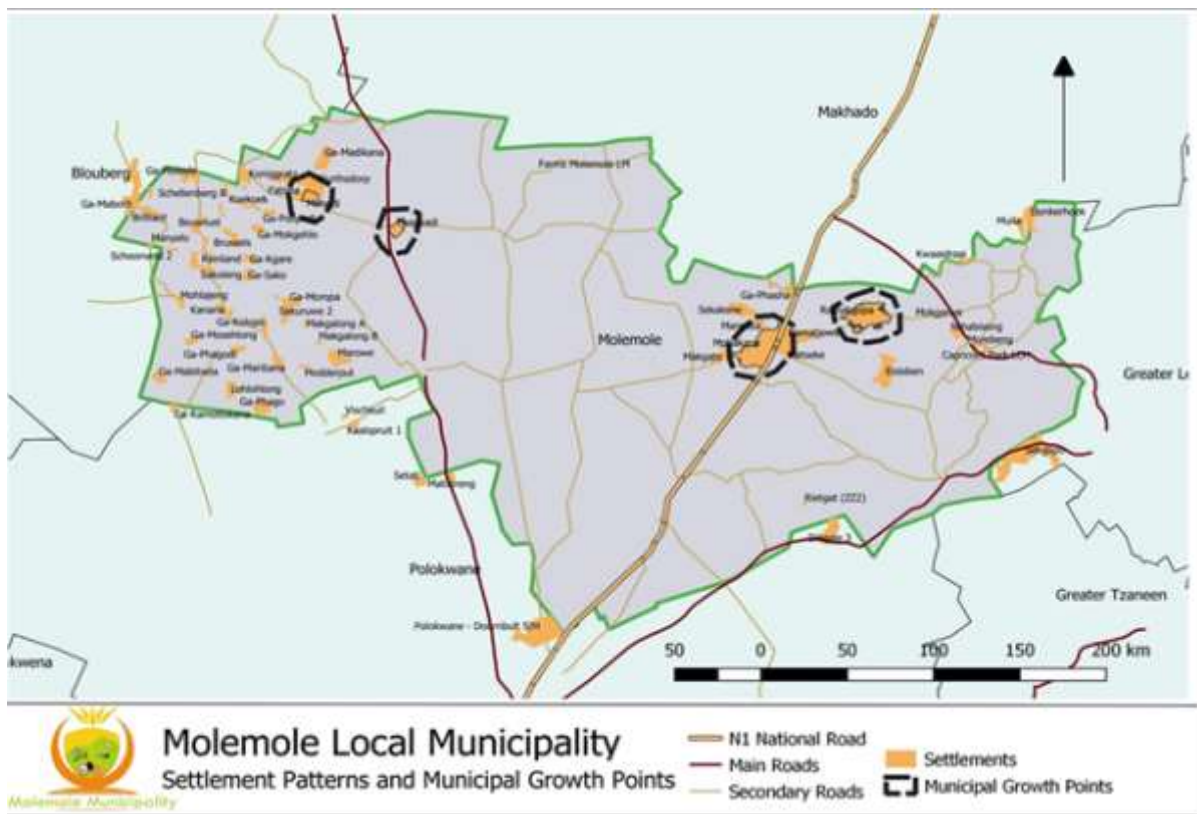


Figure 14: Settlement patterns and municipal growth points

Source: Molemole Spatial Development Framework

Other land uses include a conservation and tourism attraction area of Motumo Trading Post, Tropic of Capricorn observation point, Machaka Game Reserve, Agricultural activities, the Mogwadi and N1 Global Filling Stations, Sasol Filling station along the road to Ramokgopa and a Shopping Complex at Ramatjowe village.

There is also the development of a Four Star Boutique Hotel along the Mogwadi to Senwabarwana road. There are no industrial activities in this Municipality. The spatial structure could further be affected by land claims lodged against certain properties in the Municipality.

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

Molemole Municipality Land Claims

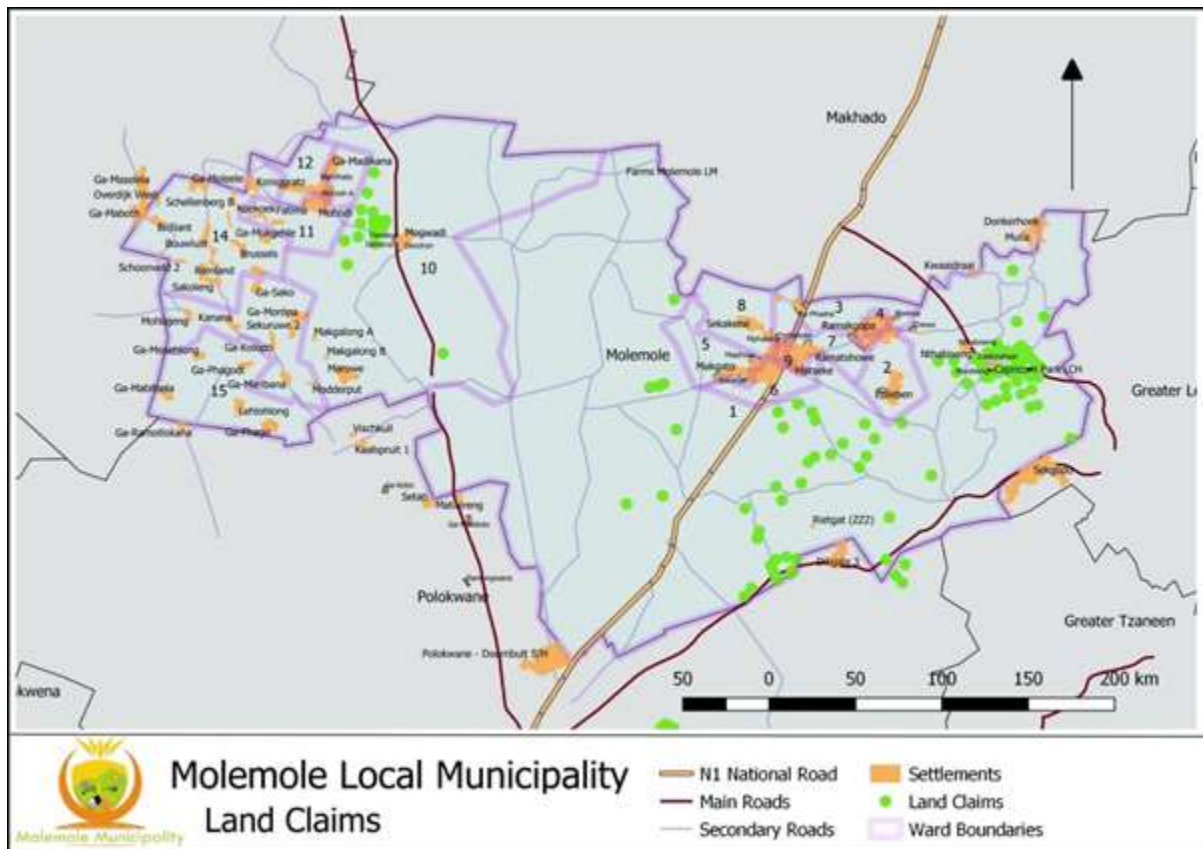


Figure 15 :Land claims

Source: DRDLR (Provincial Land Claims Commission)

2.2.1.6 LIST OF FARMS UNDER CLAIMS & CURRENT STATUS

No.	Name of Farm	Status
1	De Put 611 LS	Gazetted
2	Langgerecht 610 LS	Gazetted
3	Locatie van Malietzie 606 LS	Gazetted
4	Maroelabult 614 LS	Gazetted
5	Kalkfontein 615 LS	Gazetted
6	Uitkoms 864 LS	Gazetted
7	Fortklipdam 852 LS	Gazetted

No.	Name of Farm	Status
8	Palmietfontein 620 LS	Gazetted
9	Kareebosch 618 LS	Gazetted
10	Palmietkuil 853 LS	Gazetted
11	Klapperbosch 752 LS	Gazetted
12	Tijgerfontein 503 LS	Gazetted
13	Groenvlei 751 LS	Gazetted
14	Swartlaagte 749 LS	Gazetted
15	Graspan 753 LS	Gazetted
16	Leeuwkopje 505 LS	Gazetted
17	Zwartpan 755 LS	Gazetted
18	Withoutlaagte 757 LS	Gazetted
19	Vlakfontein 759 LS	Gazetted
20	Driedoornhoek 452 LS	Gazetted
21	Zoutfontein 501 LS	Gazetted
22	Helpmekaar 819 LS	Gazetted
23	Segops Location 821 LS	Gazetted
24	Waterval 827 LS	Gazetted
25	Netrecht 832 LS	Gazetted
26	Diepkloof 830 LS	Gazetted
27	Patryspan 207 LS	Gazetted
28	Driedoornhoek 452 LS	Gazetted
29	Zoutfontein 501 LS	Gazetted
30	Ruigtesvly 475 LS	Historical Valuation
31	Matjesgoedfontein 513 LS	Historical Valuation
32	Kleinfontein 847 LS	Negotiations
33	Schuinsgelegen 845 LS	Negotiations
34	Rietspruit 792 LS	Negotiations
35	Bodensteinshoop 765 LS	Negotiations
36	Maroelaput 764 LS	Negotiations

No.	Name of Farm	Status
37	Brakfontein 796 LS	Negotiations
38	Waterval 793 LS	Negotiations
39	Noogensfontein 780 LS	Negotiations
40	Mooiplaats 815 LS	Negotiations
41	Magataspruit 816 LS	Negotiations
42	Uitval 817 LS	Negotiations
43	Blinkwater 784 LS	Negotiations
44	Salamis 807 LS	Research
45	Roodewal 808 LS	Research
46	Uitvalplaats 842 LS	Research
47	Zoetfontein 797 LS	Research
48	Waterval 793 LS	Research
49	Recht daar 175 LS	Research
50	Draaifontein 180 LS	Research
51	Tarentaaldraai 493 LS	Research
52	Deonderstewagendrift 464 LS	Research
53	Paardesmid 469 LS	Research
54	The Grange 471 LS	Research
55	Uitkomst 769 LS	Research
56	Doornlaagte 787 LS	Research
57	Ramapoetspruit 514 LS	Research
58	Deelkraal 515	Research
59	Modderfontein 517 LS	Research
60	Grobler 776 LS	Research
61	Waterval 785 LS	Research
62	Zoetmekaar 778 LS	Research
63	Boschkopje 519 LS	Research
64	Setali 122 LT	Research
65	Rietvlei 130 LT	Research

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

Table 15: list of farms

Source: DRDLR (Provincial Land Claims Commission)

2.2.1.7 LAND USE MANAGEMENT SYSTEM AND SCHEME.

The municipality has a Land Use Scheme in place aimed at regulating land use municipality within its jurisdiction. The Scheme was adopted and promulgated in 2006, and is known as Molemole Land Use Scheme, 2006. With the coming into effect of the Spatial Planning and Land Use Management Act (SPLUMA), 2013, the scheme would currently under reviewed to ensure that it is consistent with the relevant act (SPLUMA) but, also to ensure that it includes areas from the disestablished Aganang Municipality.

2.2.2. Environmental Analysis

2.2.2.1 ENVIRONMENTAL MANAGEMENT LEGISLATION

The Molemole environmental analysis report is informed by the following environmental legislations, policies and plans: NEMA (107 of 1998), NEM: Waste Act (Act no. 59 of 2008), NEM: Biodiversity Act (Act no. 10 of 2004), NEM: Protected Areas Act (Act no. 57 of 2003), Molemole SEA (2015), Capricorn District Climate Response Strategy, Limpopo Environment Outlook Report (2016), Capricorn District Air Quality Management Plan, Molemole Integrated Environmental Management Plan (2008).

2.2.2.2 ENVIRONMENTAL PROTOCOLS

To achieve sustainable development, emphasis at local is essential. The international Earth Summit held in Rio de Janeiro during 1992 highlighted the fact that no progress towards sustainable development will be achieved unless there is action at local level for

global purposes. Local Agenda 21 emerged as a product of the summit. The slogan of 'think globally act locally' was accepted at this summit.

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

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

These early programmes catalysed a broad range of activity throughout the country resulting in other towns and cities such as Kimberly, Port Elizabeth, East London, Pretoria and Pietermaritzburg initiating their own Local Agenda 21 programmes.

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

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

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

2.2.2.3 BIO-PHYSICAL ENVIRONMENT

i. Topography

Molemole consists of undulating topography, generally flattest in the north and west (Figure 1). Elevation ranges from less than 900 m in the north to over 1 250 m in the hills of the south and south-east. Slopes are generally gentle, less than 5% in most cases, but

steeper terrain occurs in the hilly areas, up to >25% in places. The topography of an area can dictate the ability to develop or not. Generally, flatter gentle sloping topographies allow for easier establishment of development.

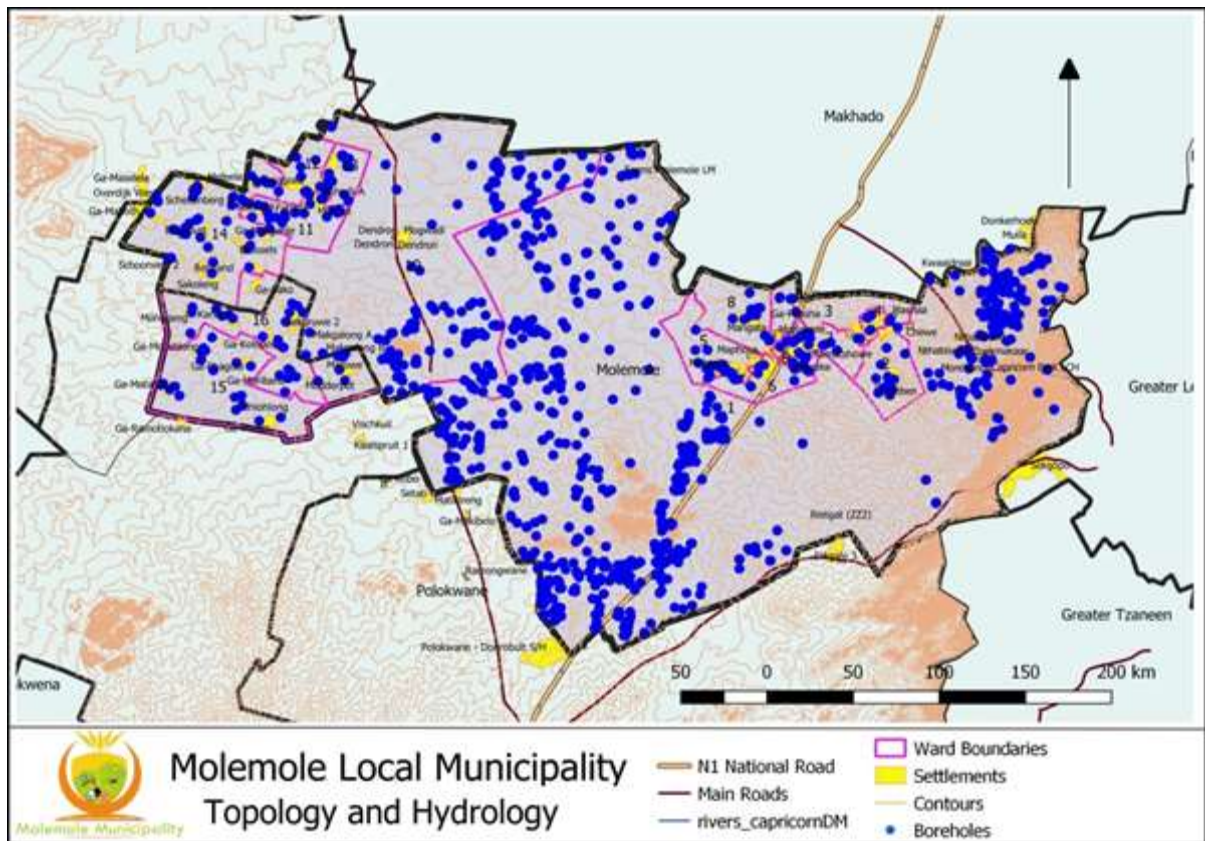


Figure 16: topology and hydrology

Source: DRDLR (Provincial Land Claims Commission)

ii. Land cover

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

Despite all these natural vegetation, the study area is prone to environmental deforestation by communities including along the Sand River basin. Due to rolling

grassland together with scattered shrubs and isolated trees accompanied by limited rainfall, the entire Molemole LM is classified as a Savannah biome

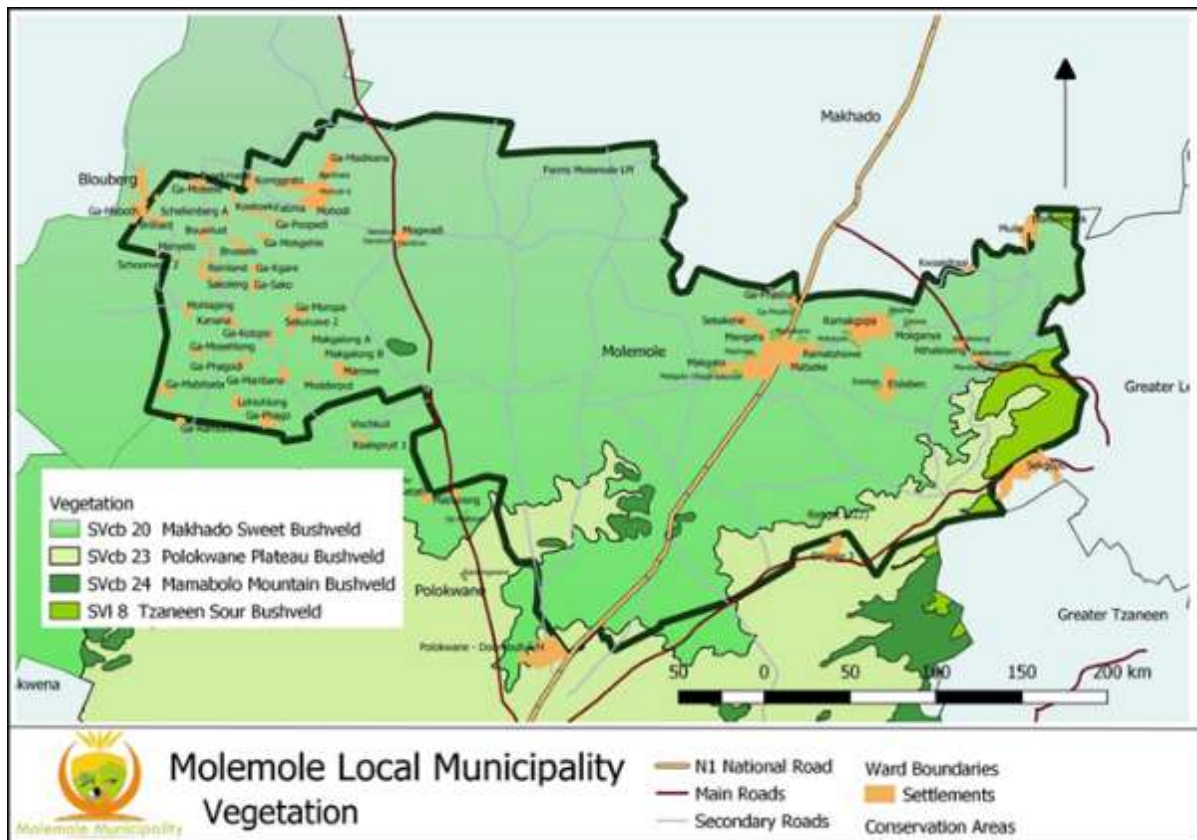


Figure 17: Vegetation
 Source: Department of Rural Development and Land Reform

a) Climate

i. Rainfall

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

ii. Temperature

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

iii. Evaporation

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

iv. Geology

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

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

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

scale mining is often uneconomical and instead these mineral deposits are often exploited by small mining companies.

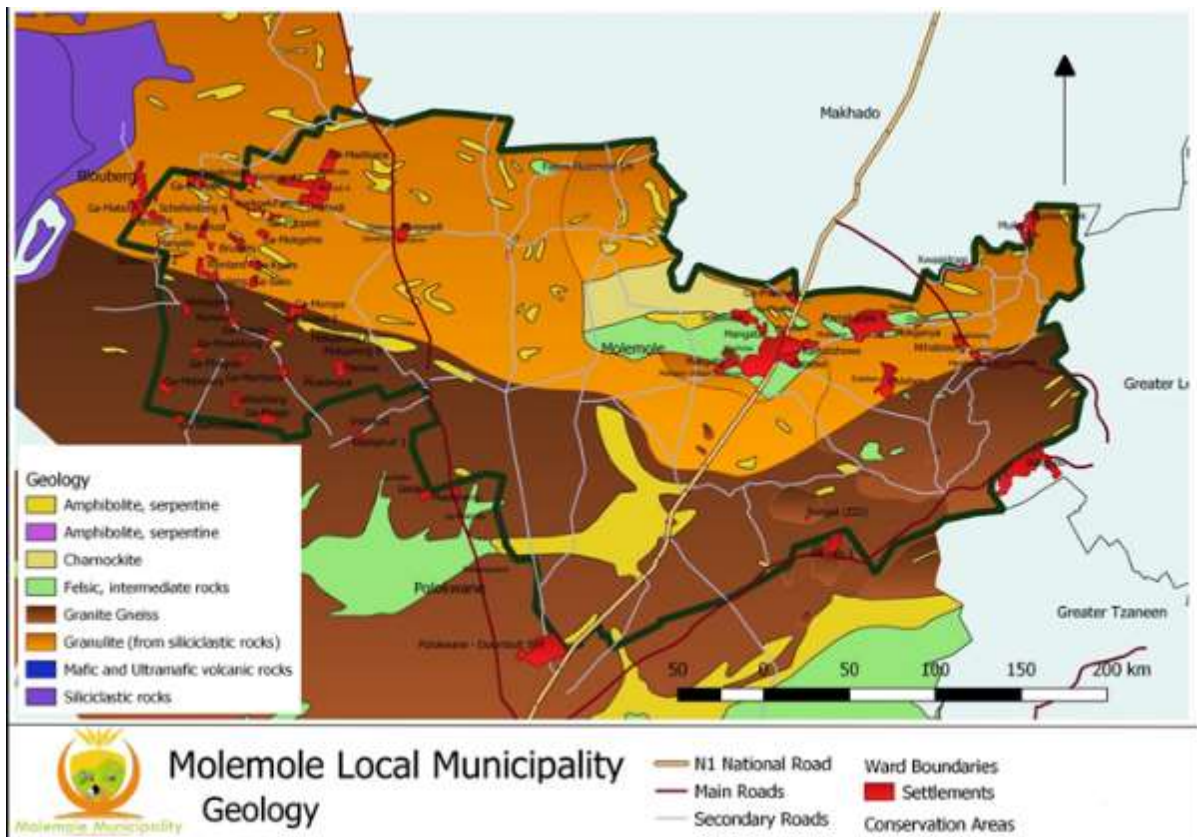


Figure 18 : Geology

Source: DRDLR (Provincial Land Claims Commission)

v. Soil types

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

vi. Vegetation

Due to rolling grassland together with scattered shrubs and isolated trees accompanied by limited rainfall, the entire Molemole LM is classified as a Savannah biome. There are

various dominant vegetation types that characterise Molemole LM. As a well-known fact, Makhado Arid Sweet Bushveld is the predominant vegetation type which covers about 80% of the study area, whereas others like Lowveld Sour Bushveld, Mamabolo Mountain Sour Bushveld, Polokwane Plateau Grassveld, Sourish Bushveld and Mixed Bushveld account for the remaining 20% of the total land area of Molemole Local Municipality. The majority of the study area is covered with woodlands and shrubs often intercepted by cultivated commercial and some subsistence farming with some degraded sections especially towards the eastern sections of the Municipality.

b) Environmental Degradation

i. Soil erosion

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

ii. Deforestation

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

iii. Alien species

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

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

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

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

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

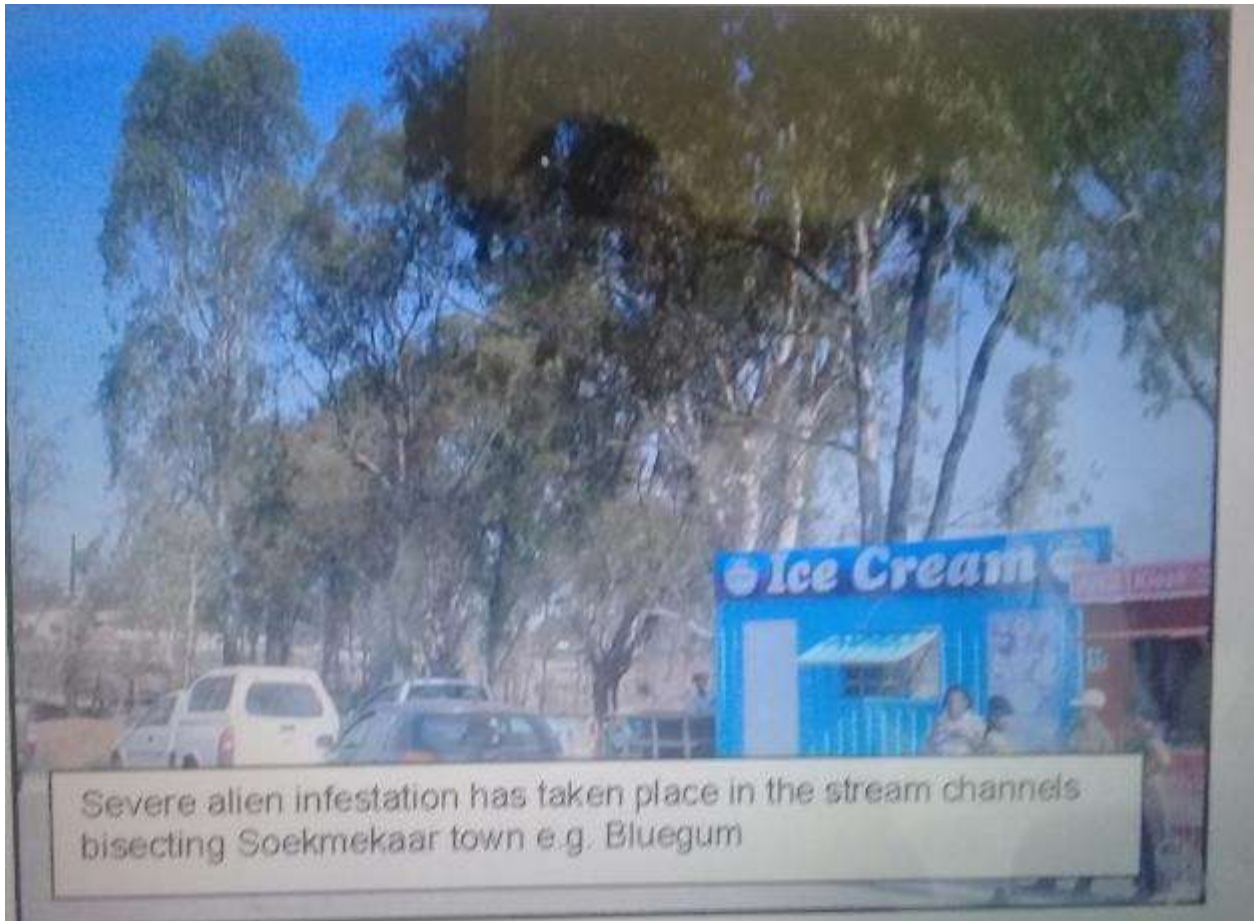


Figure 19: Bluegum trees in Soekmekaar town

c) Climate change and Air Quality

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

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

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

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

d) Conservation

i. Wetlands

In terms of wetlands, Molemole Local Municipality consists of 594 National Freshwater Ecosystem Priority Areas (NFEPA). Wetlands were identified, which consist of 194 channelled valley-bottom wetlands, 45 un-channelled valley-bottom wetlands, 119 flat/depression wetlands and 236 hillslope seep wetlands. Importantly, of these wetlands, four wetlands are identified as FEPAs. These includes 2 depression wetlands, 1 channelled valley bottom wetland and 1 un-channelled valley bottom wetland.

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

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

The sandy nature of the soils and generally flat undulating terrain in the MLM make for a suitable template from which channelled valley bottom wetlands have been able to form, and can continue to develop into watercourses. Despite the broad nature of the valley

bottoms in the MLM, the wetlands visited seem to be constrained to the channel and extended for no more than 50-100m either side of the channel.

The wetlands were mainly vegetated with grasses and some tree species in the bushveld areas. In-stream vegetation such as *P. australis* were also evident. Alien invasive species were evident in most channelled valley bottom wetlands to some degree. As the investigation took place in the winter months, it is expected that other in-stream vegetation may well be present. Erosion was clearly evident to a greater or lesser extent in many areas. This is expected to have been exacerbated by cattle trampling. An example of a well-developed channelled valley bottom wetland is shown in Figure 7.



Figure 20: Example of a developed channelled valley bottom wetland

ii. Un-channelled Valley Bottom Wetlands

Where un-channelled valley bottom wetlands were observed, these wetlands were generally well vegetated with hydrophytic species in the eastern areas of the MLM. A relatively minimal amount of alien invasive vegetation was evident at the time. Overall, un-channelled valley bottom wetlands were less evident in the central and western areas of the MLM however. Erosion for some wetlands was evident and site specific near infrastructure such as road and bridge crossings which seem to have contributed to the onset due to disturbance and altering the natural hydrology. An example of this type of wetland is shown in Figure 21 below.



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

iii. Flat/Depression Wetlands

There are a number of flat and depression wetlands that were identified in the field. The vegetation of the flat/depression wetlands were mainly characterised by grasses with few sedges in the bushveld areas. Many were observed to be generally in a good condition with little vegetation disturbance, however there was some degree of physical impact which varied from trampling impacts and fence lines through wetlands to more significant impacts such as the construction of berms and diversion canals to and from wetlands. An example of this wetland type is shown in Figure 22 below.



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

iv. Hillslope Seep Wetlands

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

e) Nature reserves

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

i. Machaka Game Reserve

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

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

The reserve contains several granite inselbergs which are expected to be in a fairly pristine state unlike the outcrops outside the reserve in the Matoks area. As far as the vegetation within the reserve is concerned – it can be described as the ecotones between the Makado Sweet Bushveld and the Mamabolo Mountain Bushveld vegetation types. Not much is

known about the reserve but gauging by the standard of the perimeter fence along the N1 road which is in a dilapidated state the reserve is not well maintained.

ii. **Heritage sites**

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

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

Identified Heritage sites, dated 2006

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

Table 17: Heritage sites

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

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

f) Biodiversity

i. Flora

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

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

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

Table 18: Dominant grass species

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

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

Table 19: Dominant tree species

Scientific name	English common name
<i>Acacia caffra</i>	Common hook-thorn
<i>Acacia Karroo</i>	Sweet thorn
<i>Acacia nilotica</i>	Scented thorn
<i>Acacia tortilis</i>	Umbrella thorn
<i>Balanites maughamii</i>	Green thorn
<i>Bolusanthus speciosus</i>	Tree wisteria
<i>Boscia albitrunca</i>	Shepherd's tree
<i>Combretum apiculantum</i>	Red bushwillow
<i>Combretum hereroense</i>	Russet bushwillow
<i>Combretum molle</i>	Velvet bushwillow
<i>Combretum zeyheri</i>	Large fruited bushwillow
<i>Dichrostachys cinerea</i>	Sickle bush
<i>Kirkia wilmsii</i>	Mountain seringa
<i>Mundulea sericea</i>	Cork bush

Scientific name	English common name
<i>Ozoroa paniculosa</i>	Common resin tree
<i>Peltophorum africanum</i>	Weeping wattle
<i>Sclerocarya birrea</i>	Marula
<i>Strychnos madagascariensis</i>	Black monkey orange
<i>Vitex wilmsii</i>	Hairy vitex
<i>Ziziphus mucronata</i>	Buffalo thorn

ii. Fauna

Most of large mammals found in Molemole are herbivores – either browsers or grazers. None of the animals are considered dangerous. No large carnivores are found in the area, it is however possible that they can move between the farms and perhaps enter the area. Species that could move through the project area include leopard and cheetah.

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

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

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

Common mammal species	Preferred habitat
<i>Aepyceros melampus</i> (Impala)	Savanna and woodland
<i>Alcelaphus buselaphus</i> (Red Hartebeest)	Open savanna and grassy plains
<i>Kobus ellipsiprymnus</i> (Waterbuck)	Open woodland and moist grassland
<i>Oryx gazelle</i> (Gemsbok)	Dry plains and open woodland
<i>Phacochoerus aethiopicus</i> (Warthog)	Wide habitat tolerance, but prefers grassland and woodland bush

Common mammal species	Preferred habitat
<i>Raphicerus campestris</i> (Steenbok)	Wide habitat tolerance, but prefers grassland
<i>Sylvicapra grimmia</i> (Common Duiker)	Wide habitat tolerance
<i>Tragelaphus scriptus</i> (Bushbuck)	Dense bush and riverine bush
<i>Tragelaphus strepsiceros</i> (Kudu)	Dense bush and open woodland

iii. Critically Endangered Species

Lotana Blue (*Lepidochrysops lotana*)

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

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



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

Short-eared Trident Bat (*Cloeotis percivalli*)

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

2.2.2.4 PARKS AND CEMETERY

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

2.2.2.5 WASTE MANAGEMENT

Waste management services and strategy of Molemole local Municipality takes reference from the National Environmental Management waste act, act 59 of 2008 as commenced in 2009 July the 1st. The act direct to the operational level on what need to be executed by the local Municipality hence Molemole Local Municipality attempt to align its activities to the ensure prevention of Pollution and avoid environmental degradation.

The types of waste generated are predominantly households, garden and build rubble waste. The waste is not always separated at source. Waste generated is stored by means of wheel bins and bulk bins provided by local municipality. Collection within Molemole local municipality is transported using compacter truck, skip truck and private collectors. Refuse

removal takes place at Mogwadi and Morebeng towns on a consistent basis. Refuse collection is done by municipal employees and EPWP beneficiaries twice a week for households and twice a week for businesses. Over the past few years, the Municipality has improved service delivery in terms of refuse collection which is done at least once a week in urban areas.

Molemole has three licensed waste disposal sites at Mogwadi, Morebeng and Ramokgopa where waste from the two towns and surrounding villages is disposed. All three disposal sites have been registered on South African Waste Information System (SAWIS) and the municipality has started reporting on the system. Due to limited resources, all disposal sites have a lot of compliance issues that need to be addressed and CDM is to assist in addressing those issues.

In rural areas refuse collection is a priority as refuse is buried, dumped or burnt. As a result of limited resources, the municipality does not do door-to-door waste collection in rural areas, however skip/bulk bins are provided along the streets and other points of interest such as Shopping centres to address illegal dumping. The municipality is considering rural waste collection services. The discussion between the communities and Municipality have commenced on what will be the best and sustainable mechanism of collecting waste from the rural areas. There is also a need for transfer stations in the rural areas. The tribal leadership has shown the commitment to avail land to manage waste as waste is becoming a common challenge to both Municipality and traditional leadership.

2.2.2.6 ENVIRONMENTAL DISASTER MANAGEMENT.

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

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

2.2.2.7 AGRICULTURE AND FORESTRY

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

Water scarcity has a critical impact on production of crops such as potatoes within Molemole Local Municipality. Emanating from this mammoth challenge, agriculturalists researched on more new methods and techniques to increase the yields and one of those techniques is Hydroponic cultivation commonly as Tunnel Farming. As a well –known fact, Makhado Arid Sweet Bushveld is the predominant vegetation type which covers about 80% of the study area, whereas others like Lowveld Sour Bushveld, Mamabolo Mountain Sour Bushveld, Polokwane Plateau Grassveld, Sourish Bushveld and Mixed Bushveld account for the remaining 20% of the total land area of Molemole Local Municipality.

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

2.2.2.8 CHEMICAL SPILLS AND HAZARDOUS ACCIDENTS (INFORMAL SETTLEMENTS)

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

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

a) The plan covers aspects of:

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

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

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

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

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

- Forestation is the fourth largest activity, which is located towards the eastern section of the study area (4%) in the vicinity of Morebeng and
- The urban built-up area only comprise of 1% of the study area.

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

2.3. KPA-2 BASIC SERVICES DELIVERY

2.3.1 WATER AND SANITATION ANALYSIS

2.3.1.1 Norms and standards on water and sanitation provision

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

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

2.3.1.2 Water Sources

The Municipality's source of water is groundwater. This is characterized by unreliable boreholes with aging infrastructure and inadequate water supply. 27.2% of the municipal population where there are no water sources is supplied by water tankers, which are also relying on the boreholes from other villages.

2.3.1.3 Challenges Pertaining to Water and Sanitation

- Aging water and sanitation infrastructure.

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

2.3.1.4 Recommendation to Resolve Water Services Challenges

- Constant formal communication and Feedback from CDM after a matter is formally reported.
- CDM to insure and replace damaged Transformers, Electrical Pumps that are vandalised and or stolen.
- CDM to have adequate spare parts and transformers, borehole components, etc.
- CDM to audit all boreholes and budget for re-drilling.
- CDM can outsource Water Tankers to Service Providers in order to reduce the Water Provision Backlog.

2.3.1.5 Provision of Free Basic Water and Free Basic Sanitation

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

- Only written applications for Indigent Households Support will be considered in the prescribed format laid down by the Council from time to time.
- The person/applicant applying on behalf of the household must be eighteen (18) years of age or older.
- Child headed households as defined and supported by the Department of Social Welfare shall also be considered for indigent support regardless of the age of the breadwinner.

- The person/applicant applying on behalf of household must either be the owner of the property residing at the property or the tenant residing at the property.
- The person/applicant applying on behalf of the household must have an active municipal account.
- Only one application per household will be considered; a business, school, body associations; club or governing body shall not qualify for consideration.
- The Indigent Support will not apply to persons owning more than one property in the municipality.
- House hold income per month must be R 3 960.00, or less per month, subject to periodic adjustments by the council of Molemole Local Municipality.

There is 4768 FBE, 4768 FBW indigents. There are however other qualifying indigents but, due to none collection of free basic tokens they get removed from the qualifying list of indigents.

2.3.2 ENERGY AND ELECTRICITY ANALYSIS

2.3.2.1 Norms and Standards on Electricity

Electricity provision is guided by Electricity Regulation Act with National Energy Regulator as the regulatory authority. The act deals with the compulsory norms and standards for bulk supply and reticulation e NERSA regulates the tariffs between consumers, municipalities and ESKOM. The municipality ahs an Energy Master Plan in place that elaborate on the areas were the municipality supply electricity.

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

2.3.2.2 Source of Electricity

The source of electricity is Eskom. The municipality gets electricity in bulk from Eskom and sell to the two towns within the municipality (i.e. Mogwadi and Morebeng) while Eskom is supplying the villages directly. There are initiatives in place to make sure that the municipality makes application for the extension of the trade license on electricity. This will help in enhancing the limping revenue collection of the municipality. ESKOM has

adopted strategy to curb the electricity backlog whereby there are initiative in place to create space for the municipalities to access funding from DOE so that municipalities are able to electrify villages on their own. The municipality have an Electricity Master Plan in place. It is also worth noting that the backlog in electrification is mainly on village extensions, the municipality is working closely with ESKOM to ensure that the backlog is addressed.

The municipality intends to embark on a process of procuring solar electricity equipment such as solar street lights and high masts. The high masts are intended to be installed to cover all villages and town within the jurisdiction of Molemole Municipality.

2.3.2.3 Provision of Free Basic Electricity

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

2.3.2.4 Challenges Pertaining to Provision of Electricity:

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

2.3.3 Roads and Storm Water

2.3.3.1 Municipality Roads and Storm Water infrastructure

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

2.3.3.2 State of the municipal roads

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

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

2.3.2.5 Key issues relating to Road and Storm water analysis

- Infrastructure Master Plan and Unbundling of Roads documents are developed to assist in Roads and Storm Water planning.
- Blading and Re-Graveling of Rural Internal Roads per ward.
- Patching of Potholes on Municipal Roads across all wards.
- Remarking of Road Marks on Municipal Roads across all wards
- Unblocking storm water drains within the Municipal Roads across all wards
- Bush Clearing within the Municipal Roads across all wards
- Critical RAL D Roads have been identified and submitted to RAL for prioritization.

2.3.2.6 Plant and Equipment for Road and Storm Water Services

- Mogwadi = 2 x Graders and 1 x TLB and 2 x Tipper Trucks in partial working condition
- Morebeng = 2 x Graders and 1 x TLB and 2 x Tipper Trucks in partial working condition
- Core function is to blade/re-gravel internal streets within Wards with the assistance of the Ward Councillor and Ward Committee.
- For Funeral we prioritise blading/re-graveling on Thursdays and Fridays
- **Challenges**
 - Lack of funds to reduce roads and storm water backlog.

- Inadequate equipment for road and storm water maintenance.
- Lack of personnel to monitor roads and storm water projects.
- Frequent Mechanical Breakdowns
- **Proposed Remedial Interventions**
- Leasing of Plant from Service Provider for 12 months (Term Contract).
- Payment of Invoices from Dealership within 30 days.
- Procuring of New Plant with Service & Maintenance Plans.
- Training and Workshopping of Officials on how to operate Plant.
- Outsource repairs and maintenance to Accredited Repair and Maintenance Service Provider for 12 Months.
- Dispose of Plant after 5 years or 120000km

2.3.4 WASTE MANAGEMENT SERVICES

2.3.4.1 State of refuse removal

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

In rural areas refuse collection is a priority as refuse is buried, dumped or burnt. The latter is as a result of lack of initiatives to collect refuse in rural areas. The municipality is developing mechanisms and strategies to collect refuse. The municipality previously procured 25 bulk refuse containers. Capricorn District municipality has donated an additional 30 bulk refuse containers to the municipality to be allocated and distributed to various villages. The municipality has only one skip loader truck, an additional skip loader

truck has been procured for the 2022/23 financial year, There is also a need for transfer landfill sites in rural areas to address this escalating challenge.

Currently the municipality does not practice rural waste management but processes have commenced to try and implement recycling initiatives at schools in the villages. The EPWP programs on waste management are seen as some other mitigating mechanisms to address the issue of rural waste collection. Lack of funds pose challenges in implementing recycling, reuse and reduce practices but engagements for getting funding from relevant sector departments are in progress. The Integrated Waste Management Plan has been finalized and approved by council. Draft by-laws to complement the IWMP have been developed, adopted and approved by council and to be submitted for government gazetting.

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

a) Awareness Campaigns

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

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

b) Eco- School programmes

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

c) Mobile ablution facility and honey suckers management

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

d) Waste Collection

Refuse removal is rendered in Mogwadi & Morebeng. The service has been extended to rural areas through the Expanded Public Works Programme (EPWP). Twenty five (25) Skip Loader bins have been distributed to villages to help waste collection. There is no cost recovery for waste collection in the rural households. The municipality has entered into a service level agreement with Botlokwa shopping complex for a fee. The main challenge is vehicle breakdowns which hinders the refuse removal services. This leads to dumping of waste in undesignated areas resulting in illegal waste dumps. The municipality has procured an additional skip loader truck in the 2022/23 financial year to minimize the effects of this problem.

e) Street Cleaning

Orange bins are provided in town for discard of litter. Most valuable materials are discarded into landfill meanwhile they can be separated at source and be recycled or reused. This can assist to reduce the waste volumes into the municipal waste stream. The proposed intervention to address the above problem is to:

- Invite interested recycling companies to forward proposals on recycling especially in towns since the municipality does not have buy-back centres
- The municipality should budget for multiple stream unit bins.
- More allocation of funds for EPWP and the municipality to augment EPWP funding to create more job opportunities which will then lead to the increase of the funding from the department.

f) Illegal Waste Dumps

The municipality does not have any equipment for management of illegal waste dumps.

Illegal waste is a custom within the municipality and lack of adequate waste services in the rural areas. Open spaces attracts illegal dumping activities. A TLB for clearing illegal waste dumps will mitigate the challenge. Additional Skip bins should be procured to reduce the impact of illegal waste dumps. The municipality need to encourage communities to utilise some open spaces for recreational purposes e.g. Parks, convert the old Post Office in Mogwadi to a mini-park for the public. Awareness campaigns on environmental management must be intensified.

Areas like Botlokwa plaza has been allocated with a bulky refuse bins for separation of waste at source. The main challenge is that the majority of people with such bins are not separating the waste but use it as a general waste bin, and material of good value are disposed. The municipality has resuscitated the service level agreement with Botlokwa plaza. Agreements were made with Sasol garage Botlokwa and Eskom. The department is engaging with other business and government entities to pay for services rendered but unwillingness to pay remains a challenge.

There is a need to intensify awareness campaigns in relation to payment of services rendered. Separation at source should be introduced in all SDA's as this will assist in saving the waste disposal sites life span.

g) Garden Waste

The municipality is not rendering garden waste removal services except in municipal premises. In towns general domestic waste is mixed with garden waste and this damages both the bins and trucks, reducing their lifespan and that of landfill in the process. Garden waste removal is rendered by private companies in the two towns. The private companies are disposing the waste for free meanwhile maintenance is incurred by the municipality.

There is no revenue generation from the disposal site and maintenance is costly. As a mitigating factor the municipality need to invite interested recycling companies to forward proposals on recycling especially for the two towns. The municipality should budget multiple stream unit bins for recycling purposes, street cleaners to separate materials accordingly after emptying of bins.

h) Control of Garden Waste

The municipality must identify areas of concern and invite the districts for assessment and intervention.

2.3.4.2 Waste Management as Alternative Source of Revenue

Waste removal service is rendered in Mogwadi & Morebeng however the revenue generation is extremely low. There is a high demand of refuse removal service although willingness to pay for such service is not there. The municipality should ensure that revenue generation is done accordingly by conducting intensive awareness campaigns to that effect. A revenue collection strategy in the rural areas should be considered in order to increase sources of revenue for the municipality.

2.3.3.3 Challenges on Waste Management Services

Townships, rural areas and business areas are characterized by massive illegal dumps. There is an increasing illegal dumping in open spaces especially abandoned sites in both townships and rural areas.

i) Education and Awareness Campaigns

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

j) Library Services

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

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

k) Health Services

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

l) Sports, Arts and Culture

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

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

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

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

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

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

Challenges Associated with Sport, Recreational and Community Facilities:

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

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

2.3.5 PUBLIC TRANSPORT ANALYSIS

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

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

The Municipality does not offer public transport services to the community, however, there are two taxi associations that operates within our municipal jurisdiction, namely: Machaka Ramokgopa Makgato (MARAMA) and Bochum Taxi Associations. The municipality constructed five taxi ranks - Mogwadi, Marama, Morebeng, Eisleben Cross and Mohodi - Maponto Taxi Rank to provide the community with efficient public transport waiting facilities. Various bus companies operate within the municipality. There are only four subsidized bus companies within the municipality namely; Great North transport, Kopano Bus services, Bahwaduba Bus services and Madodi Bus services. Molemole residents mostly rely on mini bus taxis and busses to commute within and outside the municipal boundaries. There are three existing and functional scholar patrol points established within the municipality.

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

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

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

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

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

Table 22: Priority area

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

- Surfacing of Road **D2037** linking Mogwadi to Bandelierkop;
- Surfacing of Road **D15 (P54/1)** linking between CDM and Vhembe DM around Morebeng;

- Surfacing of Road **D3459** which is gravel road between Ga-Kgare and Road D1200; and
- Surfacing of Road **D879** which is road between Boschbokhoek and Provincial Road D1356.

a) Possible Causes Of Accidents

- Drunken Pedestrians mostly;
- Fatigue;
- Un-safe Overtaking;
- Reckless driving;
- Over speeding;
- Use of cell phone while driving;
- Drunken driving and
- Road conditions (permanent pot holes)

Challenges Pertaining To Public Transport:

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

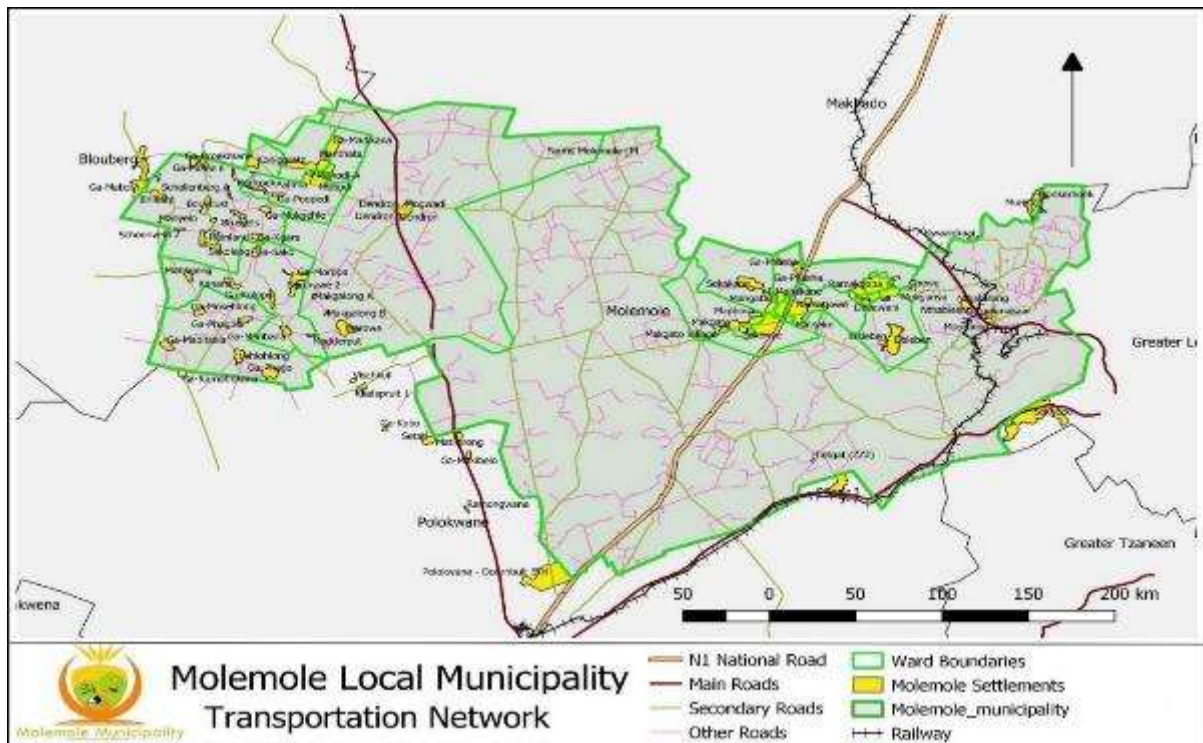


Figure 25: Transportation Network

Source: Department of Rural Development and Land Reform

3.2.3. SOCIAL ANALYSIS/SERVICES

a) Housing

Molemole is not a housing implementation agency but depends on COGHSTA for provision of Low Cost houses. The municipality only provides land for construction of such units. In most cases land is donated by Traditional Authorities in consultation with municipality as more than 80% of our municipality is rural. The housing backlog is currently at 1 500 from the 800 that we had in the 2022/2023 financial year.

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

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

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

b) Education

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

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

Molemole has two (2) functional community libraries at Mogwadi and Morebeng and six (6) mobile libraries at schools – four (4) in the East (Sefoloko High School, Kgwadu Primary School, Itshumeleng Primary School and Rakgasema Pre-School) and two (2) in the West (Seripa High School and Mangwato Primary School). The municipality also has

two libraries in the villages, Ramatjowe and Matseke libraries but due to staff shortages and limited resources, the libraries are not functional.

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

Challenges Pertaining to Education:

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

c) Health and Social Development

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

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

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

The services from the following departments are prioritised:

- SASSA
- Home Affairs
- SAPS

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

Community facilities

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

Educational Institution by Present school attendance.

Settlement	Grade 0 - Grade 7 / Std 5/ ABET 3	Grade 8 / Std 6 / Form 1 - Grade 12 / Std 10 / Form 5	NTC I / N1/ NIC/ V Level 2 - N6 / NTC 6	Certificate with < Grade 12 / Std 10 - Diploma with Grade 12 / Std 10	Higher Diploma	Post Higher Diploma Masters; Doctoral Diploma	Bachelor's Degree and Post graduate Diploma	Honours Degree	Higher Degree Masters / PhD	Other	No Schooling
Ha-Madikana	39.4 %	41.5 %	0.6 %	0.8 %	0.5 %	0.1 %	0.6 %	0.1 %	0.0 %	0.0 %	16.5 %
Mohodi	39.5 %	43.9 %	0.7 %	1.5 %	0.8 %	0.1 %	0.7 %	0.3 %	0.1 %	0.1 %	12.3 %
Ga-Maponto	40.5 %	44.7 %	0.3 %	0.9 %	0.3 %	0.1 %	0.2 %	0.2 %	0.0 %	0.0 %	12.7 %
Molemole NU	26.3 %	54.3 %	0.7 %	1.3 %	1.0 %	0.2 %	0.9 %	0.3 %	0.3 %	0.2 %	14.3 %
Westphalia	34.1 %	49.7 %	1.0 %	0.6 %	1.3 %	0.3 %	1.6 %	0.3 %	0.3 %	0.0 %	10.4 %
Ga-Moleele	40.9 %	44.9 %	0.0 %	4.0 %	0.0 %	0.0 %	1.1 %	0.0 %	0.0 %	0.0 %	7.4 %
Moshasha	30.4 %	56.5 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	4.3 %
Schellenburg	53.4 %	36.9 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	9.7 %
Koekoek	45.5 %	43.1 %	1.6 %	0.8 %	0.8 %	0.0 %	0.0 %	0.8 %	0.0 %	0.0 %	8.9 %
Ga-Mokwele	54.9 %	31.4 %	0.0 %	2.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	11.8 %
Ga-Mabotha	25.8 %	51.6 %	3.2 %	9.7 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	6.5 %
Shashe	36.3 %	45.1 %	0.0 %	1.8 %	5.3 %	0.9 %	2.7 %	0.0 %	0.9 %	0.9 %	6.2 %
Ga-Poopedi	45.9 %	44.9 %	0.0 %	1.0 %	1.0 %	0.0 %	1.0 %	0.0 %	0.0 %	0.0 %	6.1 %
Tshitale	40.5 %	43.2 %	0.0 %	0.5 %	0.5 %	0.0 %	1.1 %	0.0 %	0.5 %	0.5 %	13.5 %
Manthata	38.3 %	45.9 %	0.0 %	2.3 %	2.3 %	0.0 %	0.0 %	0.0 %	0.0 %	0.8 %	10.5 %
Ga-Mokgehle	45.7 %	39.0 %	1.2 %	5.5 %	1.2 %	0.0 %	0.6 %	0.0 %	0.0 %	0.0 %	6.1 %
Mogwadi	29.5 %	43.0 %	1.5 %	9.9 %	4.8 %	0.5 %	4.0 %	1.7 %	0.1 %	0.5 %	4.3 %
Brussels	38.3 %	33.9 %	2.2 %	13.0 %	1.7 %	0.4 %	0.0 %	0.4 %	0.0 %	0.0 %	9.1 %
Schoonveld	41.1 %	46.4 %	0.0 %	0.0 %	0.0 %	0.0 %	3.0 %	0.6 %	0.0 %	0.0 %	8.9 %
Sakoleng	35.5 %	50.6 %	1.7 %	0.6 %	1.7 %	0.0 %	0.0 %	0.6 %	0.0 %	0.0 %	8.1 %
Ga-Kgara	37.3 %	57.6 %	0.8 %	0.8 %	0.8 %	0.0 %	0.8 %	0.0 %	0.0 %	0.0 %	1.7 %
Ga-Sako	50.3 %	40.1 %	0.0 %	0.7 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	8.8 %
Ga-Phasha	31.0 %	50.2 %	0.2 %	1.7 %	0.5 %	0.0 %	0.7 %	0.5 %	0.2 %	0.2 %	14.9 %
Sekakene	33.1 %	45.1 %	0.6 %	3.3 %	0.8 %	0.4 %	1.1 %	0.2 %	0.0 %	0.0 %	15.4 %
Mangate	35.9 %	44.9 %	0.7 %	2.3 %	1.8 %	0.0 %	0.7 %	0.7 %	0.0 %	0.0 %	13.0 %
Botlokwa (Mphakane)	32.9 %	46.9 %	0.6 %	2.7 %	1.0 %	0.2 %	1.0 %	0.3 %	0.1 %	0.1 %	14.3 %

Settlement	Grade 0 - Grade 7 / Std 5/ ABET 3	Grade 8 / Std 6 / Form 1 - Grade 12 / Std 10 / Form 5	NTC 1 / N1/ NIC/ V Level 2 - N6 / NTC 6	Certificate with < Grade 12 / Std 10 - Diploma with Grade 12 / Std 10	Higher Diploma	Post Higher Diploma Masters; Doctoral Diploma	Bachelor's Degree and Post graduate Diploma	Honours Degree	Higher Degree Masters / PhD	Other	No Schooling
Sefene	31.0 %	53.0 %	0.5 %	4.2 %	2.1 %	0.3 %	2.0 %	0.4 %	0.1 %	0.3 %	6.1 %
Ramatjowe	28.1 %	46.2 %	0.3 %	4.5 %	1.3 %	0.3 %	0.6 %	0.3 %	0.1 %	0.1 %	17.9 %
Matseke	31.6 %	46.3 %	0.8 %	1.9 %	0.6 %	0.1 %	0.7 %	0.4 %	0.1 %	0.1 %	17.5 %
Ramokgopa	32.7 %	44.6 %	0.7 %	2.3 %	1.4 %	0.3 %	0.8 %	0.4 %	0.2 %	0.5 %	16.3 %
Nthabiseng	38.5 %	48.4 %	0.4 %	2.2 %	1.0 %	0.0 %	0.5 %	0.3 %	0.0 %	0.3 %	8.1 %
Morbeng	36.9 %	45.7 %	0.3 %	2.4 %	1.5 %	0.1 %	1.0 %	0.4 %	0.0v	0.3 %	10.9 %
Makgalong	36.2 %	51.4 %	1.0 %	2.9 %	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	1.0 %	3.8 %
Ga-Makgato	33.9 %	45.5 %	0.3 %	2.0 %	0.4 %	0.1 %	0.4 %	0.0 %	0.0 %	0.4 %	17.0 %
Eisleben	36.8 %	44.8 %	0.5 %	2.4 %	0.8 %	0.2 %	0.8 %	0.2 %	0.1 %	0.0 %	13.4 %
Mohlajeng	49.5 %	39.9 %	0.7 %	0.0 %	0.3 %	0.3 %	0.3 %	0.0 %	0.0 %	0.0 %	9.0 %
Sekuruwe	44.8 %	49.3 %	0.0 %	1.5 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	6.0 %
Kanana	42.9 %	43.8 %	0.9 %	1.2 %	1.2 %	0.0 %	0.7 %	0.2 %	0.0 %	0.0 %	8.7 %
Ga-Kolopo	45.6 %	43.8 %	0.0 %	0.3 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	10.2 %
Ga-Phagodi	37.8 %	44.1 %	0.2 %	1.7 %	0.2 %	0.2 %	0.7 %	0.0 %	0.0 %	0.0 %	14.6 %
Morowe	46.6 %	42.5 %	0.4 %	0.6 %	0.6 %	0.0 %	0.3 %	0.0 %	0.0 %	0.0 %	8.5 %
Ga-Maribana	40.5 %	47.6 %	1.3 %	0.2 %	2.4 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	7.8 %
Modderput	35.3 %	54.9 %	0.0 %	0.0 %	0.0 %	0.0 %	2.0 %	0.0 %	0.0 %	0.0 %	5.9 %
Ga-Mabitsela	40.0 %	45.7 %	0.5 %	3.6 %	1.0 %	0.0 %	0.0 %	0.2 %	0.0 %	0.0 %	8.6 %
Ga-Masehlong	45.3 %	40.4 %	0.7 %	1.3 %	0.0 %	0.7 %	0.0 %	0.0 %	0.0 %	0.0 %	11.1 %

Table 23: Educational institution

Molemole LM Level of Education per Settlement, Stats SA, 2011

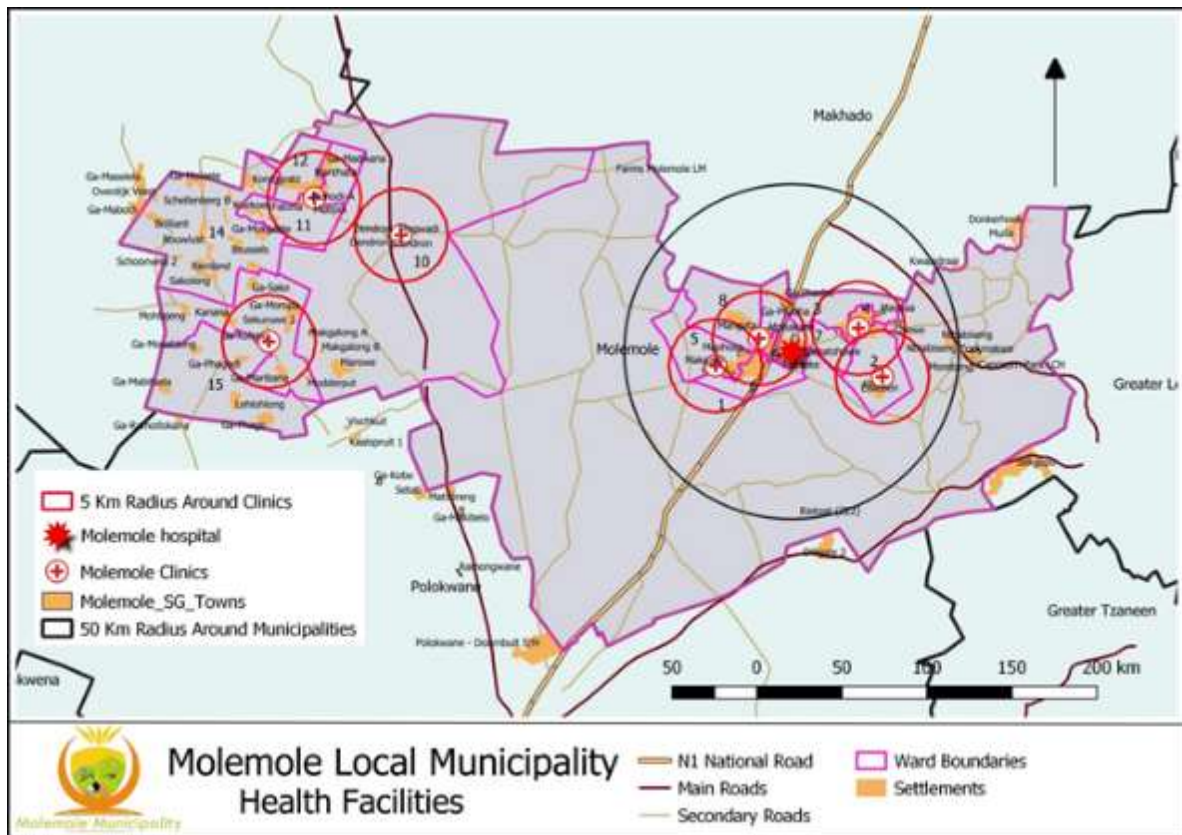


Figure 26:health facilities

Source: Department of Rural Development and Land Reform

Table 24: List of Health Facilities in Molemole LM

SETTLEMENT NAME	HOSPITAL	CLINIC
Dendron		Dendron Clinic
Eisleben		Eisleben Clinic
Ramokgopa		Ramokgopa Clinic
Makgato		Makgato Clinic
Mangata		Matoks Clinic
Ramatjowe	Botlokwa Hospital	
Morebeng		Rosenkranz Clinic
Wurthsdorp		Mohodi Clinic

Challenges Pertaining to Health and Social Development:

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

d) Safety and Security Status Quo Analysis

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

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

The municipality has erected high mast lights in areas identified as hot spots areas of crime. There is a magistrate's court at Morebeng and a periodic court at Mogwadi. There are developments taking place where a site has been established for the construction of Mogwadi Magistrate office. The project has since been abandoned and there should be follow-ups made with the relevant sector department regarding the said project. Poor road infrastructure in certain areas affect the turnaround and or response time of emergency services. There is a need for satellite police stations as well as resources such as police vehicles, efficient communication services, and adequate police personnel.

e) Law Enforcement and Licensing

I. Law Enforcement and Licensing

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

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

The main key deliverables include:

- Registration and licensing of vehicles;

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

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

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

iii. Safety and Security Infrastructure Analysis

Priority Area	No. of Police Stations	2021/22 Backlog	Availability of Safety Committees
Safety and security	3 Police Stations 2 Satellite Offices	2 Satellite Offices (Mohodi and Moletji- Bought farms cluster) 1 Police Station at corner Masehlong and Phaudi Village	16 Functional CPFs and 1 CSF
Justice Department	No. of Magistrate Courts		Progress on addressing Backlog
	1	1	Site handed over in Mogwadi for construction of a Magistrate Court and is awaiting construction.
Traffic and licensing	No. of Traffic Stations		Progress on addressing the Backlog
	1 x DLTC Mogwadi 1X Registration Authority Mogwadi 1 x DLTC Morebeng 1X Registration Authority Morebeng	1 DLTC	Plans in place to construct a DLTC

Table 25: SAFETY AND SECURITY INFRASTRUCTURE ANALYSIS

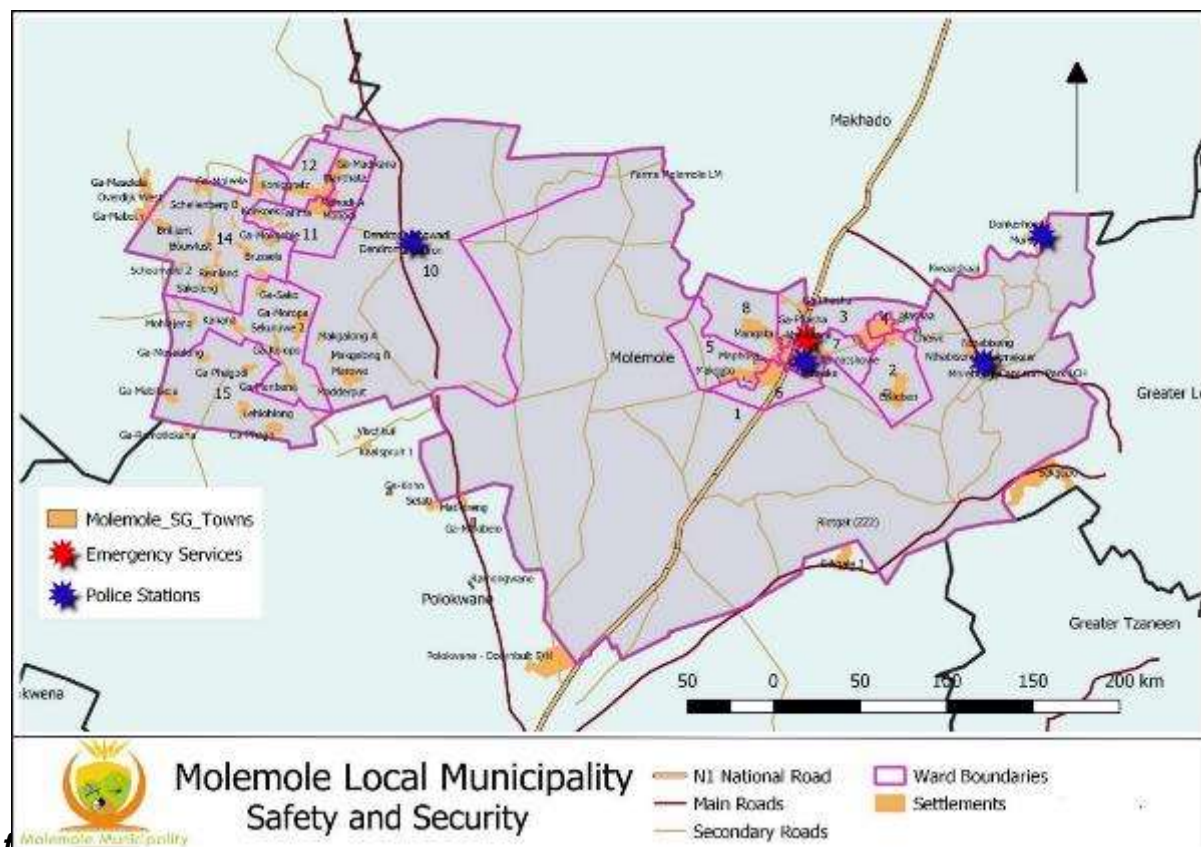


Figure 27: Safety and Security

Source: Department of Rural Development and Land Reform

f) Fire and Rescue Services, Disaster and Risk Management

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

Challenges Pertaining to Disaster Management:

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

g) Post Office and Telecommunication Analysis

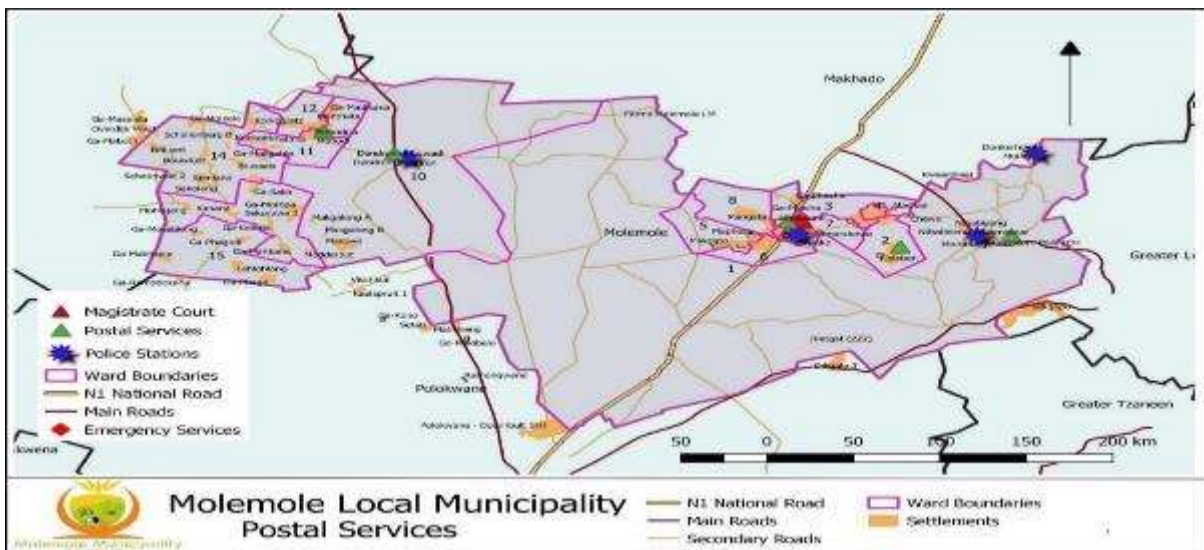
There are six postal facilities within the municipality located in Mogwadi, Dwarsrivier, Eisleben, Manthata, Ramokgopa and Morebeng. Mail collection points are also used in remote areas as another form of providing postal service to communities. **Figure 6** depicts the spatial distribution of all existing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

Information and communication technology (ICT) infrastructure comprising electronics; business process outsourcing; internet services and web development, telecommunications including cellular and fixed phones, and computer services, are the main way of communication and conveying information in a modern economy and across various economic sectors.

Comparing the usage of Information Communication Technology in Molemole Local Municipality to other municipalities, as can be observed from Table 6 below, it indicates that 87% of the population of Molemole Local Municipality have access to cell-phones, which is higher than all the municipalities across the district with the exception of Polokwane at 92%.

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

This is simply because the transaction costs using cell phones is cheaper than the costs of a land line. For example it was initially assumed that cell-phones would be a supplement to those who already had fixed line telephones (given that the cost of cell phones call was so much higher than fixed line), but cell-phone use amongst the poor (who have limited access to fixed line) has rapidly grown and overtaken the use of fixed line despite its higher costs. The reason for this paradox is that although the direct costs of a cell-phone call are higher, the indirect costs to the poor (finding and accessing a cheaper fixed line phone) are much higher. It may be accessibility of the cell-phone to the poor (and others) trumps its higher costs.



Statssa, Community Survey 2016

Table 25: Household Access to Cell Phone, Computer and Telephone

One of the most important measures of ICT infrastructure is the broadband which is mostly used for transmitting higher volumes of communication. Essentially, broadband refers to the

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

telecommunication signal or device with a greater bandwidth (holds greater capacity of telecommunication traffic capacity) than standard or usual capacity. As can be observed from the map below, Limpopo has a pocket of broadband infrastructure lying mainly in major economic centers.

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

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

Challenges Pertaining to Post Office and Telecommunication:

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

2.3. 3.4. KAP-3 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

3.4.1. OVERVIEW OF LOCAL ECONOMIC DEVELOPMENT

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

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

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

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

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;

The LED strategy forms part of our responsibility as government to create suitable environment for members of the public with business ideas to invest in our areas and provide our local communities with employment opportunities. It is only through strong partnerships with the private sector and the public in general can win the fight against unemployment and poverty.

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

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

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

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

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

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

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

- Molemole can expand irrigated agriculture: Evidence shows that the 1.5 million hectares under irrigation(which produce virtually all South Africa's horticultural harvest and some field crops) can be expanded by at least 145 000 hectares through the better use of existing water resources and developing new water schemes.
- Molemole can make use of underutilised land in communal areas and land-reform projects for commercial production. Better land use in communal areas could improve the livelihoods of its people, and create jobs in communal areas.
- Growing the local economy and improving the quality of life of the community will be achieved through the following strategies:
 - To promote agriculture and agro-processing
 - To promote Tourism and Hospitality
 - To promote the Services, Retail and Light Manufacturing Sector
 - To undertake Business Retention, Attraction and Expansion
 - Institutional Arrangements and Capacity Building of the LED Unit
- A number of projects have been identified in order to realise the LED vision of the municipality and improve the local economy. Care has been taken to ensure that only bankable and implementable projects which are in line with the municipality's vision and are realistic are included in the strategy.

- **Pillars of the LED Framework:**

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



- **SWOT Analysis**

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

SWOT Analysis of Molemole's Economic Sectors

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

TOURISM SECTOR	
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Natural beauty of community; ▪ Linkages with neighbouring municipalities ▪ Existence of an information center); ▪ Hospitality establishments ▪ Clean environment; ▪ Friendly and helpful residents. ▪ Location along tropic of Capricorn ▪ Location along N1 	<ul style="list-style-type: none"> ▪ Unreliability of potable water; ▪ No inventory of tourism attractions; ▪ No local tourism strategy ▪ Lack of signage; ▪ Limited retail and other services ▪ No calendar of local tourism events
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Potential for eco-tourism; ▪ “Farm tourism” ▪ Home stays ▪ Under-utilised assets Machaka Game Reserve ▪ Optimal usage of Tropic of Capricorn ▪ Increased recreational activities through use of Mogwadi Park ▪ Development of physical attractions. ▪ Support from sector departments ▪ Establishment of local tourism association 	<ul style="list-style-type: none"> ▪ High unemployment rate; ▪ Increased human, vehicular traffic; ▪ Climate change and the unpredictable weather patterns,

SERVICES, RETAIL AND MANUFACTURING SECTOR	
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Strong SMMES support institutions ▪ Increased business activity in community; ▪ Access to financing and support through institutions like SEFA and SEDA ▪ Location of Motumo Trade Post along N1 	<ul style="list-style-type: none"> ▪ SMMEs cannot secure startup capital ▪ Lack of capacity to develop viable business plans ▪ Struggle to secure funds to expand/develop business; ▪ Low or inadequate returns on investments; ▪ Lack the required human resources with appropriate skill-sets; ▪ Few established local businesses ▪ Underdeveloped service sector ▪ Business friendly guidelines on local level does not exist ▪ Spatial planning: no emphasis on rural development ▪ Communication between municipality, business and community ▪ Trading control by-laws not enforced
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Survey needs of community and cater to them; ▪ Skills development to empower ▪ Availability of public land ▪ Training in business management and financial accounting ▪ Spinoffs from Makhado-Musina SEZ ▪ Mall development at Botlokwa and Dendron ▪ Community radio stations to assist with communication 	<ul style="list-style-type: none"> ▪ High levels of unemployment and weak demand ▪ Economic depression ▪ Increasing inflation and related increase in prices of basic foods ▪ Limited development due to insufficient infrastructure

Flowing from the Status Quo Socio-Economic Analysis and Strengths, Weaknesses, Opportunities and Threats, the adopted high level Strategies are as follows:

- Build a diversified and innovation driven economy
- Agriculture and Agro-processing
- To promote Tourism and Hospitality
- To promote the Services, Retail and Light Manufacturing Sector
- Business Retention, Attraction and Expansion
- Institutional LED function

Molemole Projects Implemented Through Local Economic Development Section In 2021/22 Financial Year:

No	Project Name	Location	Activities
1.	Agricultural Skills Development and mentorship	Municipal - Wide	Conduct skills development programmes, monitoring and evaluation, mentoring of 40x emerging farmers for 2021/22 financial year, partnering with & Dept. Agriculture, outsourcing of specialised required services.
2.	Stakeholders engagement	Municipal - Wide	Hosting LED forum meetings, SMME's activities, support joint stakeholders activities
3.	Procurement, supply and delivery of assorted seeds	Municipal Wide	Procure, supply and deliver, assorted seeds to 1500 households for all sixteen (16) wards in both Molemole East & West
4.	Community Work Programme (CWP)	Municipal Wide	Champion the CWP programme, coordinate quarterly Local Reference Forums, assist in generating site operational plan, participate in the recruitment processes of participants through ward Cllrs.

2023/24- Financial Year Partnership Orientated Projects/Programmes:

No	Project/Programme Name	Partner
1.	MICT Seta sponsored learnership and short programme opportunity	Inzalo Enterprise Management Systems (Pty) Ltd
2.	National tourism information and monitoring system	National Department of Tourism
3.	SMME's exposure and exhibition programme	Limpopo Economic Development Agency and Capricorn District Municipality
4.	Township and Rural Enterprise Program (TREP)	Small Enterprise Development Agency (SEDA)
5.	2x SMME's Roadshow and Dialogue	Minister: Department of Small Business Development, SEDA, SEFA, Capricorn District Municipality

LOCAL ECONOMIC DEVELOPMENT

KEY PERFORMANCE AREA		LOCAL ECONOMIC DEVELOPMENT
PRIORITY AREA:	STRATEGIC OBJECTIVE FOR THE KPA	STRATEGIES PER PRIORITY AREA
LOCAL ECONOMIC DEVELOPMENT	Ensure continuous stakeholders engagements for creation of conducive environment for new innovation and initiatives as stipulated in the LED Strategy	<ul style="list-style-type: none"> • To unlock economic potential by creating a conducive environment for investment to facilitate economic growth and sustainability. • Ensure continuous stakeholders engagements for creation of conducive environment for new innovation and initiatives • To continuously provide support to the SMME's through formation of partnerships with key stakeholders.

2.4. 3.4. KPA-4 MUNICIPAL FINANCIAL VIABILITY

3.4.1. ASSESSMENT OF THE FINANCIAL STATUS OF THE MUNICIPALITY

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

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

3.4.2. BUDGET & TREASURY MANAGEMENT

In terms of chapter 9 section 80 (1) of MFMA, Every Municipality must establish Budget and Treasury Office. Budget and Treasury office is established in Molemole Municipality led by the Chief Financial Officer. Under Budget and Treasury office we have four divisions namely, Budget and Reporting, Expenditure, Income and Supply chain and Asset.

Budget and reporting section is mainly responsible for managing the budget of the Municipality and report to various stakeholders on financial matters of the Municipality.

From 2021, the municipalities started to be audited on the implementation of the Municipal Standard Chart of Accounts (MSCOA). Based on the pressure the division is operating under, it is unable to execute MSCOA as required.

Key risks: This may have negative implications on the audit outcomes should less attention be given to this project.

For AFS to be prepared in house and MSCOA to be implemented as required:

- The division should be split into two functions which are “**BUDGET DIVISION & REPORTING DIVISION**” get an expert to prepare AFS on a monthly, quarterly and annual basis together with an audit file.
- This will reduce consultancy fee, guarantee continuity in the municipality, reduce stress to the team during the annual submission of AFS to AG and reduce overtime costs.

The Municipality has implemented the basics and is reporting on MSCOA. However, this is a very big project that continuously requires attention. Budget division is still heavily involved in the process to ensure that correct votes are being used, hence they require more capacity and upskilling. Awareness campaigns are continuing to educate on MSCOA. We are not there yet but we are moving. Target is 2021 June to have all the requirements being met and ready for audit.

3.4.3. REVENUE AND GENERAL EXPENDITURE MANAGEMENT

The division has combined its leadership and managed by a deputy CFO, revenue accountant, creditors control officer, debtors' clerk, indigent clerk, four cashiers, Accountant: Expenditure and expenditure clerk. This was done due to work overload that arose in expenditure management and consistent delays in payments. The function was split into general expenditure and payroll expenditure.

The newly established post of deputy CFO has taken both responsibilities for Revenue and General Expenditure.

Challenges: With an introduction of credit control, it increases the scope of the revenue accountant as this reports directly and will affect the current supervisory role that the accountant plays over the cashiers on daily cash management and reconciliations.

Key Risks: Misappropriation of cash and lack of clear segregation of duties.

The municipality is constantly updating its indigent register for all qualifying household so they can access free basic services. Valuation roll has been received and implemented according to MPRA. Monthly statements are being issued to rate payers and the amount received is being deposited into the municipal primary bank account. The municipality is currently maintaining a management accounting and information system which recognized revenue when is earned.

The municipality is charging arrears, except where the council has granted exemption in accordance with budget related policies. Long outstanding debts are being followed up on monthly basis. Reminders are being sent to all the debtors who currently owing the municipality for more than 90 days.

Collection rate:

Financial Years	Percentages
2022/2023	72.84%
2021/2022	81.60%
2020/2021	148%
2019/20	150%

Debt Growth rate

Description	2023	2022	Percentage
Receivables from exchange transactions	65 574 138	58 696 602	6 %
Receivables from non-exchange transactions	9 075 625	10 090 816	24%

3.4.4. PROGRESS on MUNICIPAL DEBTS (GOVERNMENT AND RESIDENTAL DEBTS)

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

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

Challenges Pertaining to Revenue Management are as follows:

- Community disruption in the implementation of credit control
- Increased rate in electricity distribution losses from 27% to 17%, due to :
 - illegal connections
 - Inability to pay tamper fines
- Community not accepting the smart meters installation
- Slow development in the area reduces the rates charged on properties as their values are not growing as expected.

3.4.5. PROGRESS ON ALTERNATIVE REVENUE SOURCES

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

a) Investments

Description	2023	2022	Percentage
Interest received - External investment	R 8 167 646	R 4 708 768	73%

- There are no long term investments done as we are mindful that a proper cash flow management is important to provide basic services to our people.
- The Money is invested with Nedbank on a call account which is a flexible account, we transfer as the need arises. No fixed term.

b) Cash Flow

- The municipality closed off the Mid year year (2023/2024) with a cash balances of R 163 millionn
- Equitable share for 2023/2024 financial year was R 186 040 000 and the gazetted allocation for 2024/2025 is R 179 256 000
- No overdraft facility for the municipality
- *Current Ratio*
- The legislated norm ranges 1.5 to 2:1
- The Current ratio: **2022/2023 (5.1:1)** **2021/2022 (5.1:1)**
- *Interpretation of Results*
- The ratio 3:1 is above the norm which means that the municipality will be able to pay its short term obligations with the available current assets. When comparing the current year ratio to the prior year it is stable, thus no indication of uncertainties on the liquidity of the municipality.
- *Going Concern*
- The municipality has a positive net assets position and is operating in a positive cash flow for the past financial year and we believe that the trend will continue. All creditors were paid as per the goods and services offered. There are no significant long term borrowings.

c) Sustainability

- Even though the Municipality is a going concern for the next 12 months, it does not guarantee the sustainability as it is heavily dependent on grants. Should the equitable share changes negatively, the municipality will also be affected negatively.
- Full implementation on cost containment will assist to reduce costs and only spend on basic needs that we cannot do without and maybe we will have enough savings to invest as reserves.
- Enforcement of revenue enhancement strategy is imperative
- Job evaluation results will assist to reduce the salary bill to be within the norm

d) Progress: Revenue Enhancement Strategy

Credit control implemented and Disconnection of services commenced in Quarter 3 of 2021/2022.

- Service provider appointed to engage the departments to settle their long standing debts. This is bearing positive results and we shall continue to pursue it.
- A dedicated credit controller was appointed to assist with enforcement of this strategy.
- A service provider was also appointed to conduct property audit in order to provide specific property description that will assist the municipality to be able to bill.

- Electricity revenue protection has been conducted by Technical services to reduce the loss on electricity sales by
 - conducting meter audits
 - Verification of meter and stand data
 - Resealing of meters and replacement of faulty meters and issuing of tamper fines.
 - Issuing of tamper fines

3.4.6. SUPPLY CHAIN AND ASSET MANAGEMENT

The division is operating with a Manager, Assistant Procurement Officer and assistant Bid Admin Officer and asset management is also part with Asset and stores Accountant and Asset and stores Officer. The Municipality's operating activities have increased, Technical services is currently performing very well by completing projects and bringing more. This means the Asset register is growing with the complex assets for service delivery. Community Services is planning to have compliant landfill sites and DLTC, All these assets are attracting complex Accounting reporting in terms of GRAP and daily management. The current set up of the division does not cater for those needs, instead it creates an environment where an existing manager is unable to execute her duties well with so much pressure, which in turn may result in a negative audit opinion. Failure to comply or apply the required standards of reporting may affect the audit opinion negatively. Misappropriation of assets may also result from this setup.

- Municipality have also reviewed the Supply Chain Management policy to be in line with the new regulations which increased the threshold for seven day adverts from R 200 000 to R 300 000

The management of assets are safeguarded and maintained in accordance with section 63(1) (a) of the Municipal Finance Management Act no 56 of 2003. The municipality's asset register is kept and updated in accordance with all applicable accounting standards such as GRAP 17 and etc. It also caters the recording of assets acquisitions, time for maintenance, restore the impaired and replacement of assets where there is no probability of future economic benefit or service potential attached to that particular asset.

3.4.7. LIABILITY MANAGEMENT

The municipality does not have long-term loans which can be recognized as long-term liability. All expenditures occurred are being settled within thirty days and as at end of the financial year.

3.4.8. INDICATIONS OF NATIONAL AND PROVINCIAL ALLOCATIONS

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

GRANT NAME	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Equitable shares	187 593 000	186 040 000	179 526 000
Financial Management Grant	2 200 000	2 200 000	2 300 000
Municipal Infrastructure Grant	40 792 000	42 694 000	46 180 000
Intergrated National Electricity Programme	19 000 000	21 930 000	13, 200, 000
Expanded Public Works Programme	1 386 000	–	–
TOTAL	<u>253 901 000</u>	<u>244 134 000</u>	<u>235 006 000</u>

Table 26: INDICATIONS OF NATIONAL AND PROVINCIAL ALLOCATIONS

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

- Asset Management Policy
- Cash Management Policy
- Credit Control and debt collection policy
- Supply Chain Management policy
- Property rates policy
- Budget policy
- Virement policy
- Petty cash policy
- Tariff policy
- Debt write off policy
- Indigent policy
- Payroll policy
- Banking and investment policy
- Cash flow Management policy
- Unallocated deposit policy

All these policies are approved by council annually.

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

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

3.4.9. RECONCILIATION OF IDP STRATEGIC OBJECTIVE AND BUDGET (OPERATING EXPENDITURE)

2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
38,992	34,039	36,876	36,377	37,565	37,565	41,924	44,925	46,947
90,718	81,590	83,605	103,879	99,610	99,610	107,897	107,207	111,371
87,222	104,830	114,424	113,489	129,028	129,028	139,082	133,849	129,605
4,141	6,313	6,751	7,200	7,046	7,046	8,313	7,911	8,267
221,074	226,772	241,656	260,945	273,249	273,249	297,216	293,892	296,190

3.4.10 RECONCILIATION OF IDP STRATEGIC OBJECTIVE AND BUDGET (CAPITAL EXPENDITURE)

Strategic Objective	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
TO PROVIDE SOUND FINANCIAL MANAGEMENT	-	-	-	2,100	430	430	5,800	-	-
TO PROVIDE AN ACCOUNTABLE AND TRANSPARENT MUNICIPALITY	4,798	2,453	1,975	4,132	3,839	3,839	1,400	600	-
TO PROVIDE SUSTAINABLE BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT	45,259	46,234	50,879	66,148	75,536	75,536	49,279	53,417	47,257
Total Capital Expenditure	50,057	48,687	52,855	72,380	79,805	79,805	56,479	54,017	47,257

3.4.11 EXPENDITURE ON TRANSFERS AND GRANT PROGRAMME

Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
EXPENDITURE:									
Operating expenditure of Transfers and Grants									
National Government :	118,242	123,760	132,056	146,897	165,550	165,550	178,618	174,728	175,136
Local Government Equitable Share	114,016	118,113	125,553	141,305	142,527	142,527	149,686	155,630	161,975
Expanded Public Works Programme Integrated Grant	1,262	1,422	1,393	1,219	1,219	1,219	1,386	-	-
Integrated National Electrification Programme Grant	-	-	-	-	19,168	19,168	21,930	13,200	7,000

Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
	R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26
Local Government Financial Management Grant	2,964	2,567	2,345	2,300	2,300	2,300	2,375	2,508	2,619
Municipal Demarcation Transition Grant	-	-	-	-	-	-	1,200	1,255	1,312
Municipal Disaster Relief Grant	-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant	-	1,658	2,764	2,073	336	336	2,041	2,135	2,231
Provincial Government :	-	-	-	-	-	-	-	-	-
District Municipality :	-	-	-	-	-	-	-	-	-

Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
				R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget
Other grant providers:	-	-	359	-	86	86	90	95	99
<i>Education Training and Development Practices SETA</i>	-	-	302	-	86	86	90	95	99
<i>Municipal Demarcation Board</i>	-	-	57	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants:	118,242	123,760	132,415	146,897	165,636	165,636	178,708	174,822	175,235
<u>Capital expenditure of Transfers and Grants</u>									
National Government :	39,134	38,040	35,522	58,548	66,901	66,901	38,779	40,559	43,871
Energy Efficiency	2,207	-	-	-	-	-	-	-	-

Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
				R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
and Demand Side Management Grant										
Integrated National Electrification Programme Grant	7,578	6,420	2,214	19,168	-	-	-	-	-	-
Municipal Disaster Relief Grant	-	870	-	-	22,056	22,056	-	-	-	-
Municipal Infrastructure Grant	29,349	30,750	33,309	39,380	44,845	44,845	38,779	40,559	43,871	
Provincial Government :	-	-	1,894	-	-	-	-	-	-	-
Infrastructure Grant	-	-	1,894	-	-	-	-	-	-	-
District Municipality :	1,156	-	-	-	-	-	-	-	-	-
<i>Specify (Add grant description)</i>	1,156	-	-	-	-	-	-	-	-	-

Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
				R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
Other grant providers:	-	-	-	-	-	-	-	-	-	-
<i>Municipal Demarcation Board</i>	-	-	-	-	-	-	-	-	-	-
<i>Municipal Infrastructure Investment Unit</i>	-	-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants	40,290	38,040	37,416	58,548	66,901	66,901	38,779	40,559	43,871	
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	158,532	161,800	169,831	205,445	232,537	232,537	217,487	215,382	219,106	

3.4.11. BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE Y FUNCTIONAL CLASSIFICATION)

Functional Classification Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
	R thousand Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional									
Governance and administration	235,257	194,084	213,278	238,676	227,965	227,965	241,397	241,638	237,622
Executive and council	12	13	14	-	-	-	-	-	-
Finance and administration	235,245	194,072	213,264	238,676	227,965	227,965	241,397	241,638	237,622
Internal audit	-	-	-	-	-	-	-	-	-
Community and public safety	8,108	7,493	8,682	15,207	15,207	15,207	24,660	24,344	25,440
Community and social services	2,516	1,426	3,306	1,246	1,246	1,246	1,414	29	31
Sport and recreation	215	347	223	250	250	250	562	588	614

Functional Classification Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Public safety	5,377	5,720	5,153	13,712	13,712	13,712	22,684	23,728	24,795
Housing	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	35,538	37,074	39,843	41,607	46,504	46,504	43,734	45,742	49,365
Planning and development	35,538	37,074	39,843	41,607	46,504	46,504	43,734	45,742	49,365
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	23,638	20,623	15,205	37,834	59,890	59,890	43,905	36,185	31,020
Energy sources	19,907	15,799	11,641	32,144	32,144	32,144	35,541	27,438	21,878
Water management	328	743	270	69	69	69	72	75	79

Functional Classification Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
	R thousand Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Waste water management	519	1,000	440	1,612	23,668	23,668	2,885	3,018	3,153
Waste management	2,883	3,081	2,854	4,010	4,010	4,010	5,406	5,655	5,909
Other	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	302,540	259,274	277,008	333,325	349,567	349,567	353,695	347,909	343,446
Expenditure - Functional									
Governance and administration	126,683	113,125	120,499	137,330	135,272	135,272	144,724	152,502	158,704
Executive and council	36,701	29,927	33,309	41,559	39,265	39,265	41,082	42,972	44,906
Finance and administration	82,852	76,211	77,539	83,370	84,978	84,978	91,641	96,977	100,680
Internal audit	7,131	6,987	9,651	12,400	11,029	11,029	12,001	12,553	13,118

Functional Classification Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
<i>Community and public safety</i>	25,383	26,058	28,211	27,846	30,221	30,221	31,133	32,565	34,030
Community and social services	5,328	5,777	7,349	8,902	8,063	8,063	8,556	8,950	9,353
Sport and recreation	3,854	3,897	2,667	3,723	3,680	3,680	3,801	3,976	4,155
Public safety	16,200	16,384	18,195	15,220	18,477	18,477	18,775	19,639	20,523
Housing	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	11,222	14,615	24,548	29,518	22,138	22,138	28,245	23,060	20,624
Planning and development	9,050	11,059	15,020	17,503	13,730	13,730	18,735	14,680	15,341
Road transport	2,172	3,557	9,528	12,015	8,408	8,408	9,511	8,379	5,283
Environmental protection	-	-	-	-	-	-	-	-	-

Functional Classification Description	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Trading services	57,786	72,974	68,398	66,252	85,619	85,619	93,113	85,766	82,831
Energy sources	21,238	31,159	35,526	31,287	50,509	50,509	55,360	47,726	43,079
Water management	6,312	7,533	5,809	5,225	6,192	6,192	6,588	6,891	7,201
Waste water management	23,788	27,555	17,746	18,975	18,210	18,210	19,289	20,177	21,085
Waste management	6,447	6,727	9,316	10,765	10,708	10,708	11,876	10,973	11,466
Other	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	221,074	226,772	241,656	260,945	273,249	273,249	297,216	293,892	296,190
Surplus/(Deficit) for the year	81,467	32,502	35,352	72,380	76,318	76,318	56,479	54,017	47,257

3.4.12. BUDGETED MONTHLY REVENUE AND EXPENDITURE

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue																
Exchange Revenue																
Service charges - Electricity	1,078	1,078	1,078	1,078	1,078	1,078	1,078	1,078	1,078	1,078	1,078	1,078	12,940	13,535	14,144	
Service charges - Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - Waste Water Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - Waste Management	360	360	360	360	360	360	360	360	360	360	360	360	4,318	4,517	4,720	

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26
Sale of Goods and Rendering of Services												-	-	-	-
Agency services	246	246	246	246	246	246	246	246	246	246	246	246	2,957	3,093	3,232
Interest	1,233	1,233	1,233	1,233	1,233	1,233	1,233	1,233	1,233	1,233	1,233	1,233	14,800	14,958	15,631
Interest earned from Receivables	149	149	149	149	149	149	149	149	149	149	149	149	1,784	1,866	1,950
Interest earned from Current and Non Current Assets												-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26
Rent on Land													-	-	-
Rental from Fixed Assets	47	47	47	47	47	47	47	47	47	47	47	47	560	586	612
Licence and permits	229	229	229	229	229	229	229	229	229	229	229	229	2,752	2,879	3,008
Operational Revenue	63	63	63	63	63	63	63	63	63	63	63	63	758	1,316	1,376
Non-Exchange Revenue															
Property rates	2,891	2,891	2,891	2,891	2,891	2,891	2,891	2,891	2,891	2,891	2,891	2,891	34,686	35,702	37,304
Surcharges and Taxes													-	-	-
Fines, penalties	304	304	304	304	304	304	304	304	304	304	304	304	3,651	3,819	3,991

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
and forfeits																
Licences or permits	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	19,063	19,940	20,837	
Transfer and subsidies - Operational	17,929	17,929	17,929	17,929	17,929	17,929	17,929	17,929	17,929	17,929	17,929	17,929	215,150	203,575	191,135	
Interest	125	125	125	125	125	125	125	125	125	125	125	125	1,495	1,564	1,635	
Fuel Levy												-	-	-	-	
Operational Revenue												-	-	-	-	
Gains on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Gains												-	-	-	-	

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26
Discontinued Operations												-	-	-	-
Total Revenue (excluding capital transfers and contributions)	26,243	26,243	26,243	26,243	26,243	26,243	26,243	26,243	26,243	26,243	26,243	26,243	314,916	307,350	299,575
Expenditure															
Employee related costs	9,642	9,642	9,642	9,642	9,642	9,642	9,642	9,642	9,642	9,642	9,642	9,639	115,699	121,022	125,812
Remuneration of councillors	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	17,285	18,081	18,894
Bulk purchases - electricity	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	14,459	15,124	15,804

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26
Inventories consumed	550	550	550	550	550	550	550	550	550	550	550	550	6,602	6,905	7,216
Debt impairment	305	305	305	305	305	305	305	305	305	305	305	305	3,659	3,827	3,999
Depreciation and amortisation	1,843	1,843	1,843	1,843	1,843	1,843	1,843	1,843	1,843	1,843	1,843	1,842	22,115	23,133	24,173
Interest	187	187	187	187	187	187	187	187	187	187	187	187	2,248	2,351	2,457
Contracted services	6,303	6,303	6,303	6,303	6,303	6,303	6,303	6,303	6,303	6,303	6,303	6,303	75,641	63,841	56,446
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Irrecoverable debts written off	44	44	44	44	44	44	44	44	44	44	44	44	525	549	573

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26
Operational costs	3,249	3,249	3,249	3,249	3,249	3,249	3,249	3,249	3,249	3,249	3,249	3,248	38,984	39,061	40,814
Losses on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Losses												-	-	-	-
Total Expenditure	24,768	24,768	24,768	24,768	24,768	24,768	24,768	24,768	24,768	24,768	24,768	24,764	297,216	293,892	296,190
Surplus/(Deficit)	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,479	17,700	13,458	3,386
Transfers and subsidies - capital (monetary allocations)	3,232	3,232	3,232	3,232	3,232	3,232	3,232	3,232	3,232	3,232	3,232	3,232	38,779	40,559	43,871

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	Jul y	Augu st	Sept.	Octo ber	Novem ber	Dece mber	Jan uar y	Feb ruar y	Marc h	April	May	June	Budg et Year 2024/ 25	Budg et Year +1 2025/ 26	Budg et Year +2 2026/ 27
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,711	56,479	54,017	47,257
Income Tax												-	-	-	-
Surplus/(Deficit) after income tax	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,711	56,479	54,017	47,257
Share of Surplus/Deficit												-	-	-	-

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	Jul y	Augu st	Sept.	Octo ber	Novem ber	Dece mber	Janu ar y	Feb ruar y	Marc h	April	May	June	Budge t Year 2024/ 25	Budge t Year +1 2025/ 26	Budge t Year +2 2026/ 27
attributabl e to Joint Venture															
Share of Surplus/Deficit attributable to Minorities												-	-	-	-
Surplus/(Deficit) attributable to municipality	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,711	56,479	54,017	47,257
Share of Surplus/Deficit attributable to Associate												-	-	-	-
Intercompany/Pare												-	-	-	-

Description	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
nt subsidiary transactions															
Surplus/(Deficit) for the year	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,711	56,479	54,017	47,257

3.4.13. RATES, TARIFFS, CHARGES AND TIMING OF COLLECTION

The following table shows the average increases in rates and tariff charges over the 2024/2025 MTREF period:

Services	2024/25	2025/26	2026/27
Property Rates	4.9%	4.6%	4.5%
Electricity	18%	18%	18%
Commission received on Water transaction	4.9%	4.6%	4.5%
Refuse	4.9%	4.6%	4.5%

Bulk electricity purchases from Eskom is budgeted at R 14 458 632 in the 2024/2025 financial year, which is an increase of 4.9% from the projected expenditure for the 2024/25 financial year. This expenditure will increase by 4.6 % and 4.5%, for the 2025/26 and 2026/27 respectively.

3.4.13.1. BUDGETED SALARY INCREASES

The municipal personnel budgeted has been made in line with affordability, annual salary increases for bargaining council employees as well as upper limits for municipal Councillors and Senior Managers as Gazetted annually by minister of COGTA. The municipality has budgeted 4.9% increment for the three categories of officials over the 2024/2025 MTREF.

3.4.13.2. BUDGETED FREE BASIC SERVICES

The total budgeted expenditure for free basic services in the 2024/2025 over the MTREF period is as per the table below:

3.4.13.3. BUDGETED FREE BASIC SERVICES

4.

	2024/25	2025/26	2026/2027
Free Basic services	R 5 642 944	R 5 902 520	R 6 168 133

The allocation of free basic services is guided by the council approved Indigent policy which is reviewed annually. The free basic services is funded from the annual equitable share

4.4. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

3.5.1. ROLE OF MUNICIPAL COUNCIL AND ITS COMMITTEES

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

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

3.5.2. RELATIONSHIP WITH TRADITIONAL LEADERSHIP

There are 6 traditional authorities with the municipality: Machaka, Ramokgopa, Makgato, Ratsaka, Moloto and Manthata. There are also bought farms mostly found in Ward 14 –

Led by Mr. Kgare as the Chairperson. All traditional authorities are invited to municipal outreach programmes whereas two traditional authorities are required to attend council meetings, i.e. Ramokgopa and Machaka.

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

- Mayor-Magoshi Forum.
- Business sector and Agricultural sector.
- Molemole Community Based Organization.
- Mayoral Public Participation Outreach programs.

3.5.3. RELATIONSHIP WITH THE PUBLIC

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

Table 27: Relationship with the Public

3.5.3.1. Channels of Communication with the Public

- Mayoral outreach programmes
- Social media: Facebook and Twitter
- Community Radio station
- Quarterly Newsletters
- Electronic mail

- Quarterly, Mid-year and Annual Performance Reports

Draft

3.5.4. INTERGOVERNMENTAL RELATIONS

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

3.5.5. ROLE OF MUNICIPAL COUNCIL AND ITS COMMITTEES

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

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

3.5.6. RELATIONSHIP WITH TRADITIONAL LEADERSHIP

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

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

- Mayor-Magoshi Forum.
- Business sector and Agricultural sector.
- Molemole Community Based Organization.
- Mayoral Public Participation Outreach programs.

3.5.7. RELATIONSHIP WITH THE PUBLIC

Description of Outreach event	No of events	Purpose
Mayoral outreach programmes	02	Report on Implementation of IDP and official opening of Moletjie Cluster office
MPAC Annual report programme	02	Public consultation on draft 2022/2023 Annual Report
IDP Public Participation	04	Public consultation on draft 2024/25 IDP/Budget [pending]
Open Council	07	Ordinary open council in line with Systems and Systems Acts
State of the Municipal address	01	State of the Munciipla adrees held together with open council when approving the 2024/2025 IDP Budget

Table 27: Relationship with the Public

3.5.7.1. Channels of Communication with the Public

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

3.6. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Role of the KPA

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

3.6.1. DRAFT 2024/2025 STRATEGIC RISKS

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
1	To increase the capability of the municipality	Electricity Distribution Losses	Basic service delivery	Poor monitoring of electricity connection	1.Theft and Vandalism of electrical infrastructure 2. Lack of bulk meters	Critical	Common	Maximum	1.Quarterly calculations of the distribution losses 2. Monthly monitoring of the	Satisfactory	Maximum	Municipal Manager	1.Monthly monitoring of electricity distribution losses. 2.Procurement and Installation of smart meters on all	1.Distribution loss Report 2. Installation Report 3. Audit Report	Senior Manager Technical Services

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
	ty to deliver on its mandate.				to confirm electrical meter unit				meter installation 3. Monthly Audit of the buying trends.				municipal building 3. Installation of current transformer voltage(CTVT)		
2		Service Delivery Protest	Social environment	Inadequate provision of service delivery	Inadequate maintenance of Roads infrastructure	Critical	Common	Maximum	1.Road master plan and maintenance plan	Satisfactory	Maximum	Municipal Manager	1.Implementation of road maintenance plan	1.Quarterly maintenance report	Senior Manager Technical Services
					Inadequate Provision of integrated waste management services	Critical	Common	Maximum	2.Integrated Waste Management Plan.	Satisfactory	Maximum	Municipal Manager	Maintain the existing compliant procedure for Mogwadi and Morebeng landfill sites	Quarterly progress report on LEDET compliance matters raised for Morebeng landfill site	Senior Manager Community Services
					Community health	Critical	Common	Maximum	3. Distribution of Skip	Satisfactory	Maximum	municipal Manager	Collection of waste according	Monthly reports of waste	Senior Manager Communi

N O	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
					safety is compromised due to illegal dumping .				Bins for collection of waste.				the waste management programme	collection (municipal wide)	ty Services
					Inadequate maintenance of community buildings , sports facilities and amenities	Critical	Common	Maximum	Building maintained as when required	Satisfactory	Maximum	Municipal Manager	Development and Implementation maintenance plan of community buildings, sports facilities and amenities	Monthly progress reports of maintenance plan of community buildings, sports facilities and amenities	Senior Manager Community Services
3	To enhance financial viability	Inadequate Revenue Collection	Revenue Collection	Inadequate revenue source	Municipality may not be financially sustainable.	Critical	Common	Maximum	Credit control and debtor's policy. Engagement with	Satisfactory	Maximum	Municipal Manager	1.Enforcement of Credit control policy	1.BS 902 Report and Credit control and debt collection letters	CFO

N O	Strat egic obje ctive	Risk descripti on at Strategic Objectiv e level	Risk catego ry	Primary Cause (Risk at Operatio nal level)	Second ary Cause (Risk at Busines s unit level)	Imp act	Likeli hood	Inherent risk	Existing controls	Percei ved control effecti veness	Resid ual risk	Risk owner	Actions to improve managem ent of the risk	POE	Action owner
	and mana geme nt								rates payers				2. Seek Alternative Revenue Sources	Quarterly Investment reports with interest earned	CFO
														1. Applications for Electricity sale license from Eskom 2. Approved licenses	Senior Manager Technical Services
														1. Quarterly progress report on the Sale of stands 2. Quarterly progress reports on the MOU 's concluded with Magoshi on the demarcation of site at a fee 3. Signed	Senior Manager: LED & P

N O	Strat egic obje ctive	Risk descripti on at Strategic Objectiv e level	Risk catego ry	Primary Cause (Risk at Operatio nal level)	Second ary Cause (Risk at Busines s unit level)	Imp act	Likli hood	Inherent risk	Existing controls	Percei ved control effecti veness	Resid ual risk	Risk owner	Actions to improve managem ent of the risk	POE	Action owner
														MOU's on revenue generation	
													1. Quarterly reports on the extension of waste collection 2. Signed MOU's and Contracts on extended waste collection 3. Monthly comparison Traffic fines financial performance reports	Senior Manager Communi ty Service	

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
4		Non adherence to SCM Policy and Procedure Manuals	Financial sustainability	Noncompliance to SCM legislation Loss of supporting documents / limitations of scope	Unauthorised, Irregular and Fruitless expenditure may occur,	Critical	Common	Maximum	1.SCM Policy 2.Training to SCM staff 3.Monitoring and Implementation of audit Action Plan. 4.Quarterly report of UIF register	Satisfactory	Maximum	Municipal Manager	1. Quarterly UIF register	1.Training Report 2.UIF Register and MPAC report	CFO
5	To enhance financial viability and	Misuse of Subsistence and Travel Allowance (S&T)	Financial sustainability	Dishonest in subsistence and travel allowance	Mismanagement of travel allowance	Critical	Common	Maximum	Pre-approval travel allowance claim forms	Satisfactory	Maximum	Municipal Manager	Reductions of S& T allowance per personnel. 2. Capping of travelling of staff	Approved S&T claim forms	Senior Manager Corporate Services

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
6	management	Inaccurate Assets Register	Financial sustainability	Inadequate verification of assets	Under or Overstate assets register	Critical	Common	Maximum	1. Assets Register 2. Physical assets verification 3. Bi-annual assets verification	Satisfactory	Maximum	Municipal Manager	Quarterly review of Assets Register	1.Assets Register reconciliation report	CFO
7		Material misstatements in the Annual financial statements(AFS)	Financial sustainability	1.Non adherence to AFS process plan timeline and GRAP. 2.Poor implementation of AG and Internal Audit Action Plan	Misalignment of transactions and reporting items due to MSCOA implementation	Critical	Common	Maximum	Review of the AFS by the stakeholders	Satisfactory	Maximum	Municipal Manager	To ensure that AFS are GRAP compliant	GRAP compliance checklist	CFO

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
8		Slow Local Economic Growth	Economic development	Deteriorating economic conditions	1. Downgrading of investment status by rating agencies like Moody's 2. Deteriorating macro-economic conditions globally and nationally	Critical	Common	Maximum	SMME's Support Workshop	Satisfactory	Maximum	Municipal Manager	1. Development of Local Economic Development Strategy (LED) 2. Establishment of Investment committee	1. Progress on the Implementation of Local Economic Development Strategy 2. Investors Committee report 3. Appointment letters of investment committee	Senior Manager LED & P
9	To provide sustainable basic services	Failure to implement projects as per required specification	Service delivery	Poor planning and budgeting Inadequate monitoring of	Withdrawal of funds by National Treasury	Critical	Common	Maximum	1. Monthly monitoring of the projects 2. Monthly site inspection 3. Monthly project	Satisfactory	Maximum	Municipal Manager	Establishment of Project Steering Committee	1. Appointment letters of project steering committee members 2. Quarterly Project Report	Municipal Manager

N O	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
	and infrastructure development			projects skills shortage (professionals) Insufficient funding					stakeholder management meetings						
10	To increase the capability of the municipality to deliver on its mandate.	Inadequate ICT infrastructure	Knowledge and Information	Loss of information	Outdated network system	Critical	Common	Maximum	Local area network cables	Satisfactory	Maximum	Municipal Manager	Effectiveness and Functional ICT steering committee 2. ICT Compliance Network checklist	1. Quaterly ICT steering committee report 2, Quarterly ICT compliance network Audit report	Senior Manager Corporate Services
11	To	Non Compliant		Unauthorized	Unlawful Municipal	Common	Likely	Maximum	POPIA Policy and	Satisfactory	high		POPIA awareness	Awareness register	Municipal Manager

N O	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
	urage good governance and public participation	ce to POPIA		information leakage	information sharing				Procedure Manual						
12		Inadequate Municipal By-Laws	Compliance	Possible Litigation	Insufficient By-Laws	Critical	Common	Maximum	Use of National and Provincial Legislations & Regulations	Satisfactory	Maximum	Municipal Manager	1.By-law audit 2.Compilation of By-law register	1. Checklist 2. By-laws register	Municipal Manager
13	To plan and manage spatial development within the municipality	Inappropriate Land use management	Service Delivery	None compliance with SPLUMA	Litigations and loss of revenue	Critical	Common	Maximum	Adherence to SPLUMA	Satisfactory	Maximum	Municipal Manager	1.Appointment of Tribunal Members 2. Training of Tribunal Members 3.Site inspection 2.Continuous awareness on SPLUMA 3.Makgoshi Forum	1.Monthly Site inspection report 2. Quarterly SPLUMA Report 3. Training Report 4. Magoshi Report	Senior Manager LED & P

NO	Strategic objective	Risk description at Strategic Objective level	Risk category	Primary Cause (Risk at Operational level)	Secondary Cause (Risk at Business unit level)	Impact	Likelihood	Inherent risk	Existing controls	Perceived control effectiveness	Residual risk	Risk owner	Actions to improve management of the risk	POE	Action owner
14	To promote institutional accountability and compliance to the PMS framework	Under achievement of targets by directorates	Performance Management	Lack of commitments	Poor delivery of basic services	Common	Likely	Maximum	Performance Management policy	Satisfactory	high	Municipal Manager	Mid-year and Annual performance assessment meetings and reports	1. Assessment reports and minutes	Municipal Manager

TABLE 27 : STRATEGIC RISKS

3.6.2. PERFORMAMANCE MANAGEMENT FRAMEWORK

The Organizational and Individual performance framework will be reviewed to be in line with the objectives set in this IDP document. The Municipality plans to migrate from manual assessment to online system from the 2024/2025 financial year. Awareness sessions have been arranged with the PMS champions who have been picked from all the six departments of the municipality. The migration will give credibility to the system as the POEs will now be safeguarded in the cloud system for future reference and to do checks and balances by any oversight structure.

3.6.3. INTERNAL AUDIT

a) Legislative Framework for Audit

- *Public Audit no. 25 of 2004*
 - To give effect to the provisions of the Constitution establishing and assigning functions to an Auditor-General;
 - To provide for the auditing of institutions in the public sector
 - To provide for accountability arrangements of the Auditor-General;

- *Local Government : Municipal Finance Management Act no 56 of 2003*
Section 165 provides for the establishment of an Internal Audit unit and outline functions

Main Functions of Internal Audit

To give assurance to management in relation to the effectiveness of internal controls as well as compliance to legislative requirements.

3.6.4. INTERNAL AUDIT: CHALLENGES AND PROPOSED INTERVENTIONS

Challenges	Intervention
Inadequate staffing	Proposal for 1x Senior Internal Auditor and 1x additional Internal Auditor
Slow implementation of internal audit/auditor general recommendations	Adherence of the set timeframes for implementation of issues raised.

• a) **A SUMMARY OF AUDIT FINDINGS FOR THE 2022/23 FINANCIAL YEAR IS TABLED BELOW**

Auditor-General Report on Financial Performance 2022/2023	
Audit Report status*:	Unqualified
Non-Compliance Issues	Remedial Action Taken
<p>The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA.</p> <p>Material misstatements of cash flow statement and segment information identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.</p>	<p>Timely preparation of the Annual Financial Statement process plan.</p> <p>Monthly Audit Steering Committee meetings to monitor implementation of the audit action plans on issues raised by the Auditor General and Internal Audit.</p>
<p>Expenditure management</p> <p>Reasonable steps were not taken to prevent unauthorised expenditure amounting to R11 075 924, as disclosed in note 61 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by the municipality not budgeting for the loss of transfer of assets. Unauthorised expenditure amounting to R8 634 348 was incurred on the electrification of Maponto village.</p>	<p>Preparation of accurate and complete financial statement that are supported and evidenced by reliable information</p>
<p>Procurement and contract management</p> <p>The invitation to tender for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2). This non-compliance was identified in the procurement processes for the supply, delivery and installation of culverts bridges.</p> <p>The commodities designated for local content and production, were procured from a supplier who did</p>	

Auditor-General Report on Financial Performance 2022/2023

not submit a declaration on local production and content as required by the 2017 preferential procurement regulation 8(5). This non-compliance was identified in the procurement processes for the supply, delivery and installation of culverts bridges.

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

Note:* The report`s status is supplied by the Auditor – General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)
T6.1.1

Auditor-General Report on Service Delivery Performance 2022/23

Audit Report status*:	Unqualified
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Non-Compliance Issues	Remedial Action Taken
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<p>KPA 2: Basic service delivery</p> <p>No material findings on the usefulness and reliability of the reported performance information for the following development priority:</p>	Unqualified with no material findings
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<p>KPA 1: Spatial planning and rational</p> <p>The performance management system and related controls were not maintained as it did not describe how the performance measurement, review and reporting processes should be conducted and managed, as required by municipal planning and performance management regulation 7(1).</p>	Unqualified
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Auditor-General Report on Financial Performance 2022/2023

COMMENTS ON AUDITOR-GENERAL'S OPINION 2022/23

As at 30 June 2023 the municipality has resolved 65% of audit findings raised by Auditor-General as well as 100% issues raised by Internal Audit. These efforts have helped our cause to maintain the unqualified audit opinion in the current financial year. The total number of findings for the year under review were nineteen (19) which is an improvement on the twenty four (24) from the previous financial year.

3.6.5. LEGAL AND ADVISORY SERVICES

The Municipality has appointed a panel of 6 Legal Service Providers for a three year period in order to help with attention of any legal cases as and when they arrive. We are mindful that as an institution, public for the matter, the municipality might be sued by any third party for either service delivery related issues or procurement related or even instituting disciplinary cases.

a) Status of Legal Cases

Status/Developments	Total cases
Active Cases	3
Pending Cases	3
Finalized cases	0
Total Cases	3

3.6.6. AVAILABILITY AND FUNCTIONALITY OF MUNICIPAL GOVERNANCE STRUCTURES

a) MPAC

The municipality has established key governance structures to ensure that adequate internal mechanisms are employed to facilitate Good Governance. The Municipal Public Accounts Committee was launched and adopted by Council. Since the

establishment of the committee, activities of MPAC are running as required even though the level of capacity has improved to the better. The division need to be beefed up in terms of administrative staff.

Challenges Pertaining to Functionality of MPAC Committee:

- Lack of capacity and resources dedicated to the MPAC Office.

b) Political Governance Structures

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

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

c) The Following Committees of Council are In Place:

- Ward Committees
- Mayor Magoshi's Forum
- LED Forum
- Transport Forum
- Budget & IDP Representative Forum
- Oversight Committee
- Audit Committee

d) Administrative Governance Structures

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

The following administrative structures were established to bolster good governance:

- Senior Management Committee
- Extended Management Committee
- Local Labour Forum
- Training Committee
- Occupational health and safety Committee
- Supply Chain Management Committees
- Budget & IDP Steering Committee
- Departmental and Municipal Moderation committees

e) Availability and Functionality of Audit Committee

The Municipality has appointed the new Audit Committee members following the expiry of the contract for the previous members. The newly appointed members are as follows:

Names	Role
F.J Mudau	Chairperson
M.J Kgopa	Member
M.D Mogano	Member
F.L Ndou	Member

We are hopeful that the new members will give us proper assurance and support to achieve our ultimate goal of a clean audit in the coming financial year. The new members have been inducted in order to familiarize them with the Municipal realities.

f) Availability and Functionality of Internal Audit

The municipality has a functional Internal Audit appointed in terms of section 165 of the Municipal Finance Management Act. The key roles of internal audit is to provide independent, objective and consulting services in order to add value and improve the municipality's operations. The internal audit is guided by an approved Internal Audit Charter and other applicable legislations

g) Risk Management

The municipality in response to the King III report and the MFMA has since identified a need encapsulating Risk Management in its daily process. Risk management activities are guided and monitored by the Risk Management Committee and the Audit Committee. The municipality has conducted formal risk strategic objectives. The recruitment process for the Risk Committee chairperson is ongoing and we are hopeful that the process should be finalized by end of this financial year for our new chairperson to start at the beginning of the financial year.

3.6.7. ANTI CORRUPTION STRATEGY

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

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

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

3.6.8. COMPLAINTS MANAGEMENT SYSTEM

Our complaints management procedures is still functioning well since Molemole Municipality participate in the provincial and district complaints forums. One of the new

initiatives that we pride ourselves with is that all issues raised by the community during Mayoral outreach programmes are now part of issues to be considered by Officials dealing with complaints management in the municipality. Our local batho pele forum is holding quarterly meetings to consider outstanding complaints and compile a report for the district and province.

We encourage our communities to use the president and premier hotlines to report any complaints or comments relating to provision of basic service delivery by both the Councillors and Municipal Officials. Furthermore suggestion books are placed in all the municipal service points for anyone who physically interact with the municipality. Members of the public are further advised to attend local community meetings called by their respective Ward Councillors in order to raise their service delivery issues in those forum.

As at July 2023 the municipality had a total of nine (09) complaints received from the Premier, presidential hotlines and suggestion book relating to maintenance of internal street, revenue, environmental and blockage of sewerage and. Complaints case 07 been resolved while the remaining 2 relating environmental and maintenance of internal street were still outstanding.

3.6.9. STATEMENT ON PREVIOUS AUDIT OPINION

The below table outlines the audit outcomes for Molemole Municipality in the past five years.

a) Municipal Audit Outcomes

FINANCIAL YEAR	AUDIT OPINION	NAME OF CFO
2015/2016	Unqualified	Moloko E.K
2016/2017	Unqualified	Lethuba BMM Nkalanga SA all on acting capacity
2017/2018	Unqualified	Lethuba BMM

		Nkalanga SA all on acting capacity
2018/19	Unqualified	Zulu K.W
2019/20	Unqualified	Zulu K.W
2020/21	Unqualified	Zulu K.W
2021/2022	Unqualified	Zulu K.W
2022/2023	Unqualified	Zulu K.W

- **Municipal Service Points**

- Service points on the Mogwadi side are: *Old Building, Civic Center and Mogwadi Traffic Station.*
- Service points on the Morebeng consists: *Morebeng municipal office, Morebeng Library and Sekgosese Traffic station.*
- Service point on the Moletjie consist: *Moletjie cluster offices*

3.6.10. MUNICIPAL WORKFORCE

- Organogram has 204 posts
- 173 permanently employed staff
- 12 vacant and funded
- 13 vacant but unfunded
- 93 females and 80 males
- Interns are deployed in various departmental sections as a way to contribute to community skills development.

3.6.11. FUNCTIONALITY OF HUMAN RESOURCE MANAGEMENT COMMITTEES

- Local Labour Forum meetings are held regularly as scheduled. The forum is playing a crucial role as the forum to engage on employer and employee matters. The forum serve as negotiating committee and also strengthen the employer and employee relationships.
- The OHS committee is also functional and hold quarterly meetings to discuss occupational health and safety related issues. The committee is conducting inspections in municipal buildings to guide management on compliance to the OHS act.
- The training committee is functional and hold quarterly meeting. Its major role is the contribution towards the development of Workplace Skills Plan and to monitor the implementation of the WSP. The committee strive to address any matter related to the development of the workforce.

3.6.12. THUSONG SERVICE CENTRES

- It is a one –Stop centre, providing government information and services in an integrated manner.
- It brings government information and services closer to the people to promote access to opportunities to better the lives of communities and speed up service delivery.
- The aim of Thusong service centre is to ensure that government widens access to all citizens particularly in the remote rural and sparsely populated.
- Status Quo: Municipality currently has two (2) Thusong Service Centres which are Botlokwa and Festus Mothudi Service Centre.
- Botlokwa Thusong is servicing an average of 7000 people.
- **Core service of Thusong service centre:**
 - o Civic Services (home affairs & saps)
 - o Social security services (sassa & social development)
 - o Local economic development services
 - o Information services (Telecentres)

Municipal Responsibility on the Thusong Service Centres:

- o Monitoring the quality of service delivery by all spheres of government
- o Source of funding for the establishment and sustainability of centres.
- o Must submit regular reports to premiers office, GCIS, District and DPSSA
- o Must participate in provincial and national programs

Records Management and Registry services

Functions include among others:

- Archiving of municipal documents
- Provide photocopying services
- Administering of documents from external

Challenges with Registry Services

- Lack of sufficient office space for archiving of documents
- High volume of photocopying
- Regular Breakdown of photocopy machines

Recommendations

- Sufficient office space for archiving of documents be made available
- Reduced volume of photocopying which will ultimately reduce breakdown of machines.
- duce breakdown of machines.

3.6.13. INFORMATION AND COMMUNICATION TECHNOLOGY

-All ICT policies have been reviewed and approved by council. ICT Steering committee established and functional. There are also functional ICT systems to enable internal and external communication, Telephones, Email and Website. All satellite offices are connected to the Municipal Head Office. The Municipality has implementetd a fully functional Disaster Recovery Solution.

Challenge of Information and Communication Technology

Poor network connectivity at Morebeng office and DLTC.

Recommendations

- Increase SITA bandwidth at Morebeng office from 128kb to 2MB
- Implementation of Wifi at all Municipal offices
- Continuous upgrading of ICT Infrastructure at Municipal Offices
- Appointment of System Administrator and Information Security Officer (ISO) in the institution as per the recommendation of AG.

3.6.14. COMMUNICATION SYSTEM (INTERNAL & EXTERNAL)

3.6.14.1. Internal Communication

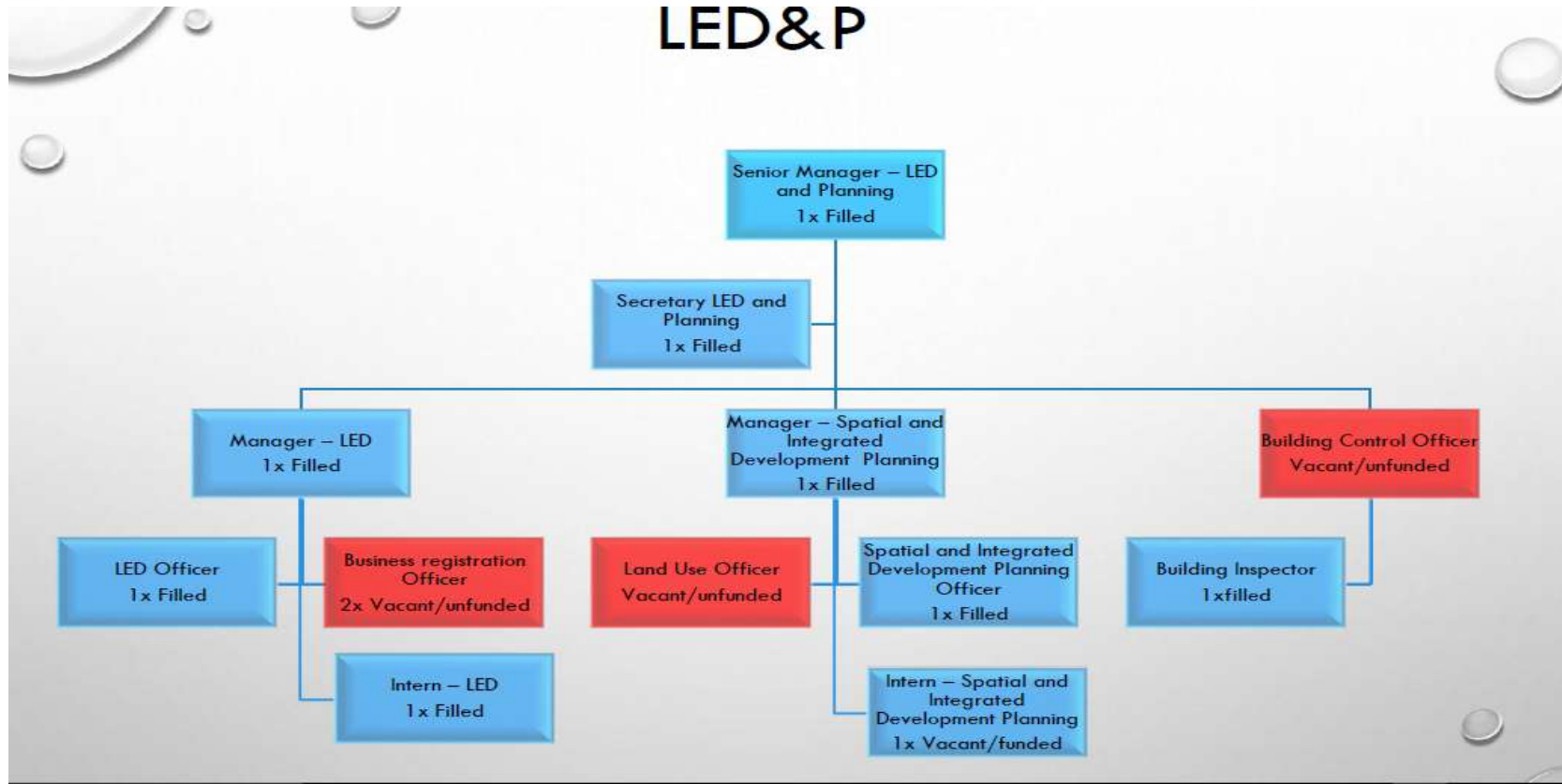
The municipality relies on several communication tools to convey information and to conduct its business, for internal and external communication we employ electronic information technology such as emails, internet, telephones as well as manual communications such as letters, notices etc.

3.6.14.2. External Communication

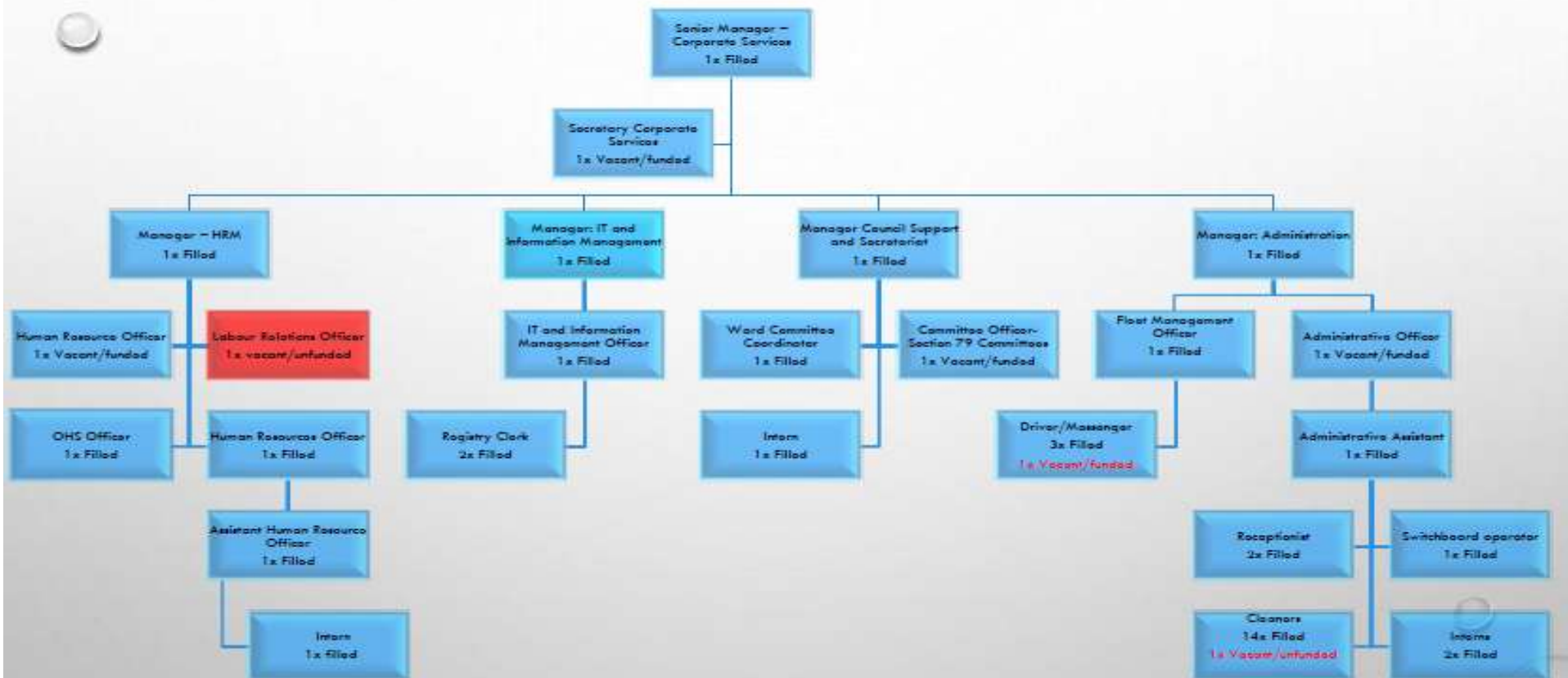
The municipality currently does not have sufficient branding and advertising of the municipal events. The current communication strategy reviewed on an annual basis. Communication with external stakeholders is done through various formats to reach as far wide as possible

3.6.15. DRAFT ORGANISATIONAL STRUCTURE: 2024/2025

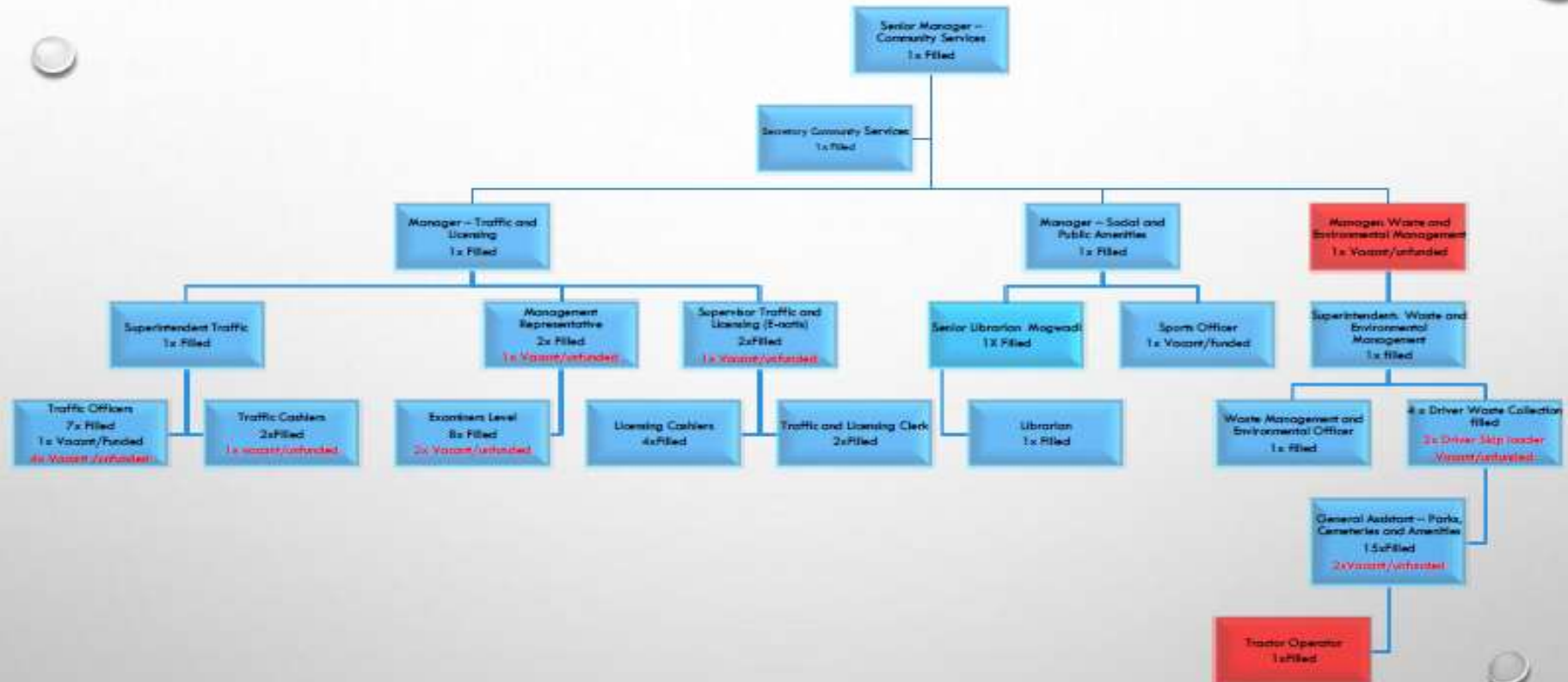
LED&P



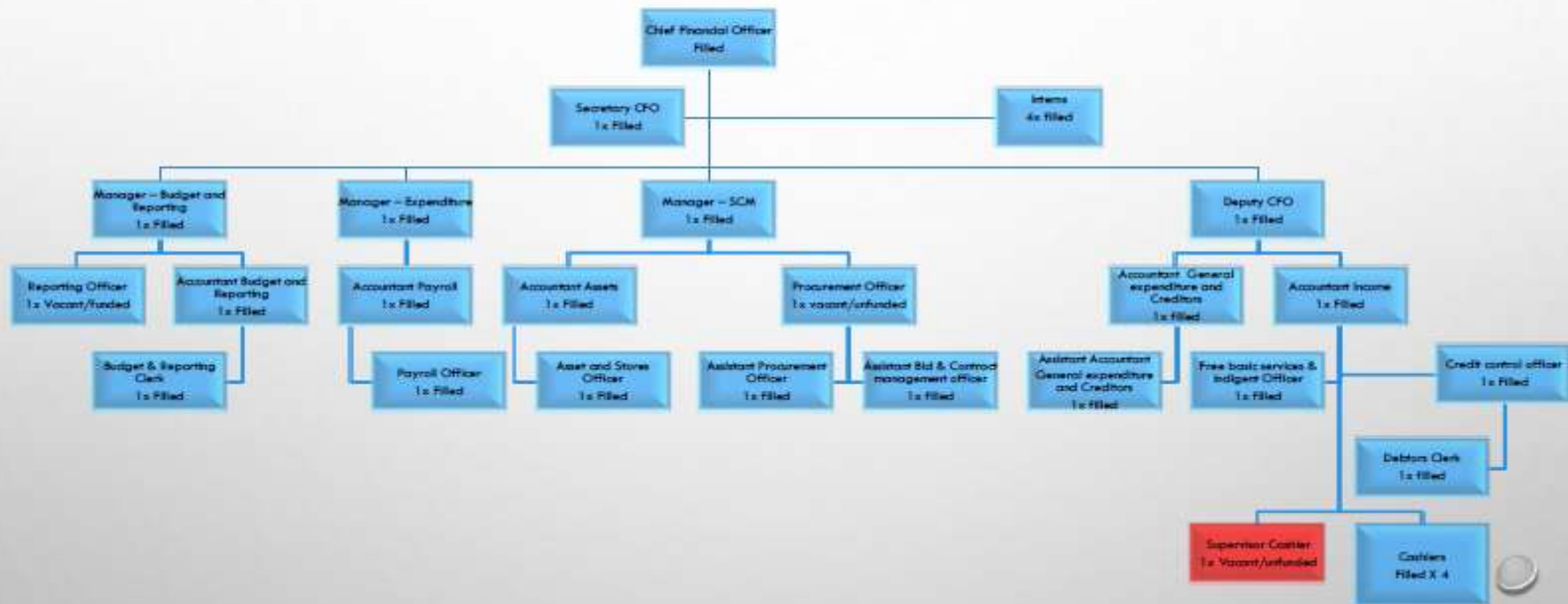
CORPORATE SERVICES



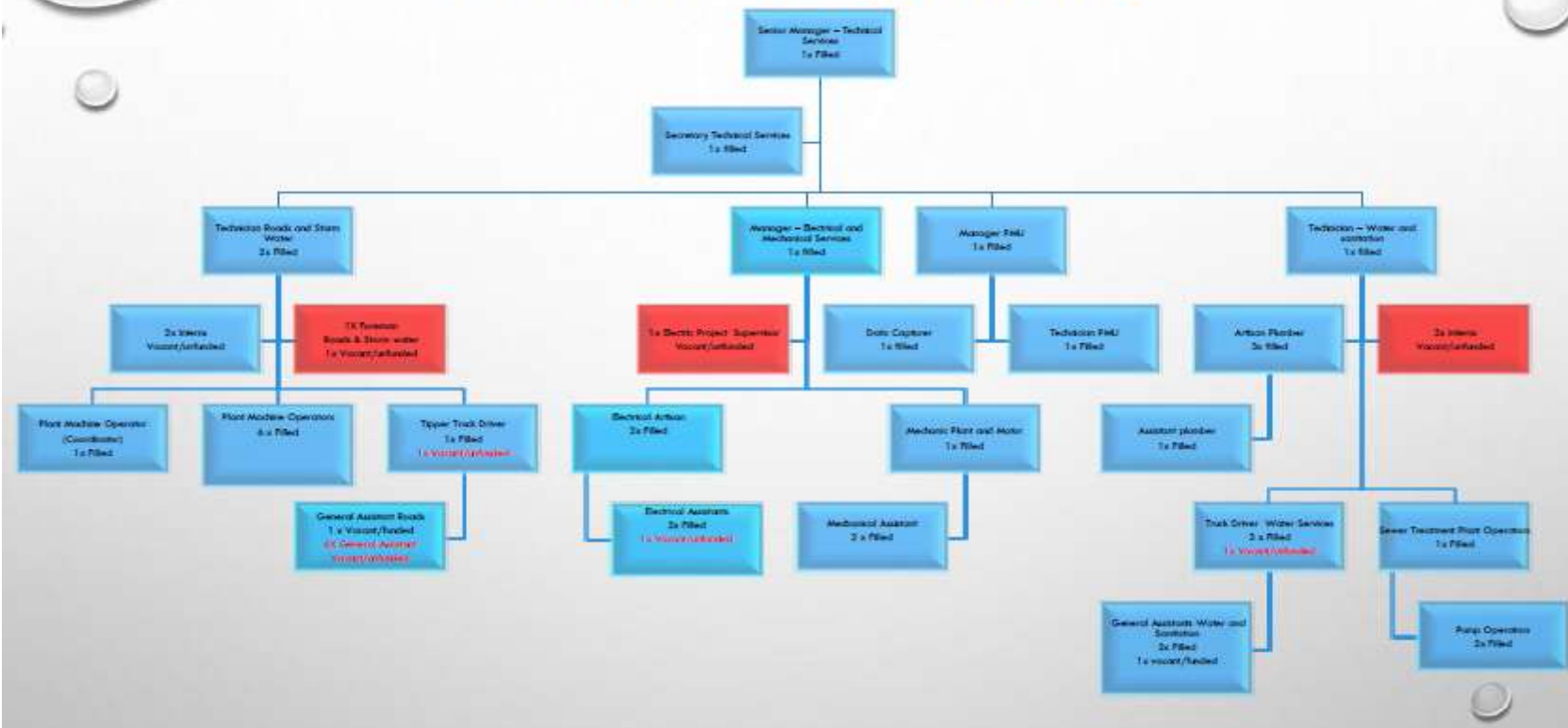
COMMUNITY SERVICES



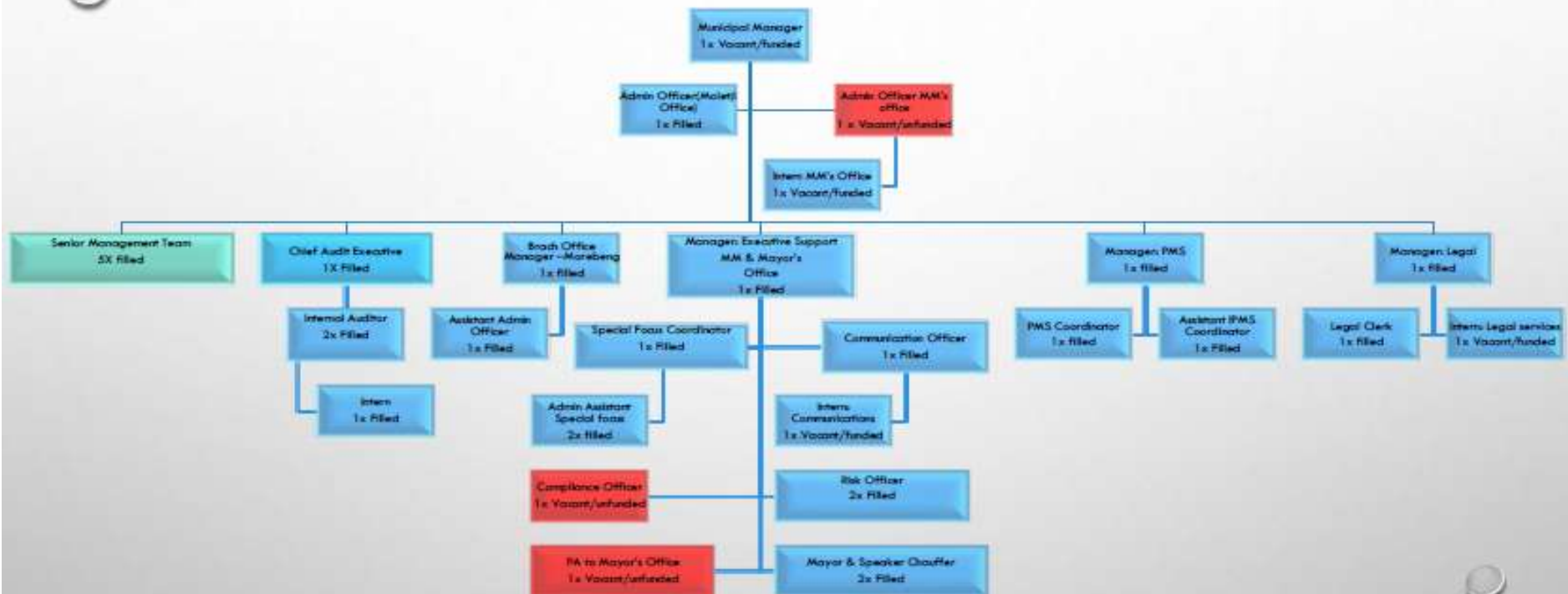
BUDGET AND TREASURY



TECHNICAL SERVICES



MUNICIPAL MANAGER'S OFFICE



a) Skills Development

The municipality has conducted broader consultation with all stakeholders in compiling the Workplace Skills Plan (WSP) for the 2022/2023 financial year and has accordingly submitted to LGSETA on the 31th April 2023. Training interventions relevant to the development of both officials and Councillors are incorporated in the WSP. The individual performance management system contribute largely in identifying performance gaps and identifying training intervention aimed at closing performance gaps.

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

3.6.15.1. Employees trained on the following programmes:

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

3.6.15.2. Councillors trained on the following programs:

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

3.6.15.3. Minimum Competency Requirement

Position	Status
CFO	Completed
Senior Manager – Corporate	Completed
Senior Manager – Community Services	Completed
Senior Manager – Technical Services	Completed
Manager – SCM	Completed
Manager – Budget and Reporting	Completed
Manager – Income	Completed
Manager – Expenditure	Completed
Manager – Internal Audit	Completed
Accountant – Budget	Completed
Accountant – Income	Completed
Accountant – Expenditure	Completed
Procurement Officer	Completed

The training committee is playing a role of ensuring the municipality implement the Annual workplace skills plan across all levels of employees. The municipality is able to use 100% of allocated training budget and recommendations have been forwarded to increase the budget in order to cover more employees per financial year.

b) Employment Equity

There are five (5) Senior Management positions filled: two (2) Males and three (3) Female and one (1) vacant (60:40). The total Middle Management Team complement is currently equal to ten (10) Males and five (6) Females (67:33). More work still needs to be done to improve the above statistics. The recruitment process is underway to fill the vacant position for Municipal Manager.

The municipality's Employment Equity profile depicts a work profile comprising of 55% African Males; 43% African Females; 0% Whites Males; 1% White Female and 1% representation of employees with disabilities. One of the critical organizational challenges pertaining to

Employment Equity is the recruitment and retention of disabled persons and African women at middle and senior management levels. The table below depicts the current statistics.

Occupational Levels	Males				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	0	0	0	0	0	0	0	1
Senior Management	2	0	0	0	3	0	0	0	5
Professionally qualified; experienced Specialist & mid management	11	0	0	0	5	0	0	0	16
Skilled Technical; academically qualified workers; junior management; supervisors; foremen and superintendents	31	0	0	0	19	0	0	2	52
Semi-skilled & discretionary decision making	30	0	0	0	20	0	0	0	50
Unskilled & defined decision making	29	0	0	0	28	0	0	0	57
EPWP	35				55				90
-Total	139	0	0	0	130	0	0	2	271
Temp	0	0	0	0	0	0	0	0	0
Grand Totals	131	0	0	0	136	0	0	2	271

3.6.15.4. Equity standing at middle and senior management levels:

EQUITY REPRESENTATION AS PER EMPLOYMENT CATEGORY			
CATEGORY	MALE	FEMALE	TOTAL
Top Management	1	0	1
Senior Management	2	3	5
Professionals	11	5	16
Technicians	31	21	52
Skilled/Clerical	30	20	50
Unskilled	29	28	57
Total	104	77	181

c) Recruitment and Selection

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

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

d) Retention & Succession Issues

The municipality has over the past financial years maintained its workforce profile and is strongly believed that it is mainly due to how the municipality treat them and the commitment to continuously develop and empower the workforce with necessary skills to carry out their responsibilities as well as the stable leadership in terms of Council. An approved retention policy also contributes towards ensuring retention of highly skilled personnel through counter-offer measures.

3.6.16. CONTRACT MANAGEMENT

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

3.6.17. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

Individual staff are evaluated on two instances during the financial year by their managers. Staff are given the opportunity to complete a self-review before the manager-review is

concluded. Performance plans are reviewed on an annual basis before by the start of the financial year in order continuously improve on performance and development of the workforce. The performance management system is seamlessly aligned with the IDP and Budget processes.

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

3.6.18. CROSS-CUTTING ISSUES (HIV/AIDS)

The spread of HIV/Aids and related diseases seemed to be decreasing according to Census 2011. The municipality prioritized special programs dealing with issues of HIV/Aids. Voluntary counseling and testing is continuously done in partnership with the Department of Health in most of the municipal events. Botlokwa Hospital is accredited as a service provider to issue out ARV's to the needy. Youth against the spread of HIV/Aids and substance abuse including also teenage pregnancy are coordinated by this forum.

3.6.19. MUNICIPAL SWOT ANALYSIS

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

Chapter four : WARD BASED PLANNING

3. Introduction

Ward Based Planning is a form of participatory planning that is designed to promote community action. It is a process that builds, strengthens and supports community structures. The overall intent of Ward Based Plan is to develop a comprehensive and well managed plan that all stakeholders can utilize to guide local community development initiatives. One of the major developmental functions of local government provided for in the Constitution is to structure and manage its administration, budgeting and planning processes to prioritize the basic needs and socio-economic development of communities. Prioritization that is structured to the needs of communities can only be achieved through meaningful engagement with communities.

In order to maximise the participation of communities, the ward based planning is done per cluster. This approach is encouraged and preferred as it provides the members from other wards to note the challenges, and successes of their immediate neighbouring wards. The Honourable mayor of Molemole Municipality visited all clusters as per the schedule below.

CLUSTER NO	VENUE	DATE	TIME	TARGETED AUDIENCE
1	Sephala Primary School	21 APRIL 2023	11:00	Ward 1,2,3, & 4
2	Motswapo Community Hall	20 APRIL 2023	11:00	Ward 5,6,7,8 & 9
3	Mohodi Community Hall	18 APRIL 2023	11:00	Ward 10, 11, 12 & 13
4	Brussels Community Hall	19 APRIL 2023	11:00	Ward 14,15&16
N/A	Mogwadi Civic Centre	22 APRIL 2023	11:00	Children's forum

During the consultations, the draft 2023/2024 IDP was presented to the attendees and they were afforded an opportunity to make inputs and comments. The members of the community were also informed that the draft is still on public consultation stage and written input may still be submitted to the municipal offices.

The following are the inputs made per cluster:

Cluster 1

Ward	Inputs and proosals made
Ward 1	Extend the already constructed Ramokgopa to Eisleben road
Ward 2	Incorporate youth programmes in the budget
	Construction of youth centers in all wards
	The installed high mast not bright enough
	Blading of road to cemetery
Ward 3	Need for construction of High mast lights
	Distribution of skip or refuse bins
	Need for construction of culvert bridge at Molotone
	Sefoloko Bridge not in good condition
	Need for construction of Internal street at Mashaa Village
	Regular baling of soccer ground at Phasha village
	Introduction of mayoral cups
Ward 4	No running water on the installed taps

Cluster 2

ward number	Issue raised
Ward 5	Electrification of new stands
	Constructed culvert bridge not in good condition
	High mast lights
Ward 6	
Ward 7	No household electricity at Matseke extension
	Lack reliable water supply (Jojo tanks proposed)
	Upgrade of Mongalo street and Bus routes

Ward 8	Need to refurbish ramokgopa Stadium (racing track and soccer pitch)
	And construction of sport facilities in other villages
	Need for carrier expo programmes
Ward 9	Upgrading of the following roads/streets
	Road from Sebone to clinic
	Mogwadi town to N1
	Road from N1 to Sekakene village
	N1 to Ramatjowe village
	Waste collection in the villages and the community indicated that they are ready to pay
	High crime rate
	Slow replacement of equipment (transformers and water pumps)
	Blading of roads
	Need to commemorate heritage day
	Need to construct culvert at Mosima School
Construction of speed humps on Botlokwa to Mokomene road	

Cluster 3

ward number	Issue raised
Ward 11	The roads experience flood when it rains and the water goes in to houses residents
	Identified road to be upgraded
	Road from Mpono's tavern into Fatima street from Kgotloane School to cemetery
	Koekoek internal street
	D3459 from Broekman to Mokgehle village
Need for speed humps along road from Matipana to Madikana village	

	Culvert bridge next to Leboho need Maintenance
	Lack of intervention by the municipality to improve the SMMEs
	The Stormwater controls in the village
	Need for ablution facilities
	Upgrading of the following road/streets Makwetja Street Road from toll gate tavern to tribal council
	Balding of Sports facilities
Ward 12	There was a submission to request a primary school at Maponto village
	Storm water and culverts constructed directed the water to flow in residents' yards and houses
	Upgrading of the following roads/Streets road linking D1200 and Maponto (Next to Fatima Mission)
	Obtain written commitment by the contractor Maponto hall
	The is need to upgrade roads
Ward 13	Ward councilor to call a meeting

Cluster 4

Ward number	Issue raised
Ward 14	Upgrade internal streets
	Routine Blading of roads in all villages
	Routine Blading of roads in all villages
	Need RDP houses and ablution facilities
Ward 15	Routine Blading of roads in all villages
	Need to renovate Karabi school and provide security
	Need for construction of Bus shelters
	Regular cut/trim of trees
	Lack of involvement of people living with debility in projects

	Electrification of Newsstands
	Need RDP houses and ablution facilities
	Culverts at Thupana cross
	Need for construction of a clinic and community halls
	High mast lights
	Roads to be upgrading
	Kanana to Sako
	Internal street and Phago road
	Construction of clinic, RDP Houses
Ward 16	Roads to be upgrading
	Tar road
	Road to Kgare
	All internal streets
	High mast lights
	Routine Balding of roads
	Construction of clinic, RDP Houses

Childrens forum

- Pavement
- Handy works
- Eating area
- Hall
- Restrict truck at some time to allow the students to travel saf
- Free WIFI
- Expand the mayors bursary to poor children
- Elect council –children participation Framework
- inadequate study materials
- Cleaning of School premises
- Deployment of Social workers at Carrier exhibition

- Scholar transport
- Classrooms
- Toilets
- Shower and solar geyser
- Medical facilities
- Sanitary towels
- Parents in schooling
- Clean water
- Alternatives solution for Laodshedding
-

To ensure that children are prioritized in mobilizing, allocating and spending of society's resources.

- To ensure that children understand and exercise their rights but not abuse them at the same time.
- To create a platform of engagement where the voices of children can be heard directly from them by those who provide services to them but also for children to commit to their own responsibilities

4.1. WARD 01 PROFILE

The ward consists of the following villages, **Morebeng, Nthabiseng, Bosbult, Boerlands and Capricorn Park**. The ward falls under **Ratsaka Traditional Authority**. The total population in the ward is **10,861** with a total voter registration of **2,710**. The total households in the ward is **4,191**. The main source of energy within the Ward is electricity. The ward does not have any informal settlements.

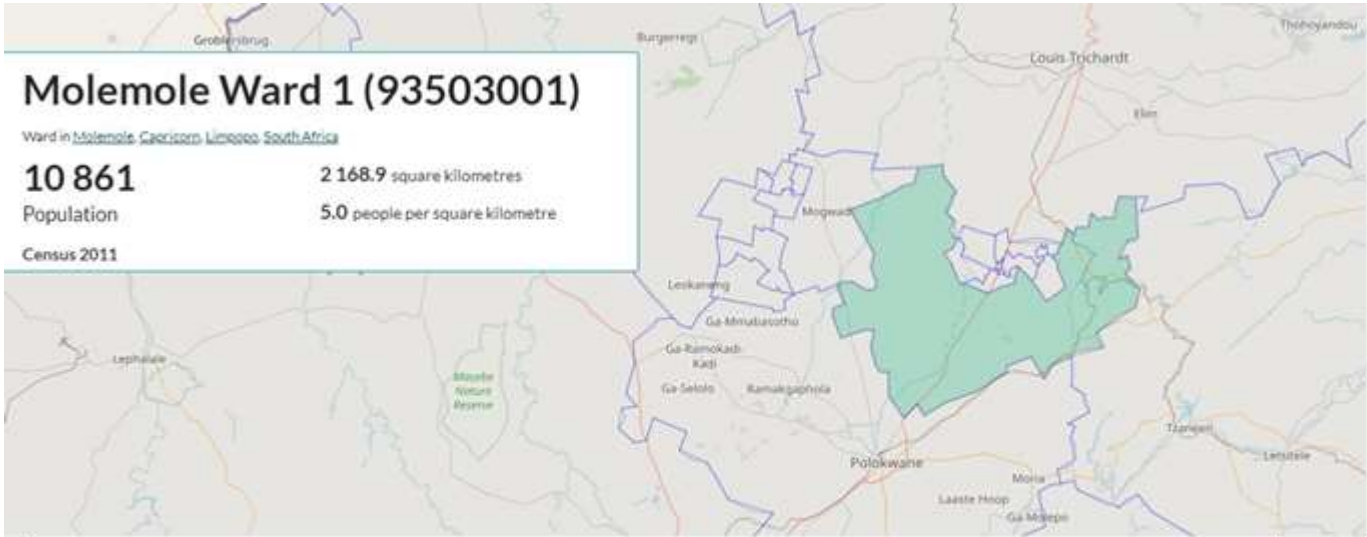


Figure 28 molemole ward 1

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Water is the main challenge in the area hence the heavy reliance on water tankers in the area. 41% of the population rely on boreholes as a source of water in the area.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. 63% of households have access to flushing toilets installed in their homes. Some 22% of the population have access to pit toilets without ventilation whilst a total of **760** households are in need of proper pit toilets.

c. ROAD INFRASTRUCTURE BACKLOG

There are two road projects being implemented by the municipality over the multi-year period. The total kilometers to be upgraded from gravel to tar road is 5.00 kms for Capricorn internal streets (2km outstanding) and 6.00 for Nthabiseng Internal Street (1.5 km outstanding).

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	01	Nthabiseng Village
	02	Capricorn Park
	01	Ratsaka Village
Primary Schools	01	Nthabiseng Village
	01	Capricorn Park
	01	Deelkraal
High-Schools	01	Nthabiseng Village
	01	Capricorn Park
Clinics	01	Nthabiseng Village
Community Hall	01	Nthabiseng Village
Community Safety Centre	01	Morebeng
Shopping Complex/Mall	0	0

e) WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

4.2. WARD 02 PROFILE

The ward consists of the following villages **Ga-Sebone, Ga-Mokganya, Riverside, Ga-Masekela, Ga-Kgatla, Ga-Makgato, Ga-Rakubu, Ga-Mmasa and Masedi**. The ward falls under Ramokgopa **Traditional authority**. The total population in the ward is **8,511** with a total voter registration of **4,531**. The total households in the ward is **2,407**. The main source of energy within the Ward is electricity.

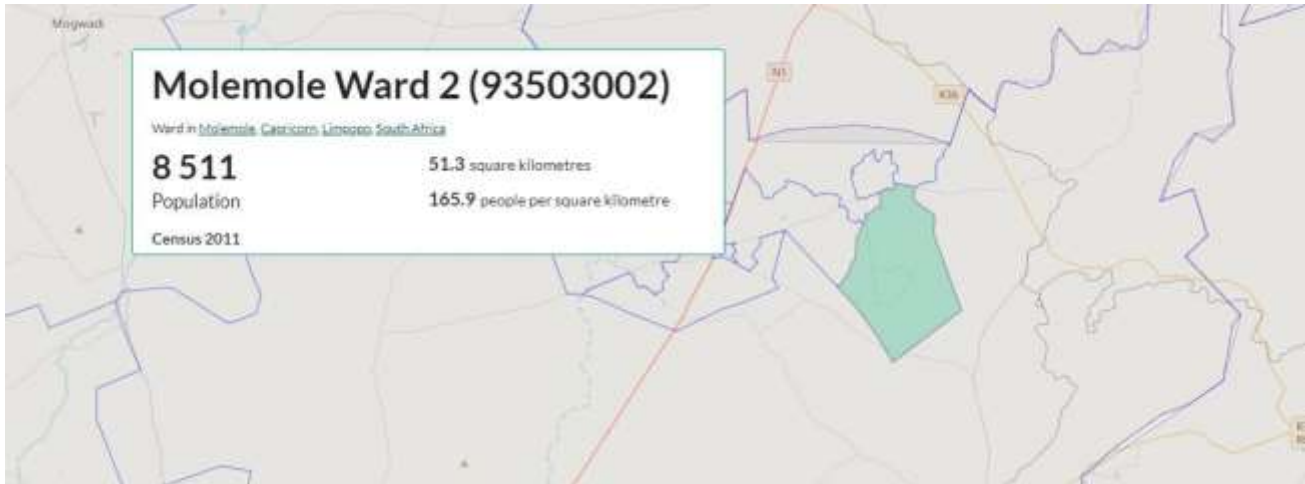


Figure29 Molemole ward 2

a. WATER SERVICES



The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider.

The Ward depend on water tankers that deliver water from boreholes. Machine breakdowns and theft of equipment is one of the challenges faced

by community.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. All the villages in the ward rely on pit toilets for sanitation services as there are no flush toilets in the area. Individuals with financial capacity are able to construct sewerage systems in their households with flushing toilets installed in their homes. 2.2% of households are in need of pit toilets.

c. ROAD INFRASTRUCTURE BACKLOG

The long outstanding project for Upgrading of gravel to tar road in Eisleben has finally been completed after a ten year legal battle.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	01	Ga-Makgato village (Eisleben)
	01	Ga-Sebone village (Eisleben)
	01	Ga-Kgatla village (Eisleben)
	02	Masedi Village (Mokomene)
	01	Dikgomong village (Mokomene)
Primary Schools	01	Ga- Masekela village (Eisleben)
	01	Masedi village (Mokomene)
	01	Ga-Sebone village (Eisleben)
High-Schools	01	Ga-Makgato village (Eisleben)
	01	Ga-Kgatla village (Eisleben)
	01	Masedi village (Mokomene)
Clinics	01	Ga-Mmasa village (Mokomene)

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Community Hall	01	Ga-Sebone village (Mokomene)
Community safety centre	0	0
Shopping Complex/Mall	0	0

4.3. WARD 03 PROFILE

The ward consists of the following villages **Ga-Phasa, Part of GA-Thoka, Moshate, Greenside, Vuka, Molotone, Monenyane, Diawang, Ga-Joel**. The ward falls under **Ramokgopa Traditional authority**. The total population in the ward is **5,913** with a total voter registration of **2,963**. The total households in the ward is **1,570**. The main source of energy within the Ward is electricity. The ward does not have any informal settlements.

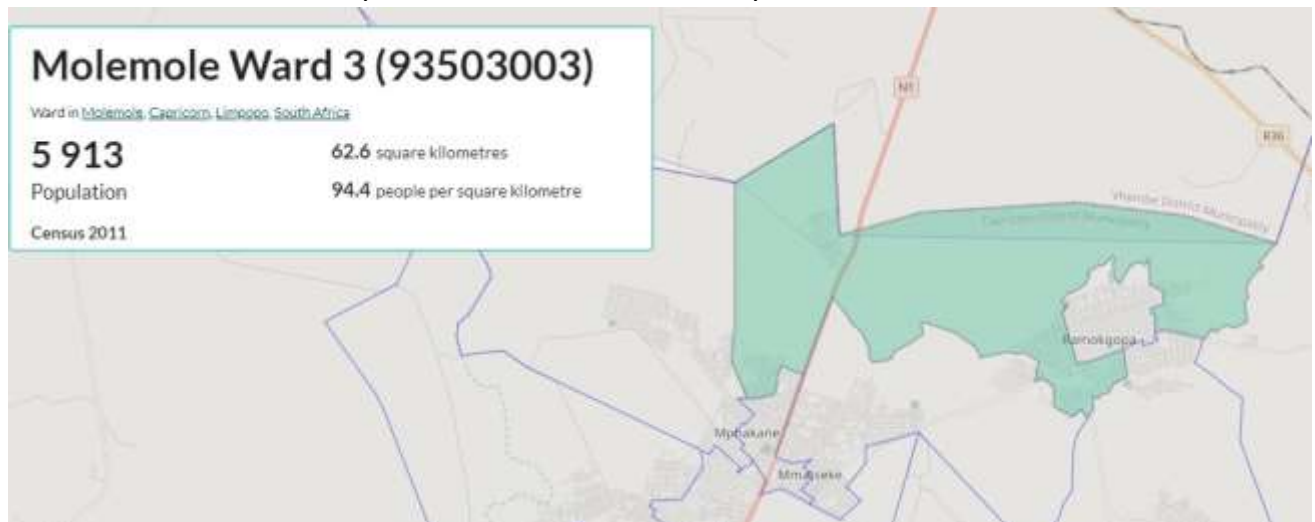


Figure 30: Location of Ward 03 within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. 44% of the population rely on water supply from the Capricorn district municipality, 26% rely on borehole as a source of water and 17% are forced to buy water from vendors.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. All the villages in the ward rely on pit toilets for sanitation services as there are no flush toilets in the area. Individuals with financial capacity are able to construct sewerage systems in their households with flushing toilets installed in their homes. Although a total of **118 or 2%** of households are in need of proper pit toilets, more than half (58%) of the pit latrines are without ventilation.

c. ROAD INFRASTRUCTURE BACKLOG

Most of the villages in the ward are still gravel and require regular maintenance and regravelling to make them user-friendly.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	01	Dikgomone village
	01	Vuka section
	01	Ga-Phasha village
Primary Schools	01	Ga-Ramokgopa village
	01	Ga-Phasha village
High-Schools	01	Mashaa village
	01	Ga-Ramokgopa village
	02	Ga-Joel village
	01	Vuka section
	01	Ga-Phasha
Clinics	0	0

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Community Hall	01 01	Ramokgopa tribal office Ga-Phasha village
Community safety centre	0	0
Shopping Complex/Mall	0	0
Other	1x Thusong service centre	Mokomene

e. PROJECTS IMPLEMENTED BY THE MUNICIPALITY

The following projects were implemented since the start of the term for the current Council:

Project name	Year Implemented	Project cost R	Beneficiaries (village/suburb)	Impact
Installation of High mast light	2018	50 0,0 00	Ga-Phasha	Assist in crime fighting campaigns
Electrification project	2018	N/A	Ga-phasha, Molotone and Greenside Mashaa	342 households benefited.
RDP Housing Project	2018 2019	N/A	15 Phaasha 03 Vuka 15 Molotone 14 Greenside 07 Mashaa 01 Dikgomone 10 Phaasha 08 Molotone 1 incomplete 10 Greenside 11 Mashaa	94 households benefited

Table 35: project implemented

f. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

4.4. WARD 04 PROFILE

The ward consists of the following villages **Sephala, Madiehe, Maila, Makwetja, Ga-Thoka, Mashaha, Mabula and Ga-Chewe**. The ward falls under **Ramokgopa Traditional Authority**. The total population in the ward is **7,173** with a total voter registration of **3280**. The total households in the ward is **1877**. The main source of energy within the Ward is electricity.

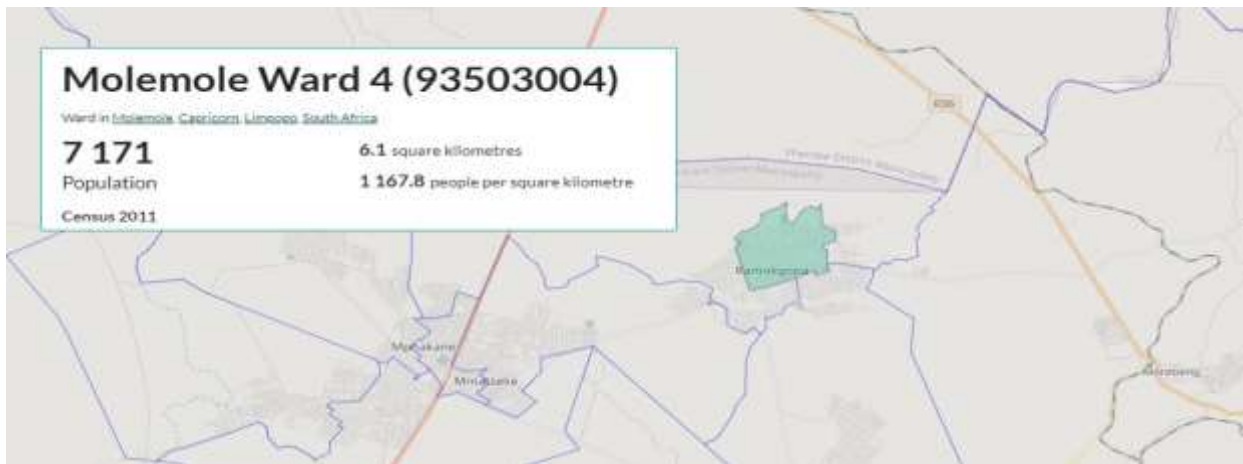


Figure 31 Location of Ward 04 within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. About 56% of the population rely on borehole as a source of water supply with 8% relying on water tankering.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. All the villages in the ward rely on pit toilets for sanitation services as there are no flush toilets in the area. Individuals with financial capacity are able to construct sewerage systems in their households with flushing toilets installed in their homes. A total of **208 (2.9%)** households are in need of proper pit toilets.

c. ROAD INFRASTRUCTURE BACKLOG

Although no backlog numbers available it should be stated that there was no project for upgrading of the road within the villages in the current and previous term.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	06	Mashaha village Madiehe village Sephala village Ga-Maila village Makoetja village Sephala village
Primary Schools	04	Sephala village Phelendaba village Madiehe village Makoetja village
High-Schools	01	Mokopu

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Clinics	01	Ramokgopa clinic
Community Hall	0	0
Community safety centre	02	Ramokgopa Tele-centre Ramokgopa Post Office
Shopping Complex/Mall	0	0
Other	1x Telecentre 1x post office	All in Ramokgopa

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

4.5. WARD 05 PROFILE

The ward consists of the following villages: **Makgato, Lebowa, Mashabe, Morelele and Maphosa**. The ward falls under **Machaka Traditional authority**. The total population in the ward is **6,935** with a total voter registration of **2,960**. The total households in the ward is **1776**. The main source of energy within the Ward is electricity. The ward does not have any informal settlements

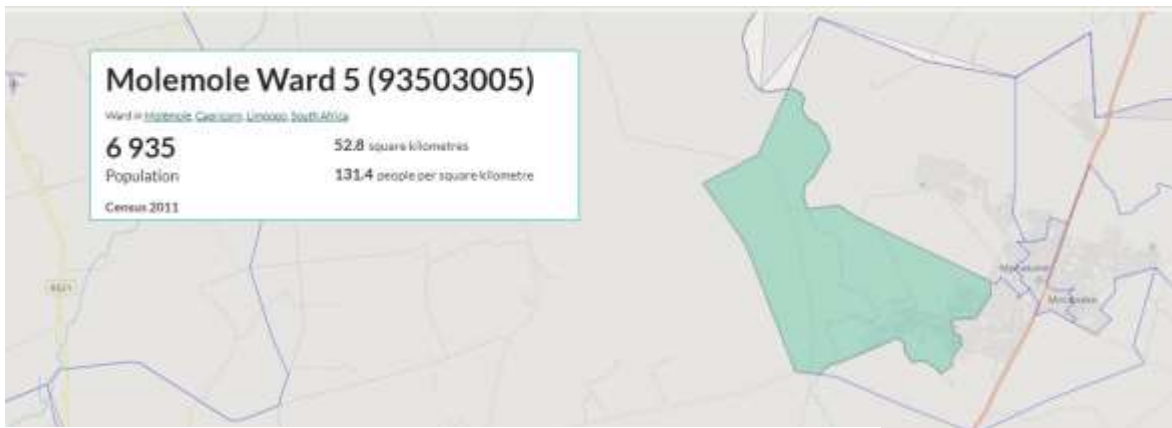


Figure 31: Location of Ward 05 within Molemole

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. 84% of residents depend on water from the District, mostly tankering there is no sustainable water supply in the area.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. Almost all the villages in the ward rely on pit toilets for sanitation services, with only 2.4 percent having access to flush or chemical toilets. Individuals with financial capacity are able to construct sewerage systems in their households with flushing toilets installed in their homes. Ten percent of the population in the Ward have no access to toilets.

c. ROAD INFRASTRUCTURE BACKLOG

There was a project in 2013/14 for upgrading of Makgato Internal streets. There are however villages which still have gravel roads that need periodic maintenance and regravelling.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	03 03 01	Makgato village Maphosa village Sekonye village
Primary Schools	02 01	Makgato village Sekonye village
High-Schools	01 01	Makgato village Maphosa village
Clinics	01	Makgato village
Community Hall	0	0
Community safety centre	01	Makgato village
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

5.1.6. WARD 06 PROFILE

The ward consists of the following villages: **Sekonye, Mmamolamodi, Ga-Podu, Dikgading, Mphakane and Springs**, The ward falls under **Machaka Traditional authority**. The total population in the ward is **8,499** with a total voter registration of **3,617**. The total households in the ward is **2272**. The main source of energy within the Ward is electricity.

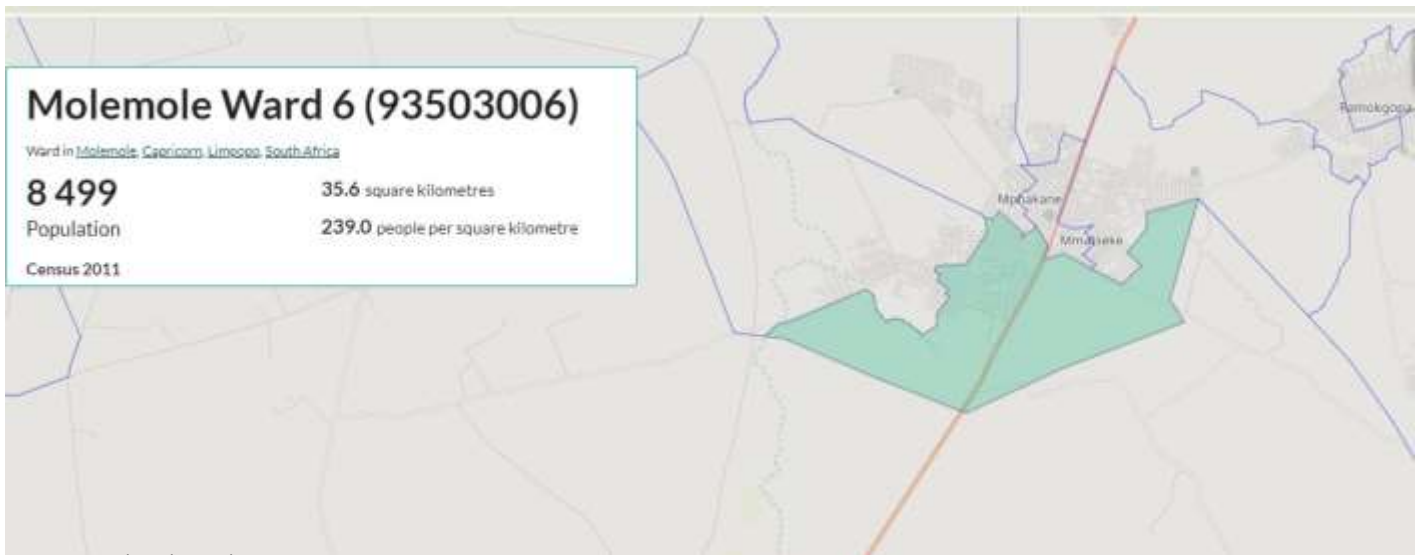


Figure 32 :Molemole ward 6

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Some 20% of the population relies on borehole as a source of water.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. All the villages in the ward rely on pit toilets for sanitation services as there are no flush toilets in the area. Individuals with financial capacity are able to construct sewerage systems in their households with flushing toilets installed in their homes. Whilst 67% of the population have pit latrines without ventilation, 2.2% households have no access to any toilet.

c. FUNCTIONALITY OF THE WARD COMMITTEE

The ward committee has been established just after the 2016 local government elections. The committee is led by the Ward Councillor, **Councillor M P Tawana**. The committee is able to hold its monthly meetings as scheduled to discuss service delivery needs of the community as well as to get a feedback from the Ward Councillor on service delivery challenges.

d. ROAD INFRASTRUCTURE BACKLOG

The area still relies on regravelling and periodic grading of the roads to make them accessible and user-friendly.

e. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	02	Sekonye village
	04	Springs village
	01	Mmamolamodi village
Primary Schools	01	Sekonye village
	02	Springs village
High-Schools	01	Springs village
Clinics	0	0
Community Hall	0	0
Community safety centre	0	0
Shopping Complex/Mall	01	Springs village

Table41:community facilities in the war

f. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of

the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

Issues raised
<ul style="list-style-type: none">- Two water tanks needed at Mphakane village- Need for clinic at Sekonye- Bridge needed at Mosima primary school- Clarity on who qualifies for free basic electricity.- Potholes from Global to Makgato road need special attention.

3.7. WARD 07 PROFILE

The ward consists of the following villages: **Matseke, Ramatjowe, Sekhokho and Sefene.**

The ward falls under **Machaka Traditional authority**. The total population in the ward is **10,117** with a total voter registration of **3,957**. The total households in the ward is **2,830**. The main source of energy within the Ward is electricity.

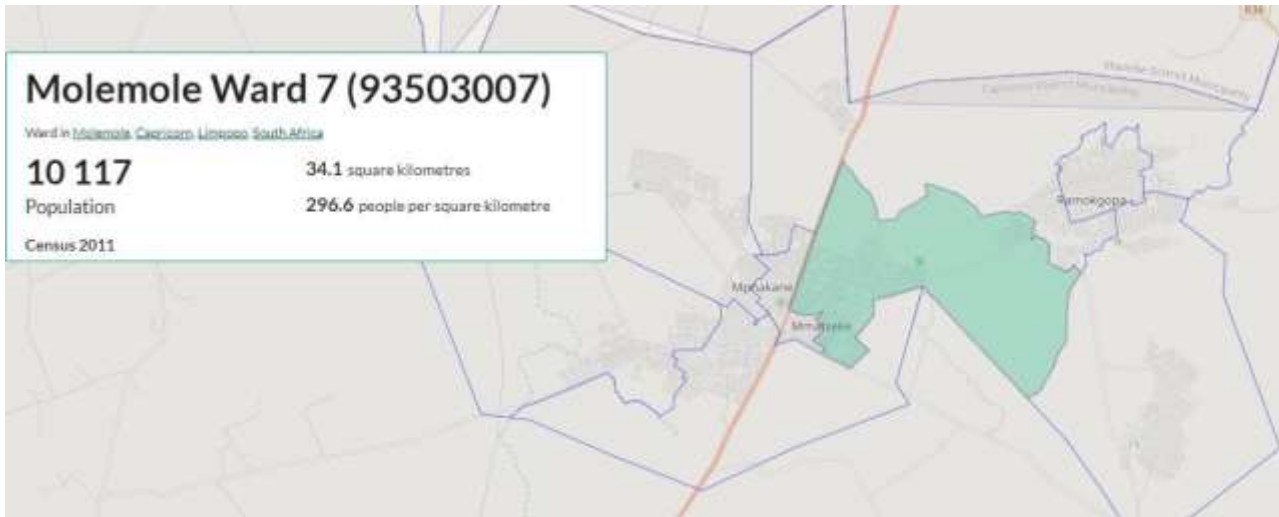


Figure 33: Location of Ward 07 within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Water tankers are also assisting to plug the shortage of water in the area. Some 26% of the population rely on borehole as a source of water.



CDM tanker delivering water during COVID-19

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. All the villages in the ward rely on pit toilets for sanitation services as there are no flush toilets in the area. Individuals with financial capacity are able to construct sewerage systems in their households with flushing toilets installed in their homes. A total of **354** households are in need of proper pit toilets. Seventy percent of the population have access to pit latrines without ventilation and 7.4 percent have access to flush or chemical toilets.

c. ROAD INFRASTRUCTURE BACKLOG

The Ward has villages with gravel roads which are maintained and regavelled periodically by the municipality. A low level bridge was constructed at Ramatjowe village in 2016 to address challenges during rainy seasons.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	02	Matseke village
	04	Sefene village
	02	Sekhokho village
	02	Ramatjowe village
Primary Schools	02	Matseke village
	01	Ramatjowe village
High-Schools	01	Matseke village
	01	Ramatjowe village
Clinics	1	Botlokwa hospital
Community Hall	01	Matseke village
Community safety centre	01	Sefene village
	01	Sekhokho village
	01	Ramatjowe village
Shopping Complex/Mall	01	Sefene village

Table 42 :community facilities in the ward

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

3.8. WARD 08 PROFILE

The ward consists of the following villages: **Sekakene, Mangata, Polatla, Sione, Ribane and Dikgolaneng**. The ward falls under **Machaka Traditional authority**. The total population in the ward is **7,760** with a total voter registration of **4,147**. The total households in the ward is **2,431**. The main source of energy within the Ward is electricity.

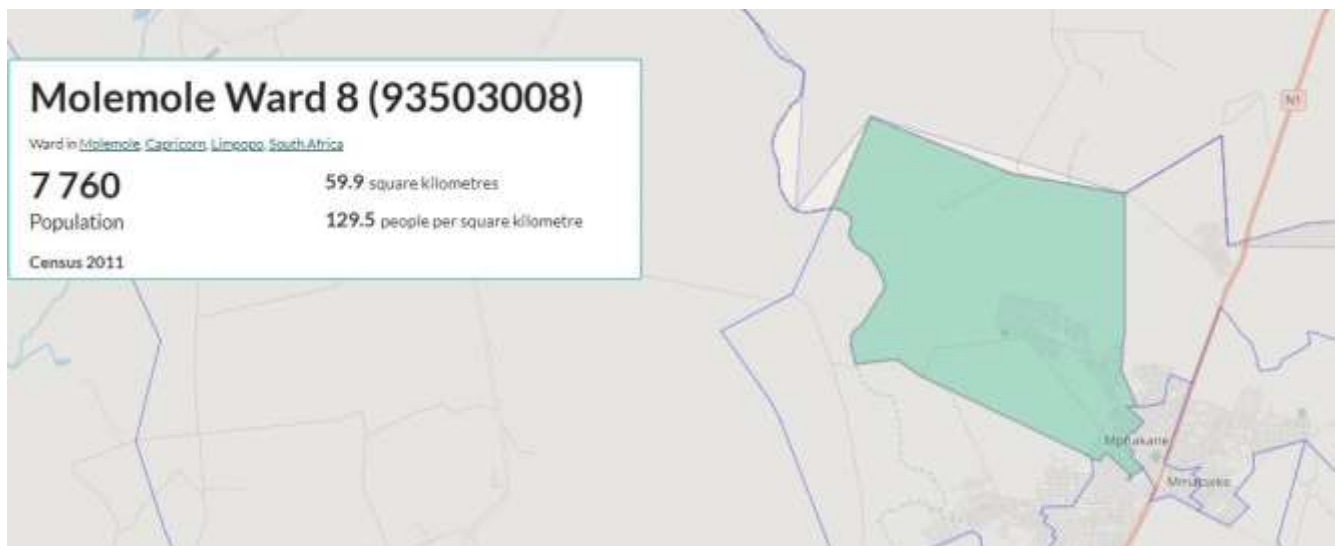


Figure 34 :Location of Ward 08 within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. There is a serious problem of water supply in the area with over 40% of the population relying on water from vendors, 21% from boreholes and some 3.7% relying on water tankering from the municipality.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. Just over 60% of the population have pit latrines without ventilation and about 100 households have flushing toilets. 4.5% of the population have no access to toilets.

c. ROAD INFRASTRUCTURE BACKLOG

The Ward has villages with gravel roads which are maintained and regavelled periodically by the municipality. In 2015 internal streets for Machaka to Sekakene were upgraded by the local municipality.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	02 01 01	Sekakeke Mangata Polata
Primary Schools	03 01 01 01	Sekakene Mangata Polata Dokgolaneng
High-Schools	02	Sekakeke & Polata
Clinics	0	0
Community Hall	01	Sekakene
Community safety centre	0	0
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

Issues raised

- There is shortage of water in the ward including the new Stands/extensions due to unavailability of pump operators.
- The community acknowledged the connection of electricity at Sekakene Extension
- Need for a bridge at Shapo school, Bohlapa Kolobe
- Tarring of Mangata to Sekakene road and Dendron road.
- Discontinuation of truck /they must use an alternative road for deliveries in the village as it is a danger to our children and the community as a whole.
- Request for CDM and ESKOM representatives to attend the next community meeting in order to give clarity on water related issues and electricity.
- Fast tracking of registration of Mangata to Sekakene gravel to tar road
- Requested youth programmes to be intensified to reduce substance abuse

3.9. WARD 09 PROFILE

The ward consists of the following villages: **Matswaing, Sekhokho, Dipateng, Nyakelang, RDP and Sekhwama**. The ward falls under Machaka Traditional authority. The total population in the ward is **8,042** with a total voter registration of **3,638**. The total households in the ward is **2,090**. The main source of energy within the Ward is electricity.

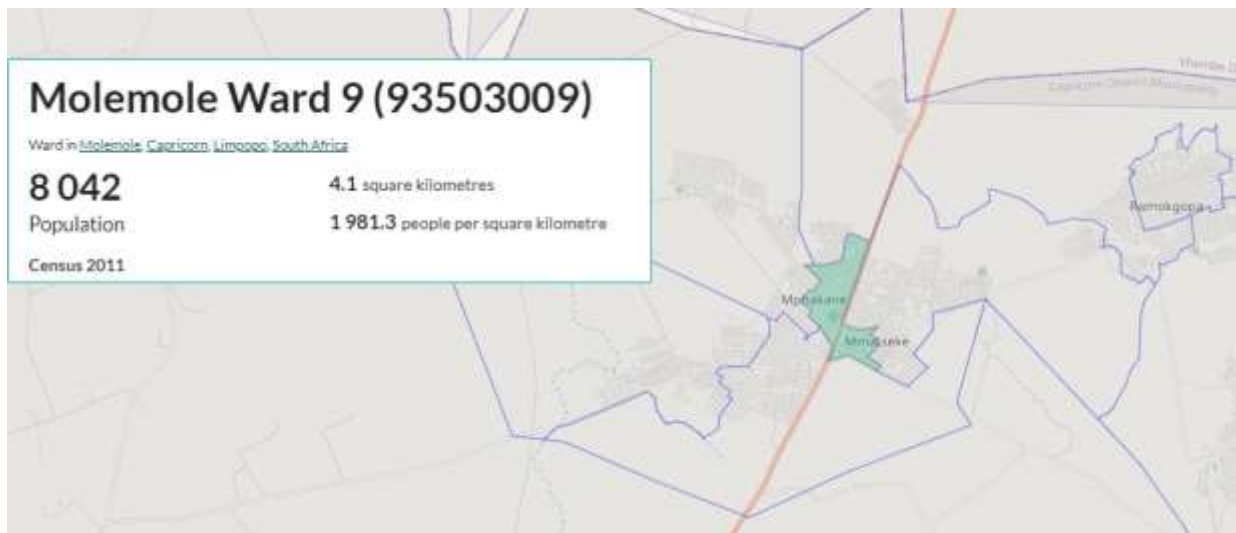


Figure 35: Location of Ward 09 within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. About 1 500 households rely on the district for the supply of water. The Ward is also reliant on boreholes for its water source (33% of the population)

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. A total 83% of the population have pit latrines without ventilation and 3.6% of the population have access to flush or chemical toilets.

c. ROAD INFRASTRUCTURE BACKLOG

The Ward has villages with gravel roads which are maintained and regavelled periodically by the municipality. In 2015 internal streets for Machaka to Sekakene were upgraded by the local municipality.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	01	Sekhokho village
	01	Mphakane village
	01	Dipateng village
	01	Nyakelane village
	01	Itumeleng village
Primary Schools	01	Nyakelane village
High-Schools	01	Nyakelane village
Clinics	01	Sekhwama village
Community Hall	01	Mphakane village
Community safety centre	0	0
Shopping Complex/Mall	1x Thusong service center	Mphakane village (Machaka Tribal Offices)

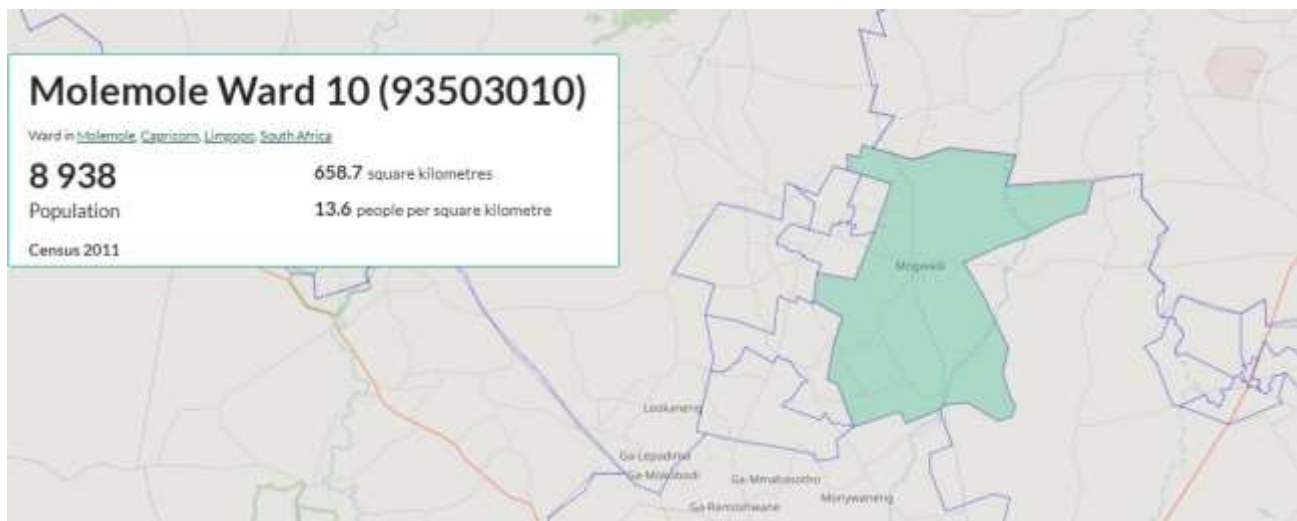
e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

- Any latest development with regard to the project on N1 to Clinic road
- A specific water source for Sekhwama section.
- Need for police patrol in order to minimize crime in the area.
- High mast at sekhwama village
- Skip Loader Bin at sekhwana village
- Request for water project at sekhwama village

3.10. WARD 10 PROFILE

The ward consists of the following villages: **Mogwadi, Makgalong A and B, Marowe and Moletjane**. The ward falls under **Moloto Traditional authority**. The total population in the ward is **8,938** with a total voter registration of **4,011**. The total households in the ward is **2,431**. The increase in the population was after the amalgamation of Molemole and Aganang municipality which brought Marowe and Moletjane to be under Molemole municipality.



Location of Ward 10 within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. 10% and 8% of the population in the Ward rely on Boreholes and Water tankers, respectively.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. About 44% of the population have access to flush toilets, which is mostly in Mogwadi suburb. A further 40% of the population have pit latrines without ventilation and 7.9% have no accessto any toilet.

c. ROAD INFRASTRUCTURE BACKLOG

The backlog of gravel road within the ward is in all villages bar Mogwadi which is the economichub of the municipality. A programme was developed to continuously maintain and regravell the gravel roads in the villages so as to make them user-friendly for the users.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	02 01 02	Marowe village Moletjana village Mogwadi
Primary Schools	01 01 01	Marowe village Moletjana village Mogwadi
High-Schools	01 01	Marowe village Mogwadi
Clinics	01	Mogwadi
Community Hall	01	Mogwadi
Community safety centre	01	Mogwadi
Shopping Complex/Mall	01	Mogwadi

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

3.11. WARD 11 PROFILE

The ward consists of the following villages: **Sekakene, Mankwe Park and Fatima, Part of Koek-koek and Maupye**. The greater part of the ward falls **under Manthata Traditional authority** whilst the other part (Koek-Koek and Maupye) falls under Moloto traditional authority. The total population in the ward is **7,406** with a total voter registration of **2,863**. The total households in the ward is **1,923** .The main source of energy within the Ward is electricity.



Location of Ward 11 within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Thirty two percent of the population in the ward rely on borehole as a source of water and 6% depending on Water Tankers

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. 62% of the population have access to pit latrines without ventilation and only 3.1% of have flush toilets, which is mainly by people with financial capacity to construct their own sewerage system.

c. ROAD INFRASTRUCTURE BACKLOG

The ward consists of rural villages with a huge backlog of gravel roads that require periodic maintenance and regravelling.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	01	Sekakene village
	01	Fatima village
	01	Maupye village
	01	Koekoek village
Primary Schools	02	Sekakene village
	01	Fatima village
	01	Maupye village
High-Schools	01	Mohodi
Clinics	01	Mohodi
Community Hall	01	Mohodi
Community safety centre	0	0
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

3.12. WARD 12 PROFILE

The ward consists of the following villages: **Newstand B and Maponto**. The ward falls under **Manthata Traditional authority**. The total population in the ward is **7,729** with a total voter registration of **2,759**. The total households in the ward is **1,886**. The main source of energy within the Ward is electricity.



Location of the Ward within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Like other neighboring Wards this Ward also relies on water tankers and boreholes as sources of water.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. Eightypercent of the population have access to pit latrines without ventilation and only 1.2% having flush toilets. Lastly, a small number of households (3.1%) do not have any toilets.

c. ROAD INFRASTRUCTURE BACKLOG

Although the main street in Maponto village has been upgraded to tar road there is still a backlog of gravel road within the villages that require periodic maintenance and regravelling.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	01 01 01	Mpudulle Mankuke Sehlare
Primary Schools	01	Nthlodumela
High-Schools	01	Maponto
Clinics	0	0
Community Hall	01	Maponto village
Community safety centre	0	0
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacityof the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed

below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

3.13. WARD 13 PROFILE

The ward consists of the following villages: **Kofifi, Madikana and Mohodi Newstand B,C & D**. The ward falls under **Manthata Traditional Authority**. The total population in the ward is **7,094** with a total voter registration of **3,229**. The total households in the ward is **1,728**

.The main source of energy within the Ward is electricity. The villages in the ward are having electricity with new settlements without electricity. The ward does not have any informal settlements.

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Water is the main challenge in the areadue to persistent breakdowns of infrastructure and non-commitment of pump operators. During breakdowns the community depends on water tankers as a source of water in the area.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. All thevillages in the ward rely on pit toilets for sanitation services as there are no flush toilets inthe area. Individuals with financial capacity are able to construct sewerage systems in theirhouseholds with flushing toilets installed in their homes. 1.2% (or 85) of the households are in need of proper pit toilets.

c. ROAD INFRASTRUCTURE BACKLOG

The municipality has upgraded about four kilometers of road in the ward, mostly in Madikanavillage. Other villages are still having a backlog of gravel roads which are maintained periodically through regravelling and blading.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	03 02	Madikana Village Newstand D
Primary Schools	02 01	Madikana Village Newstand B
High-Schools	01	Madikana Village
Clinics	0	0
Community Hall	0	0
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

3.14. WARD 14 PROFILE

The ward consists of the following villages: **Maupye, Koek-koek, Rheiland, Brilliant, Schoenveldt, Bouwlast, Schoonveldt, Brussels, Mokgehle, Overydyk and Westphalia.** Most of the villages are bought farms which are led by the Chairperson. This is unlike some wards whose villages falls under traditional authorities. The total population in the ward is **6,060** with a total voter registration of **3,582**. The total households in the ward is **1, 739**. The main source of energy within the Ward is electricity.

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Boreholes and water tankering are the

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. Fifty percent of the population have pit latrines with and without ventilation and five percent have access to flush or chemical toilets.

c. ROAD INFRASTRUCTURE BACKLOG

The main road from Mohodi to Thupana was upgraded in 2016 which brought relief to the ward. However, the municipality could not finalize the last phase of the project as it was categorized under District road. The municipality does not have powers over district roads. There is however a huge backlog of internal streets within the villages that require periodic maintenance and regravelling.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	10	Mauye, Brilliant, Rheinland, Boulast, Westphalia, Overdyk, Mokgehle, Schellengburg, Lissa and Brussels
Primary Schools	10	Mauye, Brilliant, Rheinland, Boulast, Westphalia, Overdyk, Mokgehle, Schellengburg, Lissa and Brussels
High-Schools	05	Brilliant, Westphalia, Rheinland and Brussels
Clinics	0	0
Community Hall	01	Brussels
Community safety centre	0	0
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

3.15. WARD 15 PROFILE

The ward consists of the following villages: **Sako, Kanana, Mohlajeng, Kolopo, Sekuruwe, Machaba Phala and Maribana**. Some villages in the ward falls under Moloto Traditional Authority whereas some villages are bought farms with no traditional authority. The total population in the ward is **8,054** with a total voter registration of **4,067**. The total households in the ward is **2 090** .The main source of energy within the Ward is electricity.



Location of the Ward within Molemole boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Seventeen percent of the population relies on borehole as a source of water and six percent on water tankers from the municipality. Unlike any other wards about 3% of the population from this Ward depends on dams as a source of water.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. All the villages in the ward rely on pit toilets for sanitation services as there are no flush toilets in the area. Individuals with financial capacity are able to construct sewerage systems in their households with flushing toilets installed in their homes.

c. ROAD INFRASTRUCTURE BACKLOG

This ward consists of about six villages and the ward has got a serious need for prioritization for upgrading of the roads. In the meantime the municipality is maintaining and regravelling the roads to make sure they are accessible and user-friendly to the public.

d. COMMUNITY FACILITIES IN THE WARD

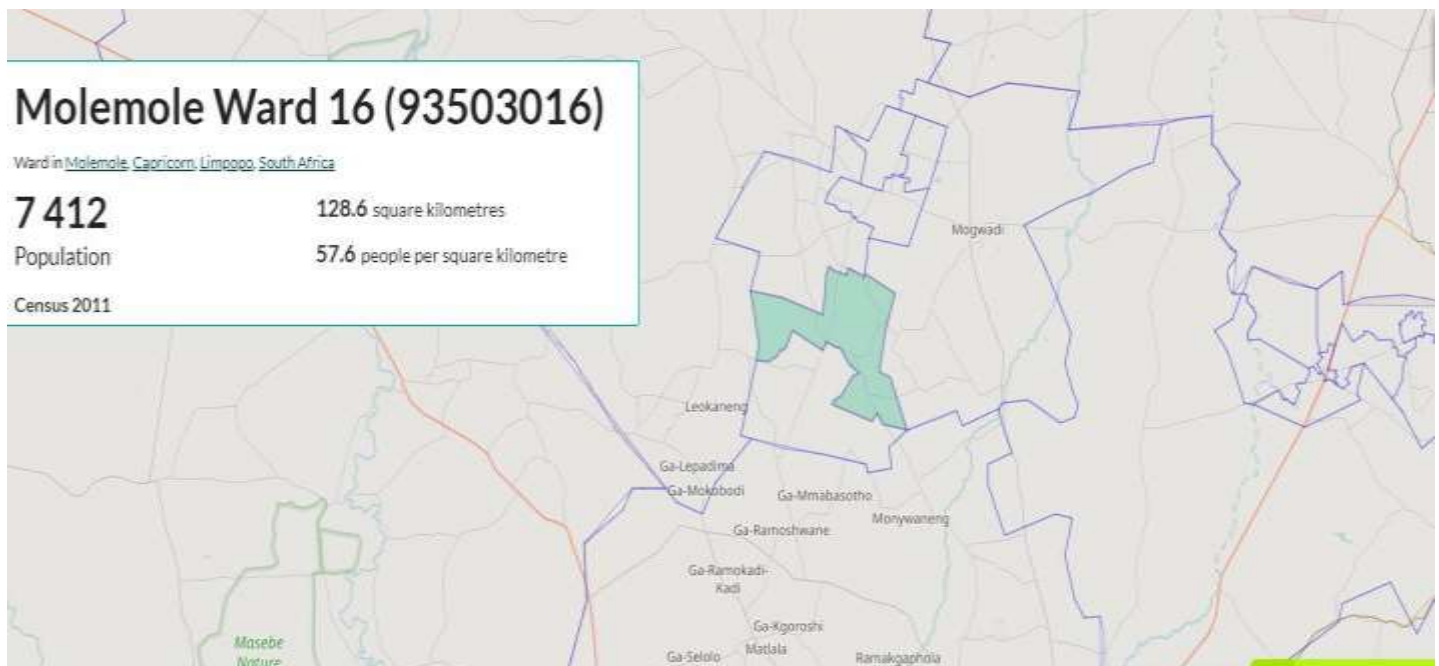
Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	01	Kanana village
	01	Sekuruwe village
	01	Maribana village
	01	Sako village
	01	Mohlajeng village
	01	Kolopo village
Primary Schools	01	Kanana village
	01	Kolopo village
	01	Sekuruwe village
	01	Maribana village
	02	Mohlajeng village
High-Schools	01	Kanana village
	01	Maribana village
	01	Mohlajeng village
Clinics	01	Kolopo village
Community Hall	01	Ga-Sako village
Community safety centre	0	0
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

3.16. WARD 16 PROFILE

The ward consists of the following villages: **Masehlong, Mabitsela, Phago, Phaudi and Flora**. The ward falls under **Moloto Traditional authority**. The total population in the ward is **7,412** with a total voter registration of **3,776**. The total households in the ward is **1 915**. The main source of energy within the



Ward is electricity.

Location of the Ward within Molemole Boundary

a. WATER SERVICES

The villages in the ward depends on Capricorn District Municipality for water services as Molemole municipality is a water services provider. Eighty two percent of the population relies on water from communal taps, 12% relies on borehole as a source of water, and 4% from Dams.

b. SANITATION SERVICES

Capricorn district municipality is responsible for the provision of Sanitation services. Seventytwo percent of the population have access to pit latrines without ventilations, 11% have no access to any toilets.

c. ROAD INFRASTRUCTURE BACKLOG

Most of the villages in the ward still have gravel roads that require periodic maintenance and regravelling. These villages were brought into the municipality following the amalgamation of the former Aganang municipality prior the 2016 local government elections.

d. COMMUNITY FACILITIES IN THE WARD

Description of Facility	Number of Facilities	Location of the facility in the ward (village name)
Pre-schools	03	Flora village
	03	Mabitsela village
	01	Masehlong village
	01	Phago village
	02	Phaudi village
Primary Schools	01	Flora village
	01	Masehlong village
	01	Phago village
	01	Phaudi village
High-Schools	01	Flora village
	01	Mabitsela village
	01	Masehlong village
	01	Phago village
	01	Phaudi village
Clinics	0	0
Community Hall	0	0
Community safety centre	0	0
Shopping Complex/Mall	0	0

e. WARD NEEDS AND PRIORITIES

The following needs and priorities were identified during community engagement sessions. These needs will be considered by the municipal council after considering the financial capacity of the municipality. It should be noted that some needs are not within the powers and functions of the municipality. The municipality will however take responsibility to engage with relevant sector departments for consideration and prioritization. Furthermore, some of the needs listed below as raised by the community during engagement sessions range from short-term to long-term, depending on the nature of the need.

4. PROJECTS AND STRATEGIES

4.1 LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Key Performance Area (KPA) 1: & 3					Spatial Rationale & Local Economic Development						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> • Implement a differentiated approach to municipal financing, Planning and support • Improving access to basic services • Implementation of the community works programme • Actions supportive of human settlement outcome; 						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
LED&P-001-2024/2025	Spatial Planning	Number of Geo Tech studies conducted	Conducting Geo Tech Study	Ward 03	1x Geo tech study conducted	No target	No target	350 000	Nil	Nil	Own funding
LED&P-002-2024/2025		Number of Spatial Development Framework developed	Development of Spatial Development Framework	Municipal wide	1 SDF Developed	No target	No target	1 100 000	Nil	Nil	Own funding
LED&P-003-2024/2025	Spatial Planning	Number of existing settlement Surveyed	Surveying of existing settlements	Ward	1 Existing Settlements Surveyed	No Target	No Target	300 000,00	Nil	Nil	Own funding
LED&P-004-		Number of Geographic Information	Procurement of Geograp	Municipal wide	Procurement of	No Target	No Target	800 000	No target	No target	Own funding

Key Performance Area (KPA) 1: & 3					Spatial Rationale & Local Economic Development						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> • Implement a differentiated approach to municipal financing, Planning and support • Improving access to basic services • Implementation of the community works programme • Actions supportive of human settlement outcome; 						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
2024/2025		Systems procured	Information System		Geographic information system						
LED&P-005-2024/2025	Local Economic Development	Number of youth in agriculture mentorship programmes coordinated	Coordination of Youth in Agriculture mentorship programme	Municipal Wide	1x Youth in Agriculture Mentorship programme coordinated	No target	No target	450 000,00	Nil	Nil	Own funding
LED&P-006-2024/2025		Number of Municipal career expo coordinated	Coordination of Municipal Career Expo	Municipal Wide	1x Municipal Career Expo coordinated	No target	No target	300 000,00	Nil	Nil	Own funding
LED&P-008-		Number of investor	Coordination of	Municipal Wide	1x Investor conference	No target	No target	1 1000 000	Nil	Nil	Own funding

Key Performance Area (KPA) 1: & 3					Spatial Rationale & Local Economic Development						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> • Implement a differentiated approach to municipal financing, Planning and support • Improving access to basic services • Implementation of the community works programme • Actions supportive of human settlement outcome; 						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
2024/2025		conferences coordinates coordinated	investor conference		coordinate d						
LED&P-009-2024/2025	Local Economic Development	Number of LED Strategies reviewed	Review of Municipal LED Strategy	Municipal wide	1x LED strategy reviewed	No target	No target	1 100 000,00	Nil	Nil	
LED&P-OP-001-2024/2025	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
LED&P-OP-002-2024/2025	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
LED&P-OP-003-	Risk Management	Percentage of risk register	Implementation	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

Key Performance Area (KPA) 1: & 3					Spatial Rationale & Local Economic Development						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> • Implement a differentiated approach to municipal financing, Planning and support • Improving access to basic services • Implementation of the community works programme • Actions supportive of human settlement outcome; 						
Key Organizational Strategic Objective					To manage and coordinate spatial planning within the municipality						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
2024/2025		implemented	of Risk register								
LED&P-OP-004-2024/2025	Council resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
LED&P-OP-005-2024/2025	AC resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

4.2 TECHNICAL SERVICES

Key performance area (KPA) 2:				Basic Services delivery							
Outcome 9:				Responsive, accountable, effective and efficient local government system							
Outputs:				<ul style="list-style-type: none"> Improving access to basic services 							
Key organizational strategic objective				To provide sustainable basic services and infrastructure development							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
Tech-001-2024/2025	Road and storm water	Number of road kilometers upgraded from gravel to surface	Upgrading of Mogwadi internal street from gravel to surface	Ward 10	300 M of Mogwadi Internal Streets upgraded	No Target	No target	3 326 182,03	Nil	Nil	MIG
Tech-002-2024/2025		Number of road kilometers upgraded from gravel to surface	Upgrading of Sekonye to Springs Internal street from gravel to surface	Ward 05	1.1 km of Sekonye to Springs Internal Streets upgraded	2 km of Sekonye to Springs Internal Streets upgraded	3 km of Sekonye to Springs Internal Streets upgraded	8,384,133.28	15,439,634.69	29,840,982.03	MIG

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
Tech-003-2024/2025	Roads and Stormwater	Number graders procured	Procurement of graders	Municipal wide	1x Grader Procured	1x Grader Procured	No target	7 500 000,00	4 885 736,00	Nil	MIG
Tech-006-2024/2025		Number of culvert bridges constructed	Construction of culvert bridges	Municipal Wide	Construction of 4 culverts bridges	Construction of 4 culverts bridges	Construction of 4 culvert bridges	4 500 000	5 000 000	Nil	Own funding
007-2024/2025	Electrical services	Number of high mast lights procured and installed	Procurement and Installation of High mast Lights	Municipal wide	Procurement, Delivery and installation of 6 high mast lights	Procurement, Delivery and installation of 6 high mast lights	No target	3 000 000,00	4 000 000,00	Nil	Own funding
007-2024/2025	Electrical services	Number of households electrified	Electrification of households in Koek	Ward 11 & 14	50 households electrified	No target	No target	1 000 000	Nil	Nil	INEP

Key performance area (KPA) 2:					Basic Services delivery							
Outcome 9:					Responsive, accountable, effective and efficient local government system							
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 							
Key organizational strategic objective					To provide sustainable basic services and infrastructure development							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding	
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027		
			Koek village		in Koek Koek village							
Tech-008-2024/2025		Number of household electrified	Electrification of households in Diwaweng village	Ward 03	Electrification of 130 households in Diwaweng village	No target	No target	2 600 000	Nil	Nil	INEP	
Tech-009-2024/2025		Number of household electrified	Electrification of households in Mamotshana village	Ward 05	120 households electrified in Mamotshana village	No target	No target	2 400 000	Nil	Nil	INEP	

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
Tech-010-2024/2025	Electrical services	Number of household electrified	Electrification of households at Makgato village	Ward 05	90 households electrified in Makgato village.	No target	No target	1 800 000	Nil	Nil	INEP
Tech-011-2024/2025		Number of households electrified	Electrification of households at Mohodi Newsstand D village	Ward 11	200 households electrified at Mohodi Newsstand D village	No target	No target	4 000 000	Nil	Nil	INEP
Tech-012-2024/2025		Number of households electrified	Electrification of household at	Ward 14	80 households electrified at	No target	No target	1 600 000	Nil	Nil	INEP

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
			Mokgehle village		Mokgehle village						
Tech-013-2024/2025	Electrical services	Number of households electrified	Electrification of household at Mashaa village	Ward 03 & 4	90 households electrified at Mashaa village	No Target	No target	1 800 000	Nil	Nil	INEP
		Number of households electrified	Electrification of household at Sekhwama village	Ward 09	100 households electrified at Sekhwama village	No Target	No target	2 000 000			
Tech-015-2024/2025		Number of households electrified	Electrification of household at	Ward 07	95 households electrified at	No Target	No target	1 900 000	Nil	Nil	INEP

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
			Ramatjowe village		Ramatjowe village						
Tech-016-2024/2025	Electrical services	Number of households electrified	Electrification of household at Mangata village	Ward 08	135 households electrified at Mangata village	No Target	No target	2 648 000	Nil	Nil	INEP
Tech-017-2024/2025		Number of Designs for Electrification project developed	Design of Electrification Project at Molotone Village		1 design of electrification for Molotone village	No Target	No target	58 000	Nil	Nil	INEP
Tech-018-	Electricity Services	Number of Designs for	Design of Electrification	Ward 08	1 design of	No Target	No target	73 000	Nil	Nil	INEP

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
2024/2025		Electrification project developed	ion Project at Letheba Village		electrification for Letheba village						
Tech-019-2024/2025		Number of Designs for Electrification project developed	Design of Electrification Project at Boulast Village	Ward 14	1 design of electrification for Boulast village	No Target	No target	51 000	Nil	Nil	INEP
Tech 020-24/2025	Electrical Services	Number of Advance Metering Infrastructure (AMI) systems procured and installed	Procurement and Installation of AMI systems	Ward 1 & 10	1 AMI procured and installed	No Target	No Target	423 000	Nil	Nil	Own

Key performance area (KPA) 2:					Basic Services delivery						
Outcome 9:					Responsive, accountable, effective and efficient local government system						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key organizational strategic objective					To provide sustainable basic services and infrastructure development						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
Tech 021-24/2025	Environmental management	Number of compliant Landfill sites constructed	Construction of compliant Ramokgopa Landfill site Phase 1	Ward 3	Construction of compliant Ramokgopa Landfill site phase 1	Construction of Compliant Ramokgopa Landfill site phase 2	No Target	20 568 684,69	25 119 665,31	Nil	Own funding
Tech-OP-001 2024/2025	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Tech - OP-002-2024/2025	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Tech - OP-003-	Risk Management	Percentage of risk	Implementation of	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

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

4.3 COMMUNITY SERVICES

Key performance area (KPA) 2					Basic service delivery						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key Strategic Organizational objectives:					To promote social cohesion						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
COMM-001-2024/2025	Maintenance of public Amenities	Number of tennis courts renovated	Renovation of Mogwadi tennis court	Ward 10	1 tennis court renovated in Mogwadi Phase 1	1 tennis court renovated in Mogwadi Phase 2	1 tennis court renovated in Mogwadi Phase 3	200 000,00	209 200,00	218 614,00	Own funding
COMM-003-2024/2025	Maintenance of public Amenities	Number of Towns beautified	Beautification of Towns	Ward 1 & 10	1x Town beautified	1x Town beautified	1x Town beautified	200,000.00	209,200.00	218,614.00	Own funding
COMM-004-2024/2025	Traffic and Law Enforcement	Number of Traffic fines Management systems procured	Traffic Fines Management system	Municipal Wide	1x Traffic Management system procured	No Target	No Target	5 000 000	Nil	Nil	Own Funding

Key performance area (KPA) 2					Basic service delivery						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key Strategic Organizational objectives:					To promote social cohesion						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
Comm-OP-001 2024/2025	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Comm - OP-002- 2024/2025	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Comm - OP-003- 2024/2025	Risk Management	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Comm - OP-004- 2024/2025	Council resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

Key performance area (KPA) 2					Basic service delivery						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> Improving access to basic services 						
Key Strategic Organizational objectives:					To promote social cohesion						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
Comm - OP-005 2024/2025	AC resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

4.4 BUDGET AND TREASURY

Key Performance Area (KPA) 4:					Municipal Financial Viability and Management						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					• Responsive, Accountable, Effective and Efficient Local Government System						
Key Strategic Organizational Objectives					To Ensure Sound And Stable Financial Management						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
BNT-001-2024/25	Supply Chain Management	Number of Asset Verification systems procured and Installed	Procurement and Installation of the Asset Verification System	Municipal wide	1 Asset Verification System procured and Installed	No Target	No Target	800 000	Nil	Nil	Own funding
BNT-002-2024/25	Budget and Reporting	Number of Annual Financial Statements compiled	Compilation of Annual Financial Statements	Municipal Wide	1x Annual Financial Statements compiled for 2023/2024 financial year	No Target	No Target	1 200 000	Nil	Nil	Own funding

Key Performance Area (KPA) 4:					Municipal Financial Viability and Management						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					• Responsive, Accountable, Effective and Efficient Local Government System						
Key Strategic Organizational Objectives					To Ensure Sound And Stable Financial Management						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand			Source of funding
					2024/2025	2025/2026	2026/2027	(R)			
BNTOP-001-2024/25	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
BNTOP-002-2024/25	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
BNTOP-003-2024/25	Risk Management	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
BNTOP-004-2024/25	Council resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

Key Performance Area (KPA) 4:					Municipal Financial Viability and Management						
Outcome 9:					Responsive, Accountable, Effective and Efficient Local Government System						
Outputs:					<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 						
Key Strategic Organizational Objectives					To Ensure Sound And Stable Financial Management						
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand			Source of funding
					2024/2025	2025/2026	2026/2027	(R) 2024/2025	2025/2026	2026/2027	
BNTOP-005-2024/25	AC resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

4.5 MUNICIPAL MANAGER

Key Performance Area (KPA) 5:		GOOD GOVERNANCE & PUBLIC PARTICIPATION									
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System									
Outputs :		<ul style="list-style-type: none"> • Deepen democracy through a refined ward committee model • Administrative and financial capability 									
Key Strategic Organizational Objectives		<p>To ensure that institutional arrangements are transparent efficient and effective</p> <p>To ensure that good governance and public participation is sustained and enhances transparency and accountability.</p>									
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
MM-001-2024/25	Communications	Number of Events Management equipment procured	Procurement of Events Management Equipment	Municipal wide	100% of required events management equipment procured	100% of required events management equipment procured	No Target	200 000,00	200 000	Nil	Own funding
MM-002-2024/25	Special Focus	Number of youth support programmes coordinated	Coordination of Youth Support Programmes	2 Youth programmes coordinated	2 Youth programmes coordinated	2 Youth programmes coordinated	2 Youth programmes coordinated	209,800.00	219,450.80	229,326.09	Own funding
MM-003-2024/25	Special Focus	Number of women and children programmes coordinated.	Coordination of Women and Children programmes	Municipal wide	3 women and children programmes coordinated	3 women and children programmes coordinated	3 women and children programmes coordinated	339,876.00	355,510.30	371,508.26	Own funding

Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"> • Deepen democracy through a refined ward committee model • Administrative and financial capability 								
Key Strategic Organizational Objectives			<p>To ensure that institutional arrangements are transparent efficient and effective</p> <p>To ensure that good governance and public participation is sustained and enhances transparency and accountability.</p>								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
MM-004-2024/25	Special Focus	Number of disability programmes coordinated	Coordination of Disability programmes	Municipal wide	3 disability programmes coordinated	3 disability programmes coordinated	3 disability programmes coordinated	114,550.80	119,820.14	125,212.04	Own funding
MM-005-2024/25	Special Focus	Number of older persons programmes coordinated	Coordination of Older persons Support programmes	Municipal wide	3 older persons programmes coordinated	3 older persons programmes coordinated	3 older persons programmes coordinated	97,557.00	102,044.62	106,636.63	Own funding
MM-006-2024/25	Special Focus	Number of Local AIDs Council meetings coordinated	Coordination of Local Aids Council meetings	Municipal wide	4 Local Aids Council meetings coordinated	4 Local Aids Council meetings coordinated	4 Local Aids Council meetings coordinated	402,700.61	421,224.84	440,179.96	Own funding
MMOP-001-2024/25	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

Key Performance Area (KPA) 5:			GOOD GOVERNANCE & PUBLIC PARTICIPATION								
Outcome 9:			Responsive, Accountable, Effective and Efficient Local Government System								
Outputs :			<ul style="list-style-type: none"> • Deepen democracy through a refined ward committee model • Administrative and financial capability 								
Key Strategic Organizational Objectives			<p>To ensure that institutional arrangements are transparent efficient and effective</p> <p>To ensure that good governance and public participation is sustained and enhances transparency and accountability.</p>								
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
MMOP-002-2024/25	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
MMOP-003-2024/25	Risk Management	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
MMOP-004-2024/25	Council resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
MMOP-0005-2024/25	AC resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

4.6 CORPORATE SERVICES

Key Performance Area (KPA) 6:				Municipal Transformation and Organizational Development							
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System							
Outputs:				<ul style="list-style-type: none"> Administrative and financial capacity 							
Key Strategic Organizational Objectives				Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees Ensure administrative support to municipal units through continuous institutional development and innovation							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in Rand (R)			Source of funding
					2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027	
COR P-001-2024/2025	Administration	Percentage of required office furniture items procured	Procurement of Office Furniture	Municipal wide	100% of required furniture items procured	100% of required furniture items procured	No Target	200 000,00	400 000	Nil	Own funding
COR P-002-2024/2025		Number of municipal buildings deployed with Security personnel	Provision of Security services	Municipal wide	Provision of 24/7 security services in 18 municipal buildings	Provision of 24/7 security services in 18 municipal buildings	Provision of 24/7 security services in 18 municipal buildings	9,429,616.45	9,863,378.81	10,307,230.86	Own funding
COR P-003-2024/2025	ICT	Percentage of required ICT equipment procured	Procurement of required ICT equipment	Municipal wide	100% of required ICT equipment procured	No target	No target	1 000 000	Nil	Nil	Own funding

Key Performance Area (KPA) 6:				Municipal Transformation and Organizational Development							
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System							
Outputs:				<ul style="list-style-type: none"> Administrative and financial capacity 							
Key Strategic Organizational Objectives				Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees Ensure administrative support to municipal units through continuous institutional development and innovation							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in			Source of funding
					2024/2025	2025/2026	2026/2027	Rand (R)			
								2024/2025	2025/2026	2026/2027	
COR P-004-2024/2025	Human Resource Management	Number of Councillor Training Programmes coordinated	Training of Councillors	Municipal wide	3 Councillor Training Programmes coordinated	3 Councillor Training Programmes coordinated	3 Councillor Training Programmes coordinated	314,700.00	329,176.20	343,989.13	Own funding
COR P-005-2024/2025		Number of Employee training programme coordinated	Training of Employees	Municipal wide	3 Employee Training programmes coordinated	3 Employee Training programmes coordinated	3 Employee Training programmes coordinated	314,700.00	329,176.20	343,989.13	Own funding
Com-OP-001-2024/2025	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

Key Performance Area (KPA) 6:				Municipal Transformation and Organizational Development							
Outcome 9:				Responsive, Accountable, Effective and Efficient Local Government System							
Outputs:				<ul style="list-style-type: none"> Administrative and financial capacity 							
Key Strategic Organizational Objectives				Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees Ensure administrative support to municipal units through continuous institutional development and innovation							
IDP Ref no	Priority area (IDP)	KPI	Project Name	Location	MTREF Targets			MTREF Budget in			Source of funding
					2024/2025	2025/2026	2026/2027	Rand (R)			
Corp-OP-002-2024/2025	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Corp-OP-003-2024/2025	Risk Management	Percentage of risk register implemented	Implementation of Risk register	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Corp-OP-004-2024/2025	Council resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding
Corp-OP-005-2024/2025	AC resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	Municipal wide	100%	100%	100%	Opex	Opex	Opex	Own Funding

6. INTEGRATION PHASE

As outlined above the Integrated Development Plan seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government. The development agenda of Molemole Municipality is to be understood and carried into the ambit of the broader international, national, provincial and district agenda.

Section 24 (1) and (2) of the Municipal Systems Act provides the legislative framework for the enhancement of co-operative governance in municipal planning. The Act states the following:

- “(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in section 41 of the Constitution.
- (2) Municipalities must participate in national and provincial development programmes as required in Section 153(b) of the Constitution.”

Molemole municipality involved Capricorn District Municipality, Limpopo COGHSTA, and Limpopo department of education, public works, Transport during the IDP review process to ensure we keep to the spirit of intergovernmental alignment both horizontally and vertically. This section of the IDP will outline the short and long-term investments of the district, provincial and national spheres of government on infrastructure development and service improvements within our municipal space. The other spheres of government were interacted with during the Municipal IDP Representative Forum sessions, IDP public participation drives and the Management/Council Strategic planning sessions. The municipality had also participated in the forums organized by the spheres of government in order to understand their short to long-term infrastructure investments within Molemole space. These investment commitments are outlined below

CDM INFRASTRUCTURE SERVICES DEPARTMENT: 2023/2024 – 2024/2025 PROJECT LIST AND MTERF BUDGET

AND TARGETS

TARGETS

Project Number	Project Name	Project Description (Major activities)	Location (Ward No. & Coordinates)	Key Performance Indicator	MTERF Targets			MTERF Budget R			Source of Funding	Implementing Agent	EIA/ BAR/ EMP
					2023/24	2024/25	2025/26	2023/24	2024/25	2025/26			
INFR-38	Phasha Water Supply	Development of specification and Construction of Water supply project	Molemole Ward 3	Number of project specification developed and Percentage construction of water supply project	1 project specification developed	30% construction of water supply project	100% construction of water supply project	2 609 000	8 696 000	17 391 000	MIG	CDM	BAR
				Number of households with water access		0 households with water access	746 households with water access						
INFR-39	Sefene Water Supply	Development of specification and Construction of Water supply project	Molemole Ward 7	Number of project specification developed and Percentage construction of water	6 project specification developed	20% construction of water supply project	50% construction of water supply project	4 348 000	8 696 000	26 087 000	MIG	CDM	BAR

Project Number	Project Name	Project Description (Major activities)	Location (Ward No. & Coordinates)	Key Performance Indicator	MTERF Targets			MTERF Budget R			Source of Funding	Implementing Agent	EIA/ BAR/ EMP
					2023/24	2024/25	2025/26	2023/24	2024/25	2025/26			
				supply project Number of households with water access		0 households with water access	0 households with water access						
INFR-40	Ratsaka Water Supply	Construction of Water supply project	Molemole Ward 1	Percentage construction of water supply project Number of households with water access	80% construction of water supply project. 0 households with water access	100% construction of water supply project. 900 households with water access	None	17 454 000	17 454 000	Nil	MIG	CDM	BAR
INFR-41	Rosenkrantz Water Supply	Construction of Water supply project	Blouberg LM Ward 22	Percentage construction of water supply project	80% construction of water supply project. 0 households with water access	100% construction of water supply project. 746 households with water access	None	11 679 000	11 679 000	Nil	MIG	CDM	BAR
				Number of households with water access	0 households with water access	746 households with water access							
TOTAL BUDGET: WATER PROJECTS: MOLEMOLE LOCAL MUNICIPALITY								36 090 000	46 525 000	43 478 000			