

# INTEGRATED DEVELOPMENT PLAN



#### VISION

**“Provision of affordable and sustainable services through community participation”**

#### MISSION

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

#### VALUES

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

## Contents

I.	Foreword by Mayor .....	5
II.	Executive Summary .....	6
A.	Preparatory Phase .....	7
1.	Planning Process .....	7
2.	Institutional Arrangements/Roles and Responsibilities .....	7
3.	Process Overview: Steps and Events .....	11
4.	Self Assessment of the Planning Process .....	13
5.	Alignment of Molemole Strategic Objective with Local Government 5 Year Agenda. ....	16
6.	Policy and Legislative Framework .....	20
7.	Performance Management System .....	25
8.	Expanded Public Works Programme .....	26
9.	Limpopo Employment, Growth and Development Plan .....	27
10.	National Spatial Development Perspective .....	27
11.	Millenium Development Goals .....	27
B.	Analysis Phase: Current Reality .....	28
1.	Demographic Analysis .....	28
2.	Social Analysis .....	41
3.	Economic Analysis .....	43
4.	Spatial Analysis .....	47
5.	Land Analysis .....	50
6.	Housing .....	53
7.	Infrastructure Analysis .....	53
8.	Environmental Analysis .....	60
9.	Institutional Analysis .....	64
10.	Financial Viability .....	67
11.	In – depth Analysis .....	69
12.	Municipal Priority Issues .....	70
C.	Strategic Phase .....	71
1.	Electoral Mandate .....	71
2.	Vision .....	74
3.	Mission .....	74
4.	Values .....	74
5.	Developmental Objectives .....	74
6.	Objectives and Strategies for each Priority Issue .....	75
D.	Projects .....	90
E.	Integration .....	111
F.	Annexure	
1.	Organizational Structure .....	112
2.	Budget .....	117

## **Foreword by the Mayor**

Building synergies and coordination in Molemole Municipality is the hallmark of our endeavors to achieve institutional effectiveness and efficiency. As we celebrate ten years of our democratic local government dispensation, the citizens of Molemole require us to build the kind of administrative architecture that is responsive and orientated towards meeting their needs and aspirations as enshrined in Constitution and related pieces of legislation. The 2011/12 IDP document therefore serves as a basis upon which the municipality and the office of the Mayor in particular can implement endeavors towards achieving the strategic objective for a better life for all.

It should always be borne in mind that the office of the Mayor occupies a central position within the communities of Molemole. Its mandate arises from the country's Constitution, local government legislative frameworks, and other statutory provisions, national and provincial policy provisions and Council resolutions. The Office is therefore positioned to provide professional support to all municipal and community-based structures that in turn render services to the people of Molemole in a consistent and sustainable manner in line with our vision and mission.

To make local government work better for our communities requires effective cooperation and strong support by all key stakeholders within our municipality. To this end, active participation all sector departments at all levels, community – based structures and civil society organisations is paramount.

Community participation in the structures of local government therefore needs to be strengthened beyond what is happening in many areas. Consequently, Molemole Municipality is working towards ward committees that are better resourced, more powerful and taken seriously by municipalities.

In pursuing all of these goals, the Office of the Mayor is mindful of the overall imperatives which the municipality must overcome in order to generate higher levels of domestic and foreign investment, as well as expanding economic ownership to historically disadvantaged individuals and entities. For us sustainable development cannot be achieved without equitable development, hence our pay-off line, *“Kopano ke maatla, go aga sechaba se kaone.”*

**M.M. Mohale**  
**Mayor**

## 1. EXECUTIVE SUMMARY

The 2011- 2014 IDP is developed at a time when the entire World is still going through a recession. Within the current economic climate it is inevitable that Molemole municipality, like all other municipalities in South Africa, would face fiscal constraints. Even under normal circumstances, in any given year, resource requirements are generally larger than the revenue resource envelope can accommodate. The effects of the recession still prevail in the municipality with revenue collection suppressed and economic growth slow. As a result, some difficult choices have to be made around what could and could not be financed in the 2011-2014 MTEF.

Resource constraints can, however, also support positive effects. They provide the opportunity to instil a culture of discipline in spending, foster innovation and encourage achieving more with limited means. This implies that only the most deserving projects or programmes are funded from the budget. In determining such projects and programmes, a range of issues should be taken into consideration, including better alignment of the proposed projects with the District, Provincial and National Governments Policy priorities, and more vigilant and robust planning and monitoring of programmes and projects. The outcomes based approach to budgeting, as adopted by the Municipality; encompass a new approach to planning, budgeting and monitoring of service delivery. Through the identification of outcomes and the monitoring of related chain of inputs-activities- outputs the municipality will focus on the end product of service delivery.

According to Community Survey, Stats SA 2007, 49% of the households in Molemole municipality are living below the bread line. Currently 13 648 people earn less than R800 per month well below the minimum subsistence income for households to survive in Limpopo which is considered to be R15 600 per year or R1 300 per month. The situation depicted by the statistics indicates a high rate of indigents within the municipal boundaries. Provision of basic services to 27 296 households in the Municipality will be carried out in an attempt to meet the basic needs of the population. To date, DWA 2008, 24869 households have access to water, which represent 80, 7% of the total households. In terms of Municipal data (Cogta, 2008), 21 837 Indigents received FBW. Provision of sanitation is still a challenge in the municipality. However, the provision of sanitation has improved from 4545 households in 2007, Stats SA to 5 407 households in 2008, Municipal Source, (Cogta). The aim of providing 100% of the households with electricity connection by 2014 will be realised. At the moment 25 849 households, representing 84, 0 have access to electricity. The municipality endeavours to extend basic services, notably water, refuse, electricity and refuse removal, to 100% of the households by 2014.

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

### **1.1 INTEGRATED DEVELOPMENT PLANNING**

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

The constitution of South Africa, 1996, puts into place a new dispensation, recognizing government as comprising of 3 distinctive spheres, namely the national, provincial and local spheres. Each of the three spheres of government has specified roles, powers and functions. Local government, in the form of municipalities, is a key role player in the development process of the country. Municipalities use integrated development planning as one of the key tools in enabling

them to cope with their new developmental role. Integrated development planning is a core function of municipalities, which will culminate in decision on issues such as poverty eradication, municipal budgets, land management, local economic development, job creation and the promotion of reconstruction and development in a strategic manner.

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

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

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

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

Capricorn District Municipality's role is to provide support to its local's and facilitate the

compilation of a framework which will ensure both co-ordination and alignment.

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

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

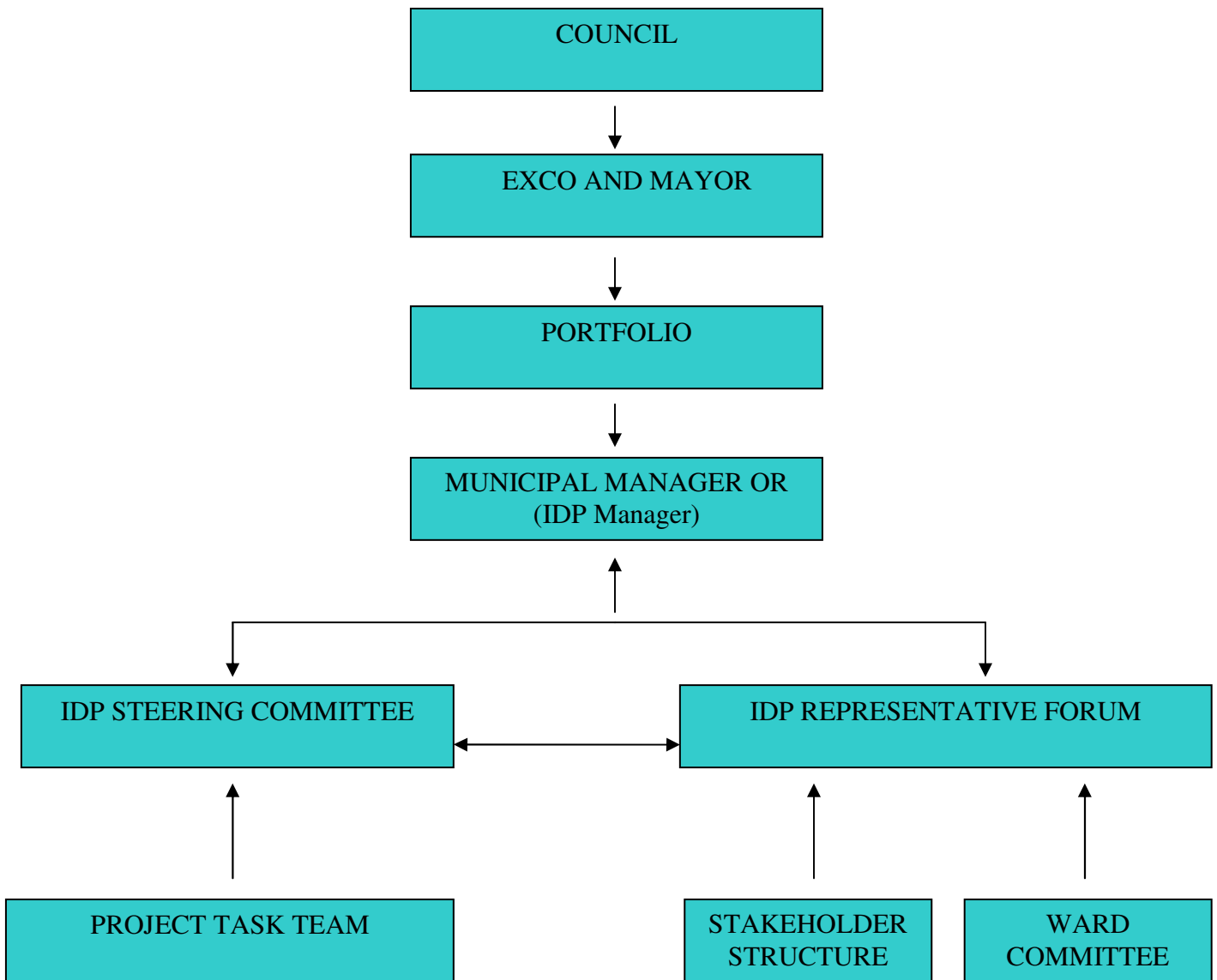
Molemole residents/community and stakeholders (civil society) including traditional leaders. Their role is to represent interests and contribute knowledge and ideas in

the planning process by participating in IDP Rep Forums and conducting meeting with communities to prepare for relevant planning activities.

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

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

**Figure 1. Molemole Municipality Institutional arrangement**





### **3. PROCESS OVERVIEW: STEPS AND EVENTS**

#### **i. OVERVIEW**

Molemole Municipality's review process is undertaken annually on an ongoing basis therefore providing a framework for forward planning. The review process is informed by changing circumstances in terms of service delivery. The review is also undertaken annually in accordance with the municipality's assessment of its performance measurements in terms of section 41. The Municipality may also amend its integrated development plan in accordance with a prescribed process plan.

The IDP is reviewed in terms of a process plan which is aligned to the District framework. The process plan outlines how the municipality will undertake the review process. It also ensures alignment with the District IDP and other local municipalities in the District, organizational arrangements, and mechanisms for public participation and set time frames for review activities.

#### **ii. IDP REVIEW ACTIVITIES/PROCESS**

The IDP review process follows five critical phases, namely, analysis, strategies, projects, integration and approval phases. It is imperative that the review process consider the MEC's comments based on the IDP assessment findings. The review process also involves conducting an analysis of the socio-economic status, developing strategies to address community priority needs, formulate projects within the priority areas identified, integration of plans from different sectors within the municipal area culminating into the approval of these plans by the municipal council as well as other stakeholders. Consultation with stakeholders through public participation meetings, the IDP representative forum and management committee meetings form an important part of the review process.

**The Municipality formulated and adopted an IDP/Budget schedule to serve as a guide to all activities related to the review process**

<b>Activity</b>	<b>Dates</b>	<b>Responsibility</b>
Approval of IDP/Budget process plan	25 August 2010	Council
Review organizational performance on IDP/Budget	August 2010	Management
CBP Appointment of ward facilitators	September	IDP Manager
Training of ward facilitators	September	IDP Manager
Exco define priority areas to guide IDP review.	September 2010	Mayor
Establishment of forums/committees for budget consultations.	September 2010	Municipal Manager
Review financial performance	October 2010	CFO/MM

<b>Activity</b>	<b>Dates</b>	<b>Responsibility</b>
and position.		
Completed Analysis Phase	October 2010	Council
Submission by departments for budget adjustment	December 2010	All departments
Review of Strategies	December 2010	Council
Consider budget adjustment	January 2011	Exco & Management
Approval of budget adjustment	January 2011	Council
Formulate Projects	February 2011	Council
Tabling of Draft IDP & Budget	30 March 2011	Mayor
IDP Steering committee	Monthly	Municipal Manager
IDP Representative Forum	Per Phase	Mayor
IDP/Budget public participation	April 2011	Exco & Management
Publish and distribute Budget & IDP	April 2011	Management
Invitation of comments on the IDP/Budget	April 2011	MM
Consider inputs made by the community	April 2011	Budget portfolio committee and council
Strategic planning	April 2011	Municipal Manager
Consideration of 2 <sup>nd</sup> draft budget/IDP	April 2011	EXCO
Approval of IDP/Budget	28 April 2011	Council
To MEC for local government Submission of A number of training sessions for both councilors and officials were conducted which proved to be empowering. Both the councilors and officials are able to contribute meaningfully to the development of the IDP.  approved IDP	May 2011	Municipal manager
SDBIP submitted to the Mayor	May 2011	Municipal Manager
Approval of SDBIP	Mayor	Mayor
Submission of approved budget to National and province treasury of SDBIP	June 2011	Municipal Manager
Publication of SDBIP	June 2011	MM

### **iii. GAPS IN THE REVIEW PROCESS**

- Non adherence to IDP/Budget process plan
- Poor engagement of sector department with the IDP process.
- Inadequate financial resources for the implementation of the IDP
- Lack of monitoring IDP implementation.

## **4. SELF ASSEMENT OF THE PLANNING PROCESS**

The municipality held a series of public participation meetings. More than 2000 people attended the ward based meetings and the IDP representative forums. The municipality also introduced Community Based Planning in order to maximize participation by ordinary communities. This bottom-up planning approach accords people the opportunity to express their needs. CBP is designed to promote community action and make the Integrated Development Plan of the municipality people centered.

### ***Successes***

- ✓ There was a generally high turnout and participation to all planning sessions by community members.
- ✓ Community Based Planning has given an opportunity to communities to engage in own planning and budgeting.

### ***Challenges***

- ✓ Poor attendance in some wards of the CBP meetings.
- ✓ Inadequate human resources to assist in the implementation of CBP

## **a) COMMUNITY BASED PLANNING PRIORITIES**

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

### **Secure living conditions**

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

### **Financial Security**

- LED
- Water
- Sanitation
- Roads
- Education and skills
- Healthy lifestyle

- Health facilities
- Sanitation
- Water

- Roads
- HIV/AIDS

### **Educated People**

- Education services
- Skills development services
- Jobs and dignity

### **Good Governance**

- Institutional Development
- Public participation
- Revenue generation

### **Dignity**

- Environment and Waste Management
- Sanitation
- Education

## B. Strengths, Weaknesses, Opportunities and Threats

STRENGTHS	WEAKNESSES
1. CAPABLE STAFF	1. LACK OF TEAMWORK - DEPTS. WORKING AS INDEPENDENT ENTITIES
2. LAND AVAILABILITY	2. LACK OF COMMITMENT
3. STRATEGIC LOCATION	3. LACK OF PERFORMANCE APPRAISAL FOR INDIVIDUAL EMPLOYEES
4. RAIL NETWORK	4. INABILITY TO CASCADE STRATEGIC PLAN TO LOWER LEVEL EMPLOYEES. LACK OF COMMUNICATION WITH LOWER-LEVEL STAFF
5. POTENTIAL RESIDENTIAL DEVELOPMENT	5. LACK OF LONG-TERM INFRASTRUCTURE PLANS
6. ATTRACTION BY DENDRON SECONDARY??	
7. CONSTRUCTIVE ENGAGEMENT WITH TRADITIONAL OFFICES	
8.	
THREATS	OPPORTUNITIES
1. TOO MUCH DEPENDENT ON GRANTS THAN OWN REVENUE	1. AGRICULTURAL POTENTIAL
2. RESISTANCE OR UNWILLINGNESS TO PAY FOR SERVICE BY RATEPAYERS	2. MINERAL DEPOSITS
3. SLOW PACE FOR ERADICATING BACKLOGS	3. TOURIST ATTRACTIONS – TROPIC OF CAPRICORN, GAME RESERVES
	4. AGROPROCESSING

### C) TURNAROUND STRATEGY

Municipalities in South Africa have contributed significantly to the achievement of a number of social and economic development advances since the advent of new democratic municipal dispensation in December 2000. The majority of our residents have increased access to a wide range of basic services and more opportunities have been created for their participation in the economy. However, a number of service delivery and governance problems have been identified.

The municipality has been identified as a pilot for the turnaround strategy. A number of meetings were convened in order to come up with the turnaround, as shown below:

<b>Outcomes</b>	<b>Current baseline</b>	<b>Output</b>	<b>Activities</b>	<b>Responsible Department</b>
<b>Institutional Transformation and Good Governance</b>				
Public Participation: Ensure that communities and other interest groups fully participate in IDP processes.	No support staff to the Speaker's office.	Speaker's office fully staffed with personnel dealing with public participation matters.	Expedite employment of support staff for the Speaker's office. Ensure ward committees are functional.	Corporate Services.
Improved communication and public participation.	No formalized public participation and communication process.	Effective communication and flow of information.	Designate an official to record all imbizos.	Municipal Manager
<b>Local Economic Development</b>				
Increased economic growth and development.	No Local Economic Development (LED) strategy.	Approved and adopted LED strategy.	Economic potential analysis study. Implementation of LED programmes and projects.	LEDP
	Limited funding.	Number of projects funded by the municipality.	Increase budget allocations. Monitoring and	LEDP

			evaluation.	
Improved service delivery.	Limited funding.	Value of investment in LED projects.	Prepare bankable projects or business cases. Host investor conference or summit for the municipality.	LEDP.
<b>Financial Viability</b>				
Revenue enhancement.	Revenue enhancement strategy developed but not yet implemented.	Review the current strategy.	Extend services, including rating to rural communities. Inclusion of business properties in villages in the supplementary valuation roll. Data cleansing. Review and implement revenue enhancement strategy.	Budget and Treasury.
Debt management.	Integrity of information is inadequate.	Reduction of debt account by 20%.	Public awareness for service payment. Appointment of debt collectors. Debt recovery from other spheres of government.	Budget and Treasury.
Cash – Flow management	Poor cash-flow problems as budget is not spent as approved. Weak control and Oversight role by council on financial matters. Bank reconciliations poorly done.	Reconciled cash – flow.	To enforce internal control measures. Development and implementation of cash management policy. Council to improve oversight role. Monthly bank reconciliation.	Budget and Treasury.

	Unauthorized expenditures.			
Repairs and maintenance provision.	No repair and maintenance plan. Ageing infrastructure challenge. Insufficient budget for maintenance.	Repairs and maintenance plan approved.	Develop repair and maintenance plan to inform budget requirements.	All Departments.
Clean Audit	Disclaimer status currently. Issues: Property, Plant Equipment Bank reconciliation Insufficient supporting documents.	Action plan developed.	Develop and implement action plan.	Budget and Treasury.



## **d) MEC COMMENTS 2009/2010 IDP ASSESSMENT REPORT**

Molemole Municipality considered the MEC's comments and resolved to develop an action plan to address issues raised by the report.

The following actions and planned interventions are to be undertaken in response to the IDP Assessment report:

- Develop sector plans, namely, LED strategy, Municipal Institutional Development plan, 5 year Investment plan, Municipal Infrastructure Investment plan and Housing Chapter.
- To review the SDF and strengthen the IGR forums.

### **5. Alignment of Molemole's strategic objective with local government 5 year agenda**

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

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

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

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

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

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

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

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

- Revenue Generation
- Asset Management
- Valuation Roll

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

- Public participation
- Ward committees
- Institutional arrangements

## **KPA6: Spatial Planning and Land Use**

- Eradication of apartheid space
- Equitable access to land
- Ensure full ownership and rights in land especially for the marginalised groups
- Reverse disorderly spatial patterns
- Promote integrated land use management
- Identify spatial priorities and places where public-private partnerships are possible

## **6. POLICY AND LEGISLATIVE FRAMEWORK**

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

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

### **6.1 Constitution of the Republic of South Africa 108 of 1996**

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

Section 152 of the Constitution, mandates that local government should provide democratic and accountable government for local communities. It should ensure the provision of services to

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

## **Sec 24 of the constitution says that everyone has the right –**

- (a) to an environment that is not harmful to their health and their well-being;
- (b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that –
  - (i) prevent pollution and ecological degradation
  - (ii) promote conservation, and
  - (iii) Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

## **6.2 Development Facilitation Act 67 of 1995**

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

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

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

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

- Listening to their views and taking account of them in making decisions about what service are to be provided;
- Treating them with consideration and respect;
- Making sure that the promised level and quality of service is always of the highest standard.

Respond swiftly and sympathetically when standards of service fall below the promised standards.  
In giving effect to the notion of treating the recipients of government services as customers, the White Paper articulates that public sector, including the local government sphere, should be governed by the following ethos (principles).

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

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

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

Courtesy: Citizens should be treated with courtesy and consideration.

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

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

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

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

## **6.4 White Paper on Local Government 1998**

The White Paper on Local Government (1998) views the Integrated Development Planning as a way of achieving developmental government. The Integrated Development Planning intends to:  
Ensure integration between sectors with local government;  
Enable alignment between provincial and local government and  
Ensure transparent interaction between municipalities and residents, making local government accountable. (RSA, 1998: 18).

## **6.5 Municipal Systems Act 32 of 2000**

The Act regulates the Integrated Development Planning. It requires the municipality to undertake developmentally oriented planning so as to ensure that it strives to achieve the object of local

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

government set out in sections 152 and 153 of the Constitution. Section 25 (1) requires the Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links integrates co-ordinates and takes into account proposals for the development of the municipality;
- aligns the resources and capacity of the municipality with the implementation of the plan;
- forms the policy framework and general basis on which annual budgets must be based;
- complies with the provisions of Chapter 5, and
- Is compatible with national and provincial department plans and planning requirements influencing on the municipality in terms of legislation.

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

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

and

- The key performance indicators and performance targets determined in terms of section 41.

## **6.6 Municipal Finance Management Act 56 of 2003**

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

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

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

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

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

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

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

### **6.8 Inter-governmental Relations Framework Act 13 of 2005**

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

establishes structures and processes that enhance intergovernmental planning and monitoring processes for local, provincial and national spheres of governance.

### **6.9 National Environmental Management Act (Act 107 of 1998).**

Section 2 of NEMA contains important and extensive National Environmental Management Principles, which apply to the ‘actions of all organs of state that may significantly affect the environment’. These principles must guide decisions under NEMA or any statutory provision concerning the protection of the environment.

### **6.10 National Environmental Management Act: Air Quality Act (Act 39 of 2004)**

According to the Act, the national, provincial environmental departments and local authorities are separately and jointly responsible for the implementation and enforcement of various aspects of the Air Quality Act. Each of these spheres of government is obliged to appoint an air quality manager and to co-operate with each other and co-ordinate their activities through mechanisms provided for in the National Environmental Management Act.

### **6.11 National Environmental Management Act: Waste Act (Act 59 of 2008)**

In fulfilling the rights contained in section 24 of the Constitution, the State, through the organs of state responsible for implementing this Act, must put in place uniform measures that seek to reduce the amount of waste that is generated and, where waste is generated, to ensure that waste is re-used, recycled and recovered in an environmentally sound manner before being safely treated and disposed of.

## 6.12 Local Agenda 21 (LA 21)

Local Agenda 21 also provides a framework for implementing these constitutional duties of local government. One of the key principles of Local Agenda 21 is integration of ecological thinking into all social and economic planning. This was also recognized by the Reconstruction and Development Programme (RDP), which stated that, “Development strategies must incorporate environmental consequences in the course of planning”.

The above necessitates integration of environmental issues in our IDP.

## 7. Performance Management System

Molemole municipality adopted a performance management system in line with the MSA32 of 2000 chapter 6 A municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players. It is critical that political leadership, managers and staff be involved in ensuring that the municipality embraces performance management practices. The following factors needs to be taken into consideration when starting to implement the IDP:

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

## 8. Expanded Public Works Programme

The municipality resolved to embark on intensified expanded programme through its short –to – medium budget term. The aim of the programme is to alleviate and reduce unemployment and also provide training to employees. EPWP puts a lot of emphasis on learnerships and emerging local contractors on Labour intensive construction (LIC) method in carrying out some tasks on construction of roads, storm water, sewers, building works and electricity projects implementation.

## 9. Limpopo Employment, Growth and Development Strategy (LEGDS)

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

### **The LEGDS is premised on the following programmes:**

- Creation of decent work and sustainable livelihoods
- Improving the quality of life
- Rural development and food security,
- Raising the effectiveness and efficiency of government

## 10. National Spatial Development Perspective (NSDP)

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

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

- **Principle 1:** Rapid economic growth that is sustained and inclusive as a pre- requisite for the achievement of other policy objectives, among which poverty alleviation is key.
- **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens, e.g. water, energy, health etc.
- **Principle 3:** Government spending on fixed investment should be focused on localities of economic growth and economic potential in order to gear up private – sector investment, to stimulate sustainable economic activities’
- **Principle 4:** Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of these localities.



- **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are

adjacent to or that link the main growth centers. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa

## 11. Millennium Development Goals

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

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

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

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

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

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

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

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

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

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

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

### **1. Location of Molemole**

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

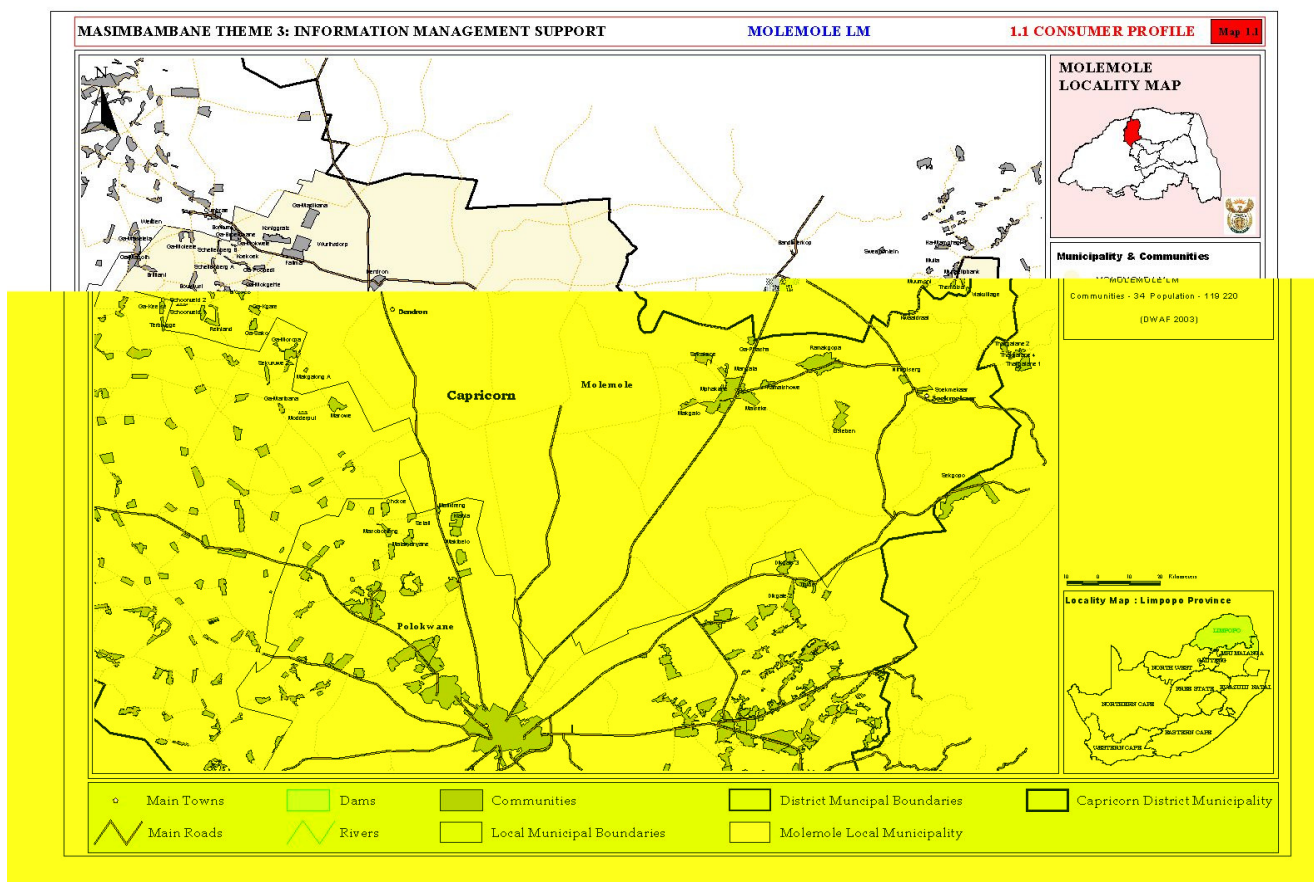
Molemole Municipality covers an area of 3,347 km<sup>2</sup>. The municipality is bordered to the south by Polokwane Municipality, to the North West by Blouberg Municipality, to the south east by greater Letaba Municipality and to the north by Makhado Municipality. Molemole Municipality forms part of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

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

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

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

Figure 2: A map showing locality of Molemole Municipality within Limpopo Province



Source: CDM GIS System

### 1. Demographics

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

However, the 2007 Stats SA Community survey show a total population for Molemole to be 100 404. A total of 27 296 households' lives in Molemole and the average households size is 6 persons.

**Table 1: Population figures in Molemole municipality**

Molemole Municipality	Population	No. of Households	Average Household Size
2001	109 445	28 923	4
2007	100 404	27 296	6

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

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

The municipality will use the Census Information 2001, Stats SA Community Survey (CS) 2007, Stats SA General Household Survey (GHS) 2008, Department of Water and Environmental Affairs (DWEA) 2008 and Municipal Source (COGTA) 2009, for planning purposes and to reflect the backlogs.

## 1.1 Age and gender distribution

Table 2 indicates that the majority of the population in Molemole Municipality is in the age group of 0 – 19 years, which is made up of 52 486 children. Almost 50 percent of Molemole’s population falls into this category. The statistic indicates a relatively high future population growth for the municipality. It is important to note that the majority in this age group are Female (27 659), compared to Male’s (24 882). The age group 20 – 39 comprise of 24 229 people. The next age category 40 – 59 is made up by a mere 13 992 individuals. The last age category 60 – 85+ is

made up of fewer people (9 670). The prospects of a growing population have implications for planning such as, provision of social, and health and welfare infrastructure.

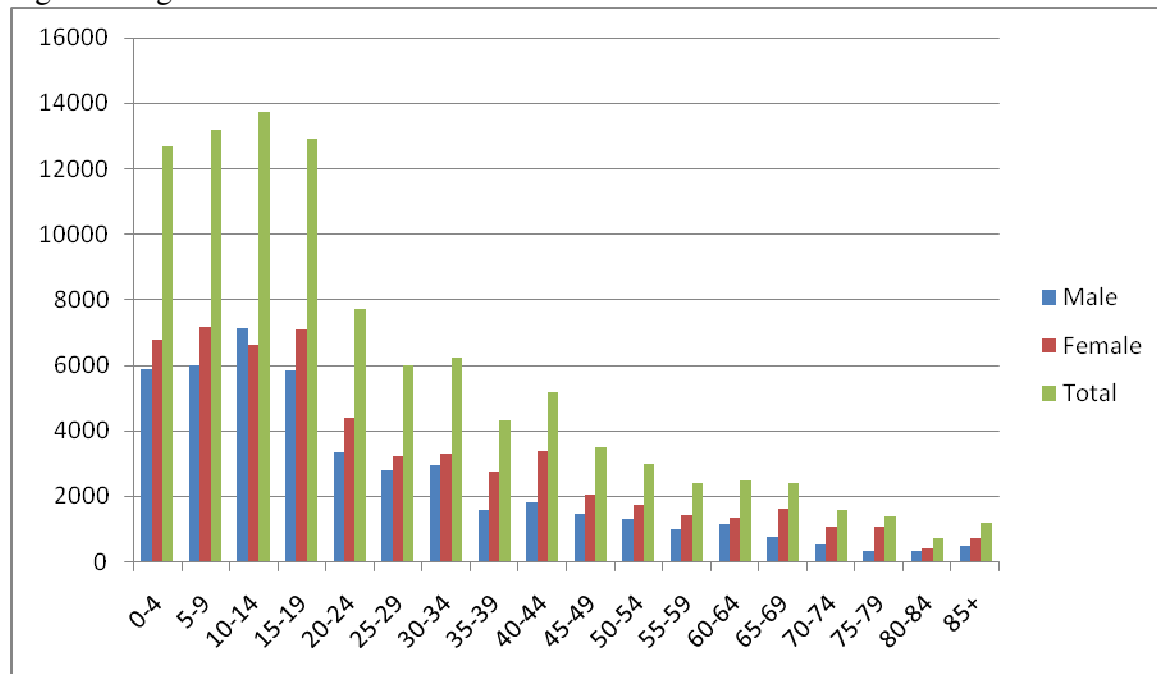
Table 2 shows a Male/Female ratio that is normal. Females are in the majority in most of the age groups. The male: female ratio indicates a high male absenteeism which suggests that a significant number of males in Molemole Municipality are working in other provinces, such as Gauteng, to earn an income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

**Table 2: Age Distribution by Gender**

Age Group	Male	Female	Total
0-4	5 880	6 779	12 659
5-9	6 001	7 177	13 178
10-14	7 134	6 604	13 738
15-19	5 812	7 099	12 911
20-24	3 338	4 364	7 702
25-29	2 774	3 215	5 989
30-34	2 928	3 303	6 231
35-39	1 570	2 737	4 307
40-44	1 794	3 362	5 153
45-49	1 436	2 036	3 499
50-54	1 272	1 717	2 989
55-59	981	1 394	2 375
60-64	1 128	1 340	2 468
65-69	762	1 615	2 377
70-74	493	1 074	1 567
75-79	323	1 056	1 379
80-84	308	399	707
85+	451	721	1 172

**Source: Community survey, 2007, (Stats SA)**

Figure 3: Age and Gender Distribution in Molemole



Source: Stats SA, Community Survey, 2007,

## 1.2 Population per Race

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

**Table 3: Population densities for various racial groups**

RACE	2001	2007
<b>Black</b>	107 618	99 765
<b>Coloured</b>	30	-
<b>Indians or Asians</b>	93	-
<b>Whites</b>	1 704	693
<b>TOTAL</b>	10 9 445	104 404

Source: Community survey 2007, (Stats SA)

### 1.3 Dependency ratio

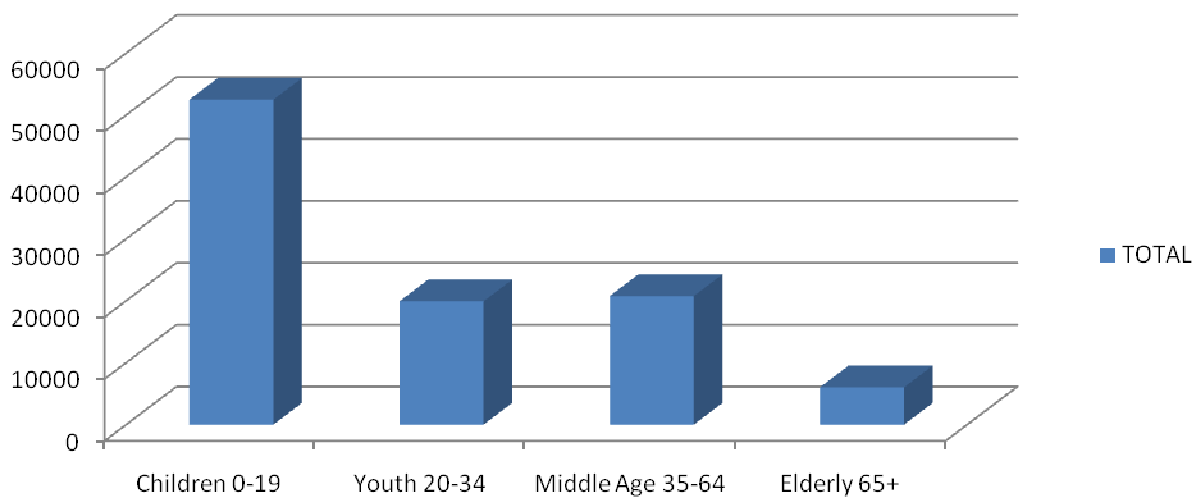
Table 4 below show that 53% of Molemole’s population is under the age of 20 and 6% comprised of the elderly. The statistics indicates that majority of the population, 59% is dependent on the income of others. The fact that 73% of the population comprise of age categories 0 – 34 indicate prospects of a growing population.

**Table 4: Dependency ratio in Molemole Municipality**

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

Source: Community Survey 2007, (Stats SA)

Figure 4. Dependency Ratio for Molemole municipality



## 1.4 Level of education

Table 5 shows the level of education within the municipality. At least 15, 6% of the population in the municipal area has no formal education at all, (Community survey, 2007, Stats SA). Majority of the population, 67, 8%, has a limited education of less than Grade 12. These people thus face restrictions in terms of employment opportunities, income levels and upward mobility. In most cases they are unable to acquire the necessary skills likely to give them access to better work opportunities. The municipality in partnership with stakeholders needs to intensify the back to school campaign and other campaigns aimed at improving the level of education. The municipality may

consider facilitating for the establishment of FET College as an option for maximizing opportunities for a number of school leavers with an education of less than grade 12. The trend if left unchecked could breed future indigent's, criminals and dependency syndrome.

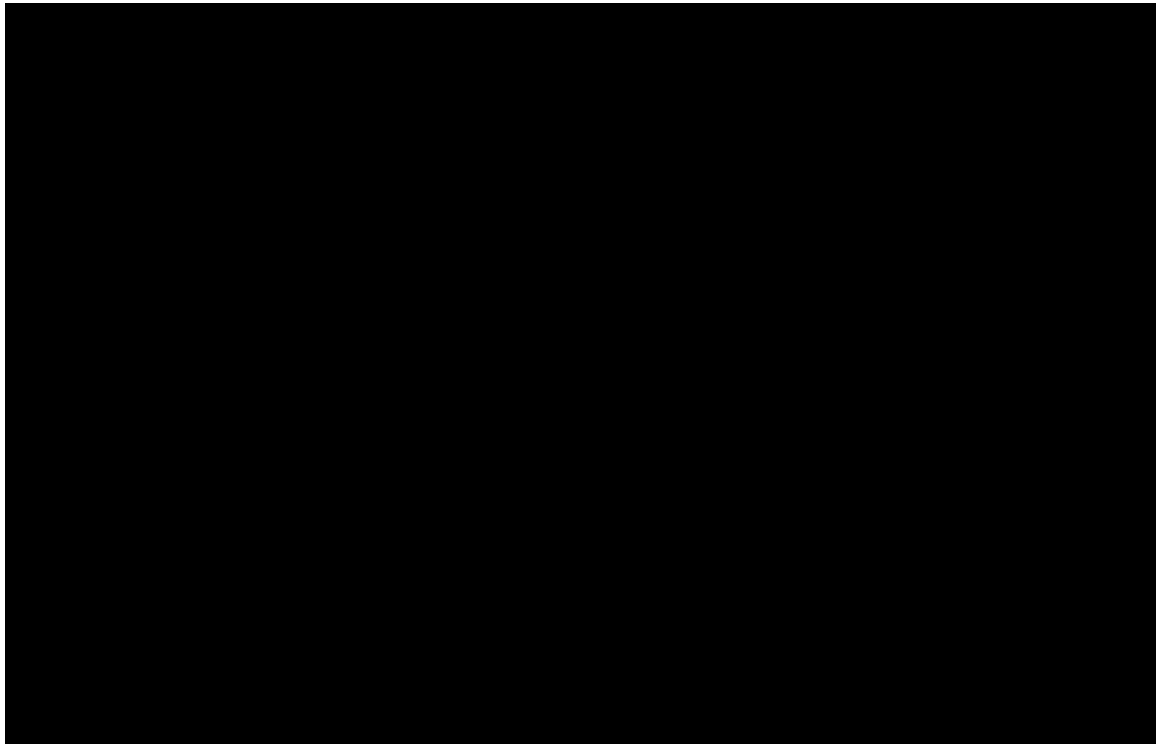
The consistent sterling performance over the years of schools within Molemole, in particular Dendron High School is recognized and appreciated. The good performance by schools within the municipality serves as an inspiration for the facilitation for the establishment of an FET college.

**Table 5: Level of Education**

Category	2001	Percentage	2007	Percentage
No Schooling	23 293	24.0	13 650	15.6
Some Primary Education	31 941	32.8	27 084	30.9
Completed Primary School	6 799	7.0	5 836	6.7
Some Secondary Education	25 288	26.0	26 531	30.2
Completed Secondary Education	6 373	6.6	9 094	10.4
Certificate with/without Grade 12	818	0.8	1 849	2.1
Diploma with/without Grade 12	2 005	2.1	1 562	1.8
Degree & Higher Institutions	732	0.8	1 241	1.4
		0.0	904	1.0

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

Figure 5: Level of education



### Income distribution

1.5

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

When comparing 2001 to 2007 the statistics show a significant increase in the number of people living below the breadline. The minimum

subsistence income (breadline) for households to survive in Timbopo is considered to be R15 600 per month. The situation depicted by the statistics indicates a high rate of indigents within the municipal boundaries. The municipality has to provide free basic services to a large number of the population.

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

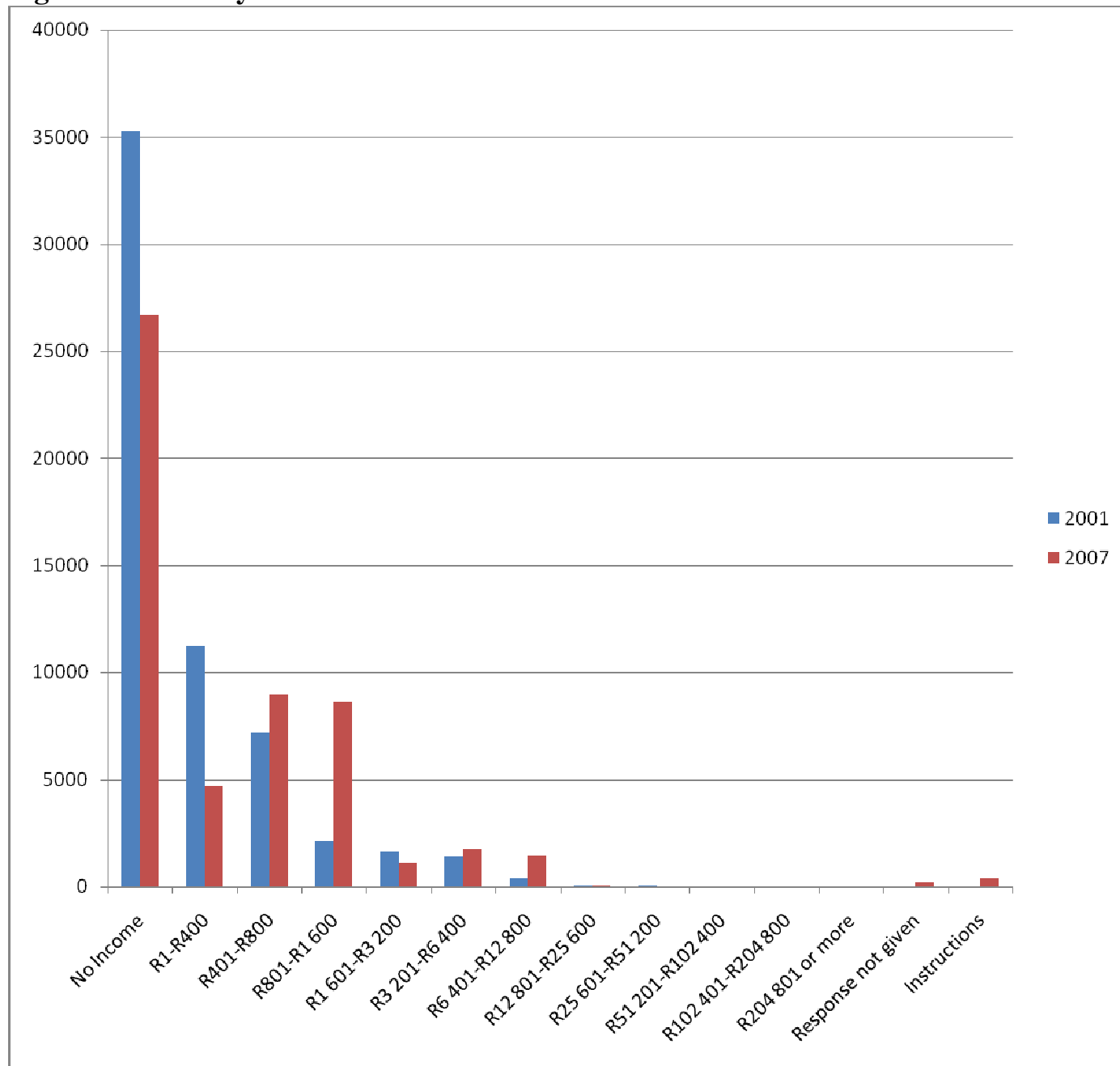


Table 6: Monthly Income Distribution

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

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

**Figure 6: Monthly Income Distribution.**



### 1.6 Employment status

Table 7 indicates the employment statistic for Molemole Municipality. Unemployment in Molemole is very high, with 69% of the economically active population unemployed. The high unemployment can be associated with low

educational levels. The high levels of unemployment suggest that the municipality should make provision for high number of indigents.

**Table 7: Employment Status**

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

Source: Community Survey 2007. (Stats SA)

### 1.7 People with disabilities

Table 8 indicates the number of people living with disabilities. Physical disabilities category account for the highest number of people living with disabilities. The municipality needs to encourage

various service providers to make their services user friendly and accessible to people living with disabilities.

**Table 8: People with Disabilities in Molemole**

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

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

## 1.8 Access to social grants

Table 9 indicate the different types of social grants that people in Molemole Municipality receive. A sizable number, 35% of the population in Molemole (34 822) have access to different types of social grants. The highest number of

beneficiaries (23 885) are those receiving child support grant. This further validates the fact that unemployment is a great concern within the municipality. The statistics suggest that the municipality should make provision for free basic services to a growing number of indigents.

**Table 9: Social assistance per grant type in Molemole Municipality**

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

Source: Community Survey 2007, (Stats SA)

## 1.9 HIV/ AIDS Prevalence

The estimated HIV/ AIDS prevalence in South Africa has slightly increased from 29, 1% in 2006 to 29, 3% in 2008, according to the Department of Health, National Antenatal Sentinel HIV and Syphilis Prevalence Survey 2008. According to (Department of Health, South Africa, 2008), HIV prevalence in Limpopo Province is estimated at 20, 7%. In 2008, HIV prevalence among antenatal women in Capricorn District was 21%. HIV/ AIDS are is of the major causes of high mortality in the

municipality, increasing the number of child headed families and worsening poverty. The municipality initiated a move to establish HIV/AIDS forum, which is to be championed by the Mayor.

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

## 2. SOCIAL ANALYSES

### a. Health facilities

There is one hospital, six clinics and two mobile teams in the municipal area. A need exist to build one additional hospital and five clinics in order for the municipality to meet the health accessibility requirement's. (The backlog is therefore 1hospital and 5 clinics.)

**Table 10: Health facilities in Molemole municipality**

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

Source: Department of Health Report, 2006

### 1.2 Educational Facilities

There are 51 primary schools, 30 secondary schools and no FET College within the Municipal area. The backlog in terms of educational facilities is 1 FET College. Table 11 shows the educational facilities in Molemole municipality. The need for the municipality to facilitate for the establishment of FET College cannot be overemphasized. The

FET College will assist in providing skills to the growing number of learners who fail to reach grade 12. The teacher/pupil ratio in schools in the municipal area compares very favorably to the national norm used by the Department of Education, that is, 1: 40 for primary schools and 1: 35 for secondary schools.

**Table 11: Educational Facilities in Molemole municipality**

Primary Schools	Secondary Schools	Total
51	30	81

Source: Molemole Socio- Economic Impact study, 2007.

### b. Safety and Security

There are 3 police stations and 1 satellite police station, 2 magistrate offices and 1 high court in Molemole municipality. There is a need to build 2 additional police stations in order to serve the bought farming areas and the commercial farming areas. The backlog as far as Safety and Security facilities are concerned is 2 police stations. Table 12 show a general decline in the levels of crime in the municipal area.

Contact crimes, such as, murder, sexual crimes and common assault are declining. The municipality in partnership with other stakeholders assisted the SAPS to launch a number of Community Policing Forums (CPF) in various villages. Crime prevention goes beyond the provision police stations and police service. It means that the broader community in partnership with all spheres

of government has to collaborate in crime prevention. Social fabric crimes could be curbed through empowering people through special

projects, education, information sharing and environmental design.

**Table12. Crime types in Molemole municipality**

<b>Crime Category</b>	<b>March 2007</b>	<b>March 2008</b>	<b>March 2009</b>
<b>CONTACT CRIME (CRIME AGAINST THE PERSON)</b>			
Murder	5	7	3
Total sexual crimes	39	50	38
Attempted murder	7	8	6
Assault with GBD	105	97	113
Common assault	50	52	47
Robbery with Aggravate	37	25	29
Common robbery	27	23	13
<b>CONTACT – RELATED CRIME</b>			
Arson	2	4	2
Malicious dam to proper	<b>60</b>	48	58
<b>PROPERTY – RELATED CRIME</b>			
Burglary business prems	35	36	63
Burglary residential pre	114	146	127
Theft of motor vehicles & motor cycle	7	5	5
Theft out of motor veh	16	10	15
Stock - theft	6	15	10
<b>CRIME HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>			
Illegal possession firearm and ammunition	5	0	2
Drug – related crime	49	47	16
Driving under influence of alcohol or drugs	1	7	11
<b>OTHER SERIOUS CRIMES</b>			
All theft not mentioned elsewhere	102	108	120
Commercial crime	7	8	27
Shoplifting	5	12	32
<b>SUBCATEGORIES OF AGGRAVATED ROBBERY FORMING PART AGGRATED ROBBER</b>			
Carjacking	0	1	0
Truck hijacking	0	0	0
Robbery at business pre	1	2	5
Robbery residential pre	1	5	12

Source: Crime Information Management- South African Police Service 2009.

### **c. Special focus**

The special focus section ensures that all special groupings in the municipality are mainstreamed into the development agenda. The Special focus section encompasses issues of youth, elderly, women, disability and HIV/AIDS. The municipality should ensure that Children's rights are upheld and mainstreamed into its strategic agenda. Molemole municipality has to coordinate and facilitate for the provision of services to people with disabilities in their communities. The historical exclusion and inequality with men, even

within the same racial groups, has resulted in women having lower levels of employment, lower levels of income and lower levels of education. The municipality must adopt and implement equity targets. Youth development initiatives have to be introduced by the municipality through targeted skills development programmes. In making sure that we respond to the needs of those groupings, various special focus IGR structures have been launched, supported and consulted

## **3. ECONOMIC ANALYSIS**

The South African economy contracted in the wake of global economic meltdown. The effects of the recession still prevail in South Africa with budget deficit remaining large, revenue collection suppressed and economic growth slow. These conditions call for more efficient use of existing resources, while still ensuring that core service delivery outcomes and targets are met. However there are signs that the economy is on the path to recovery from the global economic crisis.

With the advent of democracy, the function of local government has expanded to include social and economic development of communities, sustainable service delivery and the promotion of a safe and healthy environment. By virtue of being close to the people, municipalities are expected to play a leading role in the country's struggle against poverty and underdevelopment. Municipalities derive the developmental mandate from the Constitution of South Africa, 1996; section 152(1) (c) and section 153. Municipal Systems Act 32 of 2000 articulates in more detail the objectives of Local Economic Development.

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

A large part of Molemole's economy depends on agricultural development. The municipality produces the finest potatoes and tomatoes for both domestic and export markets. However the agricultural sector has contracted significantly, resulting in many crop commercial farmers opting for game farming.

## 1.10 Macro Economic Indicators

Government adopted the New Growth Path as a macro – economic policy to guide development during the current Medium Term. The creation of decent work is to be at the centre of South Africa’s economic policy and will influence investment attraction and job creation initiatives. The objectives of government are to create jobs, reduce inequalities and defeat poverty. The objectives can be achieved by restructuring the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth.

Central to the New Growth Path is massive investment in infrastructure as a key driver of jobs across the economy. Investments are identified in five key areas, namely: energy, transport, communication, water and housing. Sustaining high levels of public investment in these areas will create jobs in construction, operation and maintenance of infrastructure. The New Growth Path identified five other priority areas as part of the programme to create jobs, through a series of partnerships between the state and the private sector, namely, green economy, agriculture, mining, manufacturing and tourism.

Molemole municipality’s economy as a result of economic meltdown has also contracted. Macro-economic indicators show the structure of Molemole’s economy. The indicators also show the size of the economic sectors and their trends over time. Molemole municipality contributes 15, 8% to Capricorn District Municipality’s Gross Domestic Product (GDP).

Table 13 show that Community and Personal Service sector is the biggest contributor to Molemole’s GDP with 30, 2%. The second biggest sector is Financial, Insurance, Real Estate and Business which contributes 18, 8% and followed by Wholesale and Retail Trade with 17, 4%.

**Table 13: GDP Contribution from Molemole municipality to CDM economy**

Sector	Aganang (%)	Lepelle/Nkumbi	Molemole	Blouberg	Polokwane
Agriculture	0.8	1.5	7.9	1.3	0,6
Mining	6.6	14.5	8.3	9.8	1,2
Manufacturing	3.3	3	1.9	2.5	3,8
Electricity, Water & Gas	2.8	4.2	3.6	1.2	3.1
Construction	3.1	1.7	1.7	2.2	1,4
Wholesale & Retail Trade	11.5	9.4	17.4	23	22,3
Transport, Storage & Communication	9.3	10	7.4	26,9	13
Financial, Insurance, Real Estate & Business Services	25,7	15,2	18,8	13	30,2
Community	25,8	40,6	30,2	20,2	23,5



and Personal Services					
-----------------------	--	--	--	--	--

**Source: Quantec 2008**

Agriculture is still the largest sector in terms of labour absorption though showing a decline in its contribution to GDP. Agriculture employs 4409 people, followed by social & community sector which provide employment to 3107 people. The third largest employment sector is wholesale and

retail trade which employs 1908 people. Approximately 80% of land in Molemole municipality is utilized for agricultural production. Of the total agricultural land 40% is utilised for commercial farming and 60% for subsistence.

**Table 14: Employment per Sector for Molemole municipality**

Sector	2001	2007
Agriculture, Hunting and Fishing	7265	4409
Mining and Quarrying	96	84
Manufacturing	351	1306
Electricity ,Gas& Water supply	109	105
Construction	726	1046
Wholesale & Retail Trade	1640	1908
Transport, Storage & Communications	449	539
Financial, Insurance, Real Estate & Business Service	464	1050
Community & Social and Personal services	2793	3107
Other and not adequately defined	-	1460
Private Households	1696	-
Unspecified	664	2835
Not Applicable/Institutions	43795	36052
Total	60048	53901

Source: Statistics South Africa 2001 and Community Survey 2007

## 1.11 Molemole municipality's Economic Development

### Opportunities

The Municipality has a high potential in agricultural development. A massive production of various farming products, mainly potatoes, tomatoes, Cassava , Jatropha and game, has a huge potential for agro – processing industries. According to CDM's LED strategy, 2002, potatoes are by far the most important crop in CDM with a production value for the year 2000 exceeding R200 million. This is followed by tomatoes (R98 million), eggs (R88 million) and broilers and beef almost equal at R61 million.

The high and finest production of potatoes and tomatoes should encourage the municipality to establish processing plants and markets. The import parity pricing has increased the maize price to such an extent that an opportunity is created for potatoes to become an alternative source of basic nutrition. This would result in a

considerable increase in the markets for potatoes in their raw form and as a substitute for maize in various food preparations. Opportunities can be created through establishing plantations of oil producing jatropha. Jatropha is ideal for idle agricultural land, producing more than 1.6 million liters of diesel from 1 000 hectares of land. Morebeng forestry development if diversified has a great potential of creating many job opportunities.

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

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

A large variety of minerals occur in the municipality area, although most of them are small in size, uneconomical or suitable for exploitation by small – scale miners. These include gold, copper, graphite, nickel, lithium, chromites, corundum, and resources of stone dimension stones. Currently there are several dimension stone quarries operating in the municipal area. These quarries have a potential to grow into larger projects if proper planning and marketing of the products is put in place. These quarries only produce rough blocks. If these blocks are processed into finished products the revenue and jobs created will possibly increase. Currently companies such as Sishen Iron Ore Company (Pty) Ltd and Sekoko Resources have completed their exploration activities on iron ore. If the project gets a go-ahead, Zandriverspoort will enter production in 2013 and reach one million tons a year. There is a great availability of sand which has a potential for sand mix and bricks production. The municipality was able to create 2000 decent jobs over the medium term period.

## **1.12 Tourism**

Molemole municipal area is richly endowed with natural assets and unique natural attributes. Molemole municipality is currently a domestic and international tourism destination. The municipality is a gateway to Zimbabwe and Botswana. A number of tourist attractions and resources already exist in Molemole municipality which include the Tropic of Capricorn needle, Motumo Trading Post, Machaka game reserve, privately owned game Molemole can be exploited, packaged and sold to both the domestic and international tourist.

farms and Morebeng settlement (formerly known as Soekmekaar) which has a historical significance.

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

## **CHALLENGES:**

The lack of an LED strategy, Tourism strategy and Housing chapter is a serious handicap for the advancement of Molemole municipality's local economic development. Lack of reliable water sources impact negatively on agriculture and threaten food

security therefore resulting in farmers converting from crop production to game farming.

## **4. SPATIAL ANALYSIS**

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

### **1.13 Location**

Molemole Municipality is located on the north eastern side of Capricorn District. The N1 crosses through the Municipal area linking Molemole to Zimbabwe to the north. The municipality spatial characteristics are as follows: farms, small scale mining, housing (low cost, informal, middle

### **1.14 Land Uses**

#### **1.14.1 Residential Development**

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

## **INTERVENTIONS**

The municipality has formed a partnership with the Department of Local Government and Housing to develop the LED strategy, Tourism strategy and Housing Chapter. The municipality has to interact with Dwaf, Agriculture and Farmers regarding alternative water sources for commercial agricultural purpose

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

income) transportation networks (road and rail), agricultural areas (commercial and subsistence) recreational and community facilities.

- The settlement areas should focus on service and infrastructure development. If the residential areas are separated from

each other, the serviceability cost becomes too expensive

- The settlement areas should be delineated by an urban fringe, as to contain future uncontrolled settlement growth. This principle will contain urban sprawl and promote residential intensification.
- The development of the core settlement areas should be linked to sustainable areas in terms of population. By establishing integrated larger settlement concentrations, complementary higher order social, economic and recreational facilities will be established.

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

- The Botlokwa area is the primary urban settlement area adjacent to the N1 (along Machaka corridor). Smaller settlement

### **1.14.2 Agricultural Development Zone**

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

In view of the challenges and the diverse nature of agricultural activities, not only in terms of extent, but also the use, agricultural development opportunities are categorized into three, namely,

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

The basic element of a spatial pattern comprise nodes and networks in an area, which in turn are made up of micro land – uses, such as settlement, agricultural areas, mining areas, conservation areas and communication or transport networks. Growth points (first order) are towns and villages or a group of villages located relatively close to each other where some form of economic, social and institutional activities, and in most instances a

areas should be integrated with larger areas to become an integrated urban environment.

- In view of its strategic locality along major transportation routes, and the railway line in case of Morebeng, it is proposed that the urban areas of Mogwadi and Morebeng become 2<sup>nd</sup> order settlement nodes. The aforementioned areas are also centrally located in terms of dominant agricultural practices.
- Although the settlement areas of Mokomene and Mohodi are not strategically located along major transportation routes, these areas provide strategic support (employment, social services and linkages) to the areas of Botlokwa, Mogwadi and Morebeng.
- The other smaller settlement areas, particularly in the western part of Molemole municipal area are fragmented intensive zone, extensive farming and urban agriculture.

### **1.14.3 Commercial / Industrial development**

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

substantial number of people are grouped together. These growth points seem to have a natural growth potential but some do not develop to their optimum potential due to the fact that capital investment are made on an ad hoc basis without any long – term strategy for growth points and as a whole.

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

- Provincial growth point (pgp): A provincial growth point is the highest order in the hierarchy and therefore also the most important type of growth point. All the PGP's have a sizable economic sector providing jobs to many local residents. They have a regional and some a provincial service delivery function, and usually also a large number of social facilities (e.g. hospitals, tertiary educational institutions)
- District Growth Point (DGP): These growth points already have a meaningful economic sector with some jobs creation, various higher order social facilities such as hospitals and health centers. Most DGP's have a large number of people grouped together. DGP's includes settlements such as Mogwadi, Morebeng and Mphakane. In terms of the various categories of growth points the Municipal Growth Point's have a relatively small economic sector compared to the DGP. MGP's serve mainly farming areas and often have a sizable business sector providing a meaningful number of job opportunities. MGP's include settlements such as Mokomene, Mohodi and Eisleben.

The following hierarchy of settlements was identified in Molemole municipality's SDF:-  
**The first order settlements are made up of towns and villages or a group of villages located close to each other, namely, Mphakane (along Machaka corridor), Mogwadi and Morebeng.**

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

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

## 1.16 Strategic Development Areas (SDA's) as per Municipal SDF

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

**Molemole has identified the following SDA's:**

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

Over and above the identified strategic development areas, there is a portion of land identified and earmarked for industrial development, middle and upper housing and

shopping complex in Machaka (along Machaka corridor) and Ramokgopha. This is in addition to the land earmarked for Mogwadi shopping complex, garage and housing development.

without prior involvement of the municipality. Another challenge relates to the lack of municipal land for development projects and expansion.

## Challenges

A big chunk of land is in the hands of traditional authorities, who continue to demarcate land

## Interventions

The municipality should strengthen the partnership it is having with Magosi, in order to fast track the release of land for development

## 5. Land Reform

A fairly large part of Molemole municipality has been subjected to land claims. About 833 km<sup>2</sup> of land is under claim, constituting 24, 88% of the municipal area. A total of 128 claims were received and only 29 claims have been finalised,

see table15. The 29 restitutive projects include the following: Leswika co-operatives, Bagobadi, Bare ga ke leme, Ke lema mmabafana, Lephale le Bašomi, Bašomi Trust, Go tlo metša, Letswa tshemong and Letjepe mpolaye.

**Table 15: Land claims in Molemole Municipality**

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

Source: Capricorn IDP 2003/2004

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

- 6 restitution projects, concerning in total 16901 hectares and officially 3791

beneficiaries;

- 17 SLAG projects, concerning 8747 hectares and officially 1183 beneficiaries;
- 17 LRAD projects, concerning 4027 hectares and 178 beneficiaries (source: Department of Agriculture, 2005)

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

<b>LAND REFORM IN MOLEMOL PER TYPE OF LAND REFORM PROJECT</b>							
<b>Type of land reform project</b>	<b>Project</b>	<b>Legal entity</b>	<b>Title deed</b>	<b>Origin</b>	<b>Transfer date</b>	<b>Households</b>	<b>Area (ha)</b>
<b>Ga-Mabohlajene (urban)</b>		CPA	N	Koninggratz/Dendron	04.10.2004	936	52
	Makotopong	CPA	Y	Makopong/Pietersburg	26.02.2002	950	3600
	Marobla-ositose	Cpa	Y	Moletji/Dendron/Nelspruit	16.01.2004	427	7148
	Morebene	Cpa	N	Soekmekaar/Matoks	01.07.2005	590	2573
Total restitution						3477	16953
<b>SLAG</b>	Fanang Diatla Trust	Trust	Y	Soekmekaar	09.02.2000	49	62
	Hivyyerilwile trust	Trust	Y	Sekgopo	04.07.2000	30	669
	Ikageng	Trust	Y	Dikgale	16.11.1998	104	418
	Kgadima	Trust	Y	Sekgopo	05.10.2000	88	1140
	Lehlabile trust	Trust	Y	Soekmekaar	01.02.2000	43	720
	Lehlangeng	Trust	Y	Sekgopo	17.11.2000	52	1139
	Mapiribiri	Trust	Y	Dikgale	26.05.1999	68	289
	Makgato	Trust	Y	Makgato	28.01.2000	55	186
	Makhamotse	Trust	Y	Sekgopo	09.11.2000	121	1392
	Marginalised	Trust	Y	Dikgale	25.06.1998	137	973
Marobala chicken	Trust	Y	Dikgale	06.06.1999	88	232	
<b>SLAG</b>	Matau investment trust	Trust	Y	Makgato	28.08.2000	60	524
	Matshehla	Trust	Y	Dikgale	26.05.1999	60	396
	Soka leholo	Trust	Y	Makgato	28.01.2000	35	104
	Thusanang trust	Trust	Y	Ramokgopa	25.05.1999	45	85
	Waterval	Trust	Y	Dikgale	01.10.2000	59	324
<b>Total SLAG</b>						1094	8653

Type of land reform project	Project	Legal entity	Title deed	Origin	Transfer date	Households	Area (ha)
LRAD	Fishof kgomokgerepi	CC	Y	Blouberg	01.01.2002	4	825
	Tau-tlou-phuti project	CC	Y	Ga-Poopedi	01.01.2005	2	259
	Babogadi trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Gotlotlometsa TR	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Letswa Tshemong	Trust	Y	Ga-Poopedi	01.02.2005	16	28
	Letjepe Mpolaye	Trust	Y	Ga-Poopedi	01.02.2005	17	26
	Bare gakeleme trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Keya lema trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Ke lema kelenoshi	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Mokgadi trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Letlapa go lema TR	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Mmabafaata Trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Lephala le basomi	Trust	Y	Ga-Poopedi	01.02.2005	6	9
	Basomi trust	Trust	Y	Ga-Poopedi	01.02.2005	6	9
<b>Total LRAD</b>						<b>120</b>	<b>3117</b>
<b>TOTAL</b>						<b>4691</b>	<b>2887</b>

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

## **Challenges**

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

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



## Interventions

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

## 6. Housing

Table 17 indicates the various housing arrangements in Molemole. Majority of residents, 23 416 households are housed in formal dwellings. The backlog in terms of housing is 3876

households who reside in informal and traditional dwellings. It is imperative that the municipality should develop a credible housing chapter.

**Table 17: Access to decent housing**

Types of housing arrangements	2001	2007
Formal	25 689	23 416
Traditional dwelling	986	99
Informal	1 092	444
Other	1 159	3 333
Total	28 926	<b>27 96</b>

Census 2001 and community Survey 2007, stats SA

## 7. INFRASTRUCTURE ANALYSIS

The infrastructure analysis includes the provision of water, sanitation, refuse removal, roads, energy, telecommunications, and transport within Molemole municipality.

### a. Water

**According to DWAF (2008), 24 869 households have access to water, which represents 80, 7% and the backlog is 5 954 households accounting for 19, 3%. In terms Municipal Source (Cogta) 2009, 21 721 households, which represent 79, 6%, enjoy access to clean water. The backlog stands at 5 575, which represent 20,4%, see also Community Survey 2007. The statistics given**

**from the three different sources compares favorably well.**

Molemole relies entirely on groundwater for its water supply for domestic, industrial and agricultural use. Majority of households in Molemole use pit toilets which have a potential of polluting ground water and thereby rendering it unsafe for domestic consumption. The high levels of unemployment and indigents make it difficult

for the municipality to introduce cost recovery measures in the villages. **According Statistics South Africa (Census, 2001) 19 881 households receive Free Basic Water. However, 21 837 indigents received FBW in terms of Municipal Source (Cogta, 2008). The difference in number of Indigent households between Stats SA, Census 2001 and Municipal Source (Cogta), 2008 is 1 956. The variance is huge and can be ascribed to difference in methodology.**

### Challenges:

The municipality is water scarce and relies entirely on underground water. The ground water

availability depends on rainfall which varies from season to season. . Majority of households in Molemole use pit toilets which have a potential of polluting ground water and thereby rendering it unsafe for domestic consumption. The huge financial resources required to transfer bulk water from Nandoni dam to Botlokwa and from Glen Alpine dam to the western part of the municipality.

### Interventions:

The municipality in partnership with CDM, Dwaf Lepelle- Northern water and private sector should secure funding for bulk water supply.

**Table 18: Access to water in Molemole**

Type of water by source	2001	2007
Piped water	21 563	17 321
Borehole	1 444	4 401
Spring	30	-
Dam/Pool	137	99
Water vendor	4 413	5 301
River/Stream	107	-
Rain water tank	36	-
Other	1 194	174
<b>Total</b>	<b>28 924</b>	<b>28 96</b>

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

### b. Sanitation

The statistics as depicted by table 19 show a steady decline in the proportion of households having access to sanitation. Only 4545 households have access to sanitation. Majority of residents, 21 912 households do not have access to the service (backlog), which represent 80, 5%. According to Municipal Source (Cogta) 2009, 5 407 households, constituting 19, 8% gained access to sanitation

whereas 21 889 households, representing 80, 2% is the backlog. The statistic provided by the two sources correlate.

The municipality is not going to be able to meet the millennium target of universal access by 2014 because of insufficient budget.

## Challenges:

The huge sanitation backlog will require massive capital injection. Lack of reliable water resources. The municipality is also threatened by waterborne diseases, such as cholera.

## Intervention:

The municipality in partnership with CDM and private sector should raise additional funds and also apply alternatives technologies to eradicate the backlog.

**Table 19: Access to Sanitation**

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

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

## c. Energy

Molemole municipality holds electrification license in two towns, namely, Mogwadi and Morebeng whereas in the villages Eskom is the service authority. The table 20 below shows an improvement in the proportion of household having access to electricity. According to census 2001, 21 590 household had access to electricity and the number increased to 25 577 household in 2007, (Community survey, Stats SA). The backlog is only 1 739 households. **According DME (2008), 25 849 households, representing 84, 0%, have access to electricity. The backlog is at 4 942 households or 16, 0%. The statistics provided by three different data sources correlate.**

of firewood has dire environmental consequence.

Majority of households in Molemole receive free basic electricity. However there are a sizeable number of households who rely on firewood as a source of energy. The massive use

- Eskom licensed areas

**Currently 8 272 Indigent households in Eskom supplied areas have access to Free Basic Electricity, according DME (2008).**

### Challenges:

- In Municipal licensed area
- . Insufficient capacity of transformers to provide electricity on sustainable basis. Lack of forward planning.

The establishment or expansion of settlements without prior involvement of the municipality impedes on proper planning and rollout of services. Constant power outages. People travelling long distance to buy electricity. Illegal connections.

### Interventions:

The municipality has to improve its relationship with Magosi in order to enable smooth and timeous provision of services

**Table 20: Access to energy**

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

Source: census 2001 and community Survey 2007, Stats SA

### d. Refuse Removal

Table 21 indicates the status quo with respect to refuse removal services within Molemole Municipality. **A total of 3 860 households, constituting 14, 1 % have access to refuse removal. The backlog is huge, amounting to 23 435 households, representing 85, 9%, who do not have access to any form of refuse removal services, (Community Survey, Stats SA) 2007.**

Most households bury or burn their own refuse or just simply throw away. An urgent need exist to establish properly planned, standardized and well managed landfills in the municipality.

### Challenge:

The municipality provides refuse removal service in the two towns only, namely, Morebeng and Mogwadi. No licensed landfill. Municipality does not have capacity to extend to the villages.

### Interventions:

The Capricorn District Municipality has put aside a budget to construct a standardized, licensed landfill that will enable Molemole municipality to extend the service to the villages.

**Table 21: Access to refuse removal**

Different mechanisms for providing refuse removal	2001	2007
Removed by local authority once a week	2 055	3 860
Removed by local authority less often	183	365
Communal refuse dump	1 430	-
Own refuse dump	23 824	22 675
No rubbish disposal	-	396
Other	-	-
<b>Total</b>	<b>28 925</b>	<b>27 96</b>

Source: census 2001 and community Survey 2007, Stats

### e. Telecommunications

Telkom's public telephone service provides telecommunication to 56.2% of households in Molemole municipality. A small percentage of households (7.12%) do not have access to a

telephone. A substantial percentage of households have access to mobile phones (17%), Stats South Africa. About 1992 households have telephone inside their dwellings.

**Table 22. Telephone access in Molemole municipality.**

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

Source: Census 2001

### f. Public Transport and Roads

#### F.1 Public Transport in Molemole municipality

The majority of people, 87% of residents walk to various destinations due to lack of public transport. Only 13% of the population of Molemole municipality make use of public transport, in the form of taxi, bus and train in the municipal area, see table 23. It is therefore important that the public transport system be supported by properly maintained road facilities and be adequately accessible to the majority of residents.

The railway line is located within the eastern part of the municipality and serves as a link between Limpopo and Zimbabwe. The town of Morebeng serves as an intermodal transfer area with ease of access to the railway station, taxi rank and bus terminus. Donkey Carts are an important mode of transport in the municipal area. The municipality should support and create awareness on the use of non motorised transport.

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

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

Source: Molemole SDF, 2007

## F.2 Road Networks

About 90 % of the road networks in Molemole are made up of gravel roads which are poorly maintained. Molemole municipality road networks covers 398 km of which only 10 km is tarred. The backlog is 388km of roads which require tarring.

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

- The N1 (along Machaka corridor) which link Limpopo to Zimbabwe.
- R36 from Phalaborwa to the intersection with the N1 at Botlokwa (along Machaka corridor).
- The R521 which link Mogwadi and Polokwane.
- The R81 from Polokwane, via Molemole, to Giyani.

The provincial road network is currently the responsibility of the Roads Agency Limpopo (RAL) and the Limpopo's Department of Public

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

- Makgato/ N1 road

- N1/ Mangata/ Sekakene/ Leeukraal road D3132
- Overdyk/Devonia/Ga- Manthata road D3332
- Kanana/Westphalia road D3459
- Maupye Road D 3458

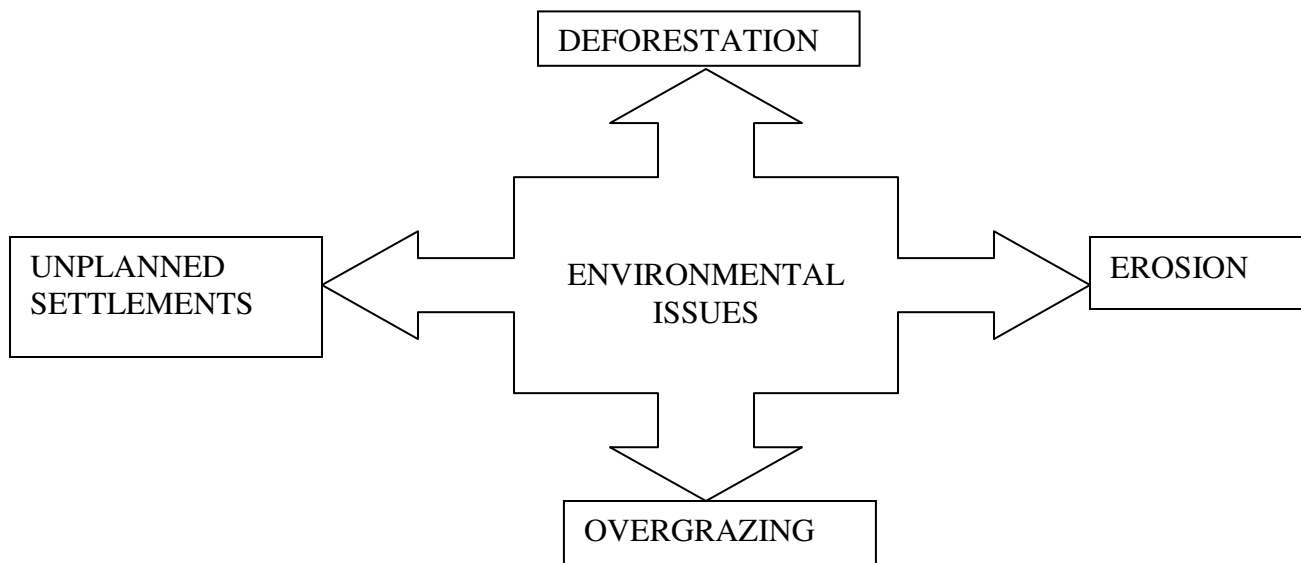
## 8. ENVIRONMENTAL ANALYSIS

### 8.1. Overview

This section highlights the physical environmental situation within Molemole municipality. It focuses on the existing major environmental problems and their causes. The following environmental

problems have been identified as follows: deforestation, erosion, overgrazing and unplanned settlements.

**Figure 7: Environmental Problems experienced in Molemole Municipality**



#### a) Deforestation

According to Statistics South Africa (Census 2001) a total of 13125 households (47.06%) within Molemole Municipality are using wood as their source of Energy for cooking. Deforestation takes

place throughout the municipal area especially in non-urban areas. This aspect should be addressed by means of awareness campaign to Educate Communities about the importance of protecting

environment (trees). Linked to awareness is Greening Limpopo Programme initiated by the provincial government which will contribute to the reduction of deforestation.

### **b) Overgrazing**

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

### **c) Unplanned settlements**

Only few of the settlements have been demarcated, surveyed and registered at the office of the surveyor general. Unplanned settlements have a major negative impact on the environment through the establishment of informal settlements, vegetation species are destroyed. The municipality should develop guidelines which will take into consideration EIA and public participation.

### **d) Erosion**

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

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

There are a number of ecological sensitive areas within the Municipal area, namely:

- Morebeng Wetland and Catchment
- Mphakane (Motumo) Wetland

### **(f) Waste Management**

In terms of the Waste Management Act the municipality is charged with a responsibility to manage waste in its area of jurisdiction. The Municipality IWMP has got specific issues of waste which amongst other things include waste management hierarchy, status quo and future plans around waste management. Municipalities are supposed to appoint environmental officers and also budget for environmental function

## **8.2. Climatic Conditions**

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

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

## **8.3. Vegetation**



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

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

### **8.3. Fauna**

Most of the large mammals found in Molemole municipality are herbivores, that is, either browsers or grazers. None of the animals are considered dangerous. No large carnivores are found in this area. The extent of the disturbance in the area

### **8.4. Conservation Areas**

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

### **8.5. Water Resources**

Molemole municipality is a water service provider on behalf of Capricorn District Municipality. The Municipality relies entirely on ground water for its water supply for both domestic and agricultural use. Groundwater equipping is normally of lesser standard than surface pumping installations. This result in high maintenance costs. If groundwater installatio.ns had to be compared to surface water pump stations, 50% to 100% standby is needed. It is against this background that Molemole

from Aerioloba are excellent fodder for stock and the string wood is used in the construction of houses. There are a few endangered or rare species that enjoy statutory protection under the forest Act, namely, Marula tree( Sclerocaryabirrea) and camel thorn (Acacia erioloba). These trees cannot be damaged or destroyed in terms of the Act. The municipality partner with the Department of Environmental Affairs to protect the endangered species. Alien invasive species that have been observed in Molemole municipality include sweet prickly pear (Opuntia focus – india), queen of the night (cereus jamacaru) and seringa melia azedarach) and bluegum. The Municipality will partner the Department of Agriculture in order to eradicate the alien species.

immediately surrounding rural villages is not conducive to the survival of fauna, particularly mammalian fauna, due to presence of humans and domestic animal.

municipality in partnership with CDM, DWAF and Lepelle – Northern Water are embarking on a massive infrastructure project to transfer water from Nandoni dam to supply the Eastern part of the municipality and from Glen Alpine to the western part.

Poor management of water resources and unsustainable use result in high losses of water. The present water use exceeds the supply due to

excessive loss resulting from informal connections, leaks, wastage and high consumption. The Municipality must develop water conservation and

demand management strategy as a matter of urgency.

## **8.6 .Air Quality**

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

## **8.7. Environmental Planning Tools**

The following tools were developed by municipality in order to address environmental issues:

- Spatial Development Framework
- Land use Management system
- Integrated Waste Management Plan
- Integrated Environmental Management Plan

The other environmental tools will be developed in future, such as:

- Environmental Management Framework
- Strategic Environmental Assessment
- State of the environment report

# **9. INSTITUTIONAL ANALYSIS**

## **9.1. Overview**

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

## **9.2. Boundaries**

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

## **9.3. Councillors**

The council of Molemole consists of 27 councilors. The council of Molemole Municipality may designate any of the office bearers as full time councilors in terms of section 18 (4) of the municipal structures Act, 1998. At present the following are full time councilors:

- Mayor
- Speaker

- Chief whip

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

#### **9.4. Wards**

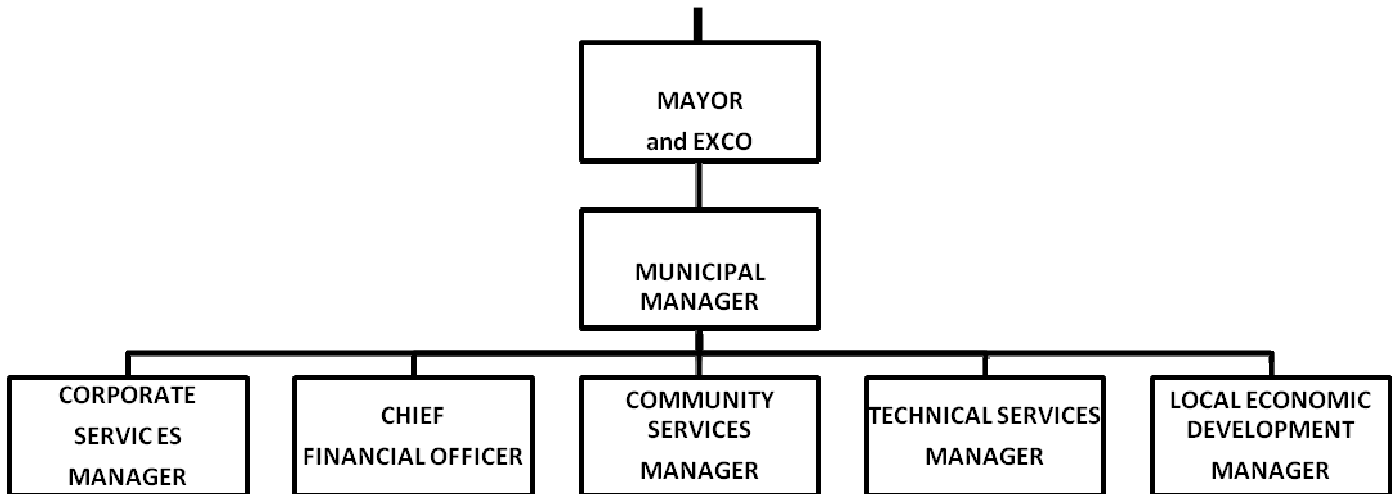
Molemole municipality has 14 wards and 37 settlements.

#### **9.5 Administrative and organizational structures**

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

**Figure 8: Organisational Structure of Molemole Municipality**





## 9.6 Powers and Functions

The powers and functions of Molemole are as follows:

- Municipal Planning
- Electrical supply in some areas of the municipality.
- Promotion of local tourism
- Building regulations
- Air pollution
- Child care facilities
- Municipal Public Works
- Storm water Management System (build-up area)
- Billboards and the display of advertisement in public places.
- Control of Public nuisance
- Control of undertakings that sell liquor to the public
- Licensing and undertakings that sell food to the public.
- Markets
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Refuse removal
- Traffic and Parking

## 9.7 IGR Forums

The following IGR forums exist in Molemole Municipality and are used to facilitate dialogue and

implement projects: Mayor's Forum, Municipal Manager's Forum, CFO's Forum, District Planning Forum, etc.

## 9.8. Public Participation

There is an increased interest in the affairs and programmes of the municipality, ranging from

attendance of council meetings, maximum participation of communities in meetings, wards meetings, projects implementation and reviews of municipality's performance.

The Municipality endeavors to involve the community in all its undertakings. The municipality communicates its decisions to the community through both the print and electronic media. The municipality publishes a newsletter on quarterly basis. Communication through the print media is done through newspapers, websites, magazines and newsletters. The municipality takes into account the dominant spoken languages, people living with disabilities and the illiterate when communicating to the community, stakeholders, affected and interested parties during public meetings, imbizos and meetings with

## **9.10. Policies and Committees**

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

The oversight committee was established and is functional. This committee considers the annual report once is finalized.

Challenges:

The municipality lacks important policies that are critical in the development of a credible IDP, such as , Municipal Institutional Development Plan, 5 Year Investment Plan, Infrastructure Development Plan, Housing Chapter and LED Strategy.

traditional leaders. The ward committees and CDW's (Community Development Workers) play central role in communicating the municipality's development agenda.

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

Molemole municipality embraces the Batho Pele Principles which is understood to be referring to service delivery. The implementation of Batho Pele Principles enhances the image of the municipality.

## **Interventions:**

The Municipality should partner relevant Sector departments to develop outstanding plans and policies.

## **9.11. Information and Communication Technology**

The ICT unit effectively supports and coordinates the municipality's information management system and technology needs. The municipality has implemented the following ICT systems for the purpose of enhancement of service delivery:

- Website
- Internet
- E-mail

## **9.13. Employment Equity**

In line with the Employment Equity Act, the municipality has approved an Employment Equity Plan that seeks to address the issues of equitable

representation of suitably qualified people from the designate groups by using the following strategies:

- Ensure representation of people from designated groups at senior management level.
- Establishment of relationships with various disabled people's formations, particularly during advertisement of posts to ensure that they are given a chance to compete for posts.
- To develop recruitment and selection policy of the municipality that accommodates designate groups.

## 9.14. Human Resource Development

The Municipality endeavors to build internal capacity of its staff to be able to provide excellent service to its clients. Skills audit for both council and officials is conducted to inform appropriate skills development plan of the municipality approved annually by SETA. The development of skilled personnel is central to the municipality's activities.

## 9.12. Code of Conduct

The code of conduct for councillors is as per prescription of the Municipal Structures Act. The code of conduct for employees has been drawn and adopted deriving from the framework of the Municipal Systems Act 23, of 2000. The code of conduct clarifies on the description of misconducts, and sanctions and also provides steps to be followed in attending to disciplinary procedures. The code of conduct seeks to ensure that staff members are at all times:

- Loyally execute the lawful policies of the municipal council.
- Perform the functions of the office in good faith, diligently, honestly and in a transparent manner.
- Act in the best interest of the

municipality and in such a way that the credibility of and integrity of the municipality are not compromised.

- Act in such a way that the spirit, purpose and objects of Section 50 of the Municipal Systems Act are promoted, and
- Act impartially and treat all people, including staff members, equally without favour or prejudice.

## 9.1. Fi 10. Financial Viability

### 10.1 Revenue Collection

A large portion of the municipality comprises of rural villages. However, the municipality is able to finance 25% of the budget from its own revenue. 75% is financed from conditional grants and equitable shares. Own revenue comprises of property rates, sewerage, and water and electricity revenue. The municipality has adopted the following budget related policies, namely, supply chain management, asset management policy, credit control and debt collection policy, rates policy, tariff policy, investment and cash management policy, budget policy, virement policy and indigent policy.

The municipality has also signed a service level agreement with the provincial department of roads and transport for collection of licensing fees on behalf of the department. The agency fee resulting from collection is also assisting with the revenue. The establishment of traffic division in the municipality since 2007/2008 has also brought a boost in the own revenue base.

Venus financial system is being used for billing, capturing and provision of all financial information.

The debtor's book of the municipality has since increased from R 4 666 141 in 2005/2006 to R 22 925 265 in 2010/2011. This is as a result of MPRA

implementation, and suspension of payment for services by community.

Budget summary	2010/2011	2011/2012
Operational	88 138 000	101 324 118
Capital	22 163 000	29 258 655
Grants revenue	83 647 000	92 302 000
Own revenue	28 370 000	32 226 383
Surplus	1 716 000	6 054 390

Systems - Venus system is used for payments processing and bank reconciliation.

Payday - for processing the salaries

Mabuwise systems – for procurement

Prepaid world – Prepaid electricity sales

## 10.2 Supply Chain Management

The Municipality is implementing the Supply Chain Management policy as prescribed by MFMA. In an endeavor to transform the economic landscape of South Africa, government through section 217(3) of the constitution 1996, confers an obligation for preferential procurement to address social and economic imbalance of the past. This policy is reviewed on annual basis. To ensure consistency, the database is being updated annually. Preference will be given to local SMME's. This provision is enforced in the SCM policy.

## 10.3. Asset & Risk Management

The Municipality maintains an asset register which contains assets that are conditionally not satisfactory. This has emanated from the past as the financial statements were prepared using IMFO standards, as it was not considering the details of the assets, eg, date of acquisition, description of the assets, cost price etc.

## 11. IN-DEPTH GAP ANALYSIS

The following section demonstrates a set of integration and alignment issues, which cut across

The municipality is introducing risk management, as part of compliance with MFMA and also to assess the risk appetite of the municipality. The analysis of risk will assist the municipality to focus reducing the potential high risks.

### Challenges:

Disclaimer status currently issued on the Auditor General's report due to the following:

1. Provision for doubtful debts
2. Some assets could not be traced
3. Water assets included in the municipal books
4. Water revenue disclosed in municipal books

Unavailability of the audit committee.

### Intervention:

The municipality has developed an implementation plan to address audit queries. The new indigent register is being updated so that approved indigent debts will be written off, to reduce the debtors' book. Credit control measures are also put in place so that doubtful debt collection can be realistically provided.

Provincial Local government Department has appointed a resident accountant to assist the municipality with amongst others, ensuring enforcement of Audit implementation plan, and assisting and advising the finance personnel on a day-to-day basis regarding financial related issues. This will result in the technical skills transfers.

sectors and line functions. Topical issues faced by

the Municipality are raised and include the following:

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

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

Molemole municipality is the third largest economy in CDM, however majority of residents are excluded from the formal economy. People who are on the margin of the economy survive on government grants, informal and survivalist economic activities, and remittance. Majority of the people in Molemole are functionally illiterate and are restricted in terms of job opportunities. Demographic data identifies that young men and women leave the municipality to find education and employment elsewhere. A lack of tertiary institution in the municipal area exacerbates the unemployment situation.

People living in under- serviced rural and urban areas have to survive with rudimentary form of water and sanitation services. The scattered spatial development patterns, inherited from Apartheid planning, make it particularly challenging for the municipality. Municipality has achieved spectacular service delivery results over the last 4 years; especially in respect of basic water provision however close to 15% of residents still draw water from rivers, dams, springs, vendors. There is still high backlog in basic sanitation provision.

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

The Municipal sewerage plant need to be managed properly in terms of the regulations .The sewerage plant is not fenced, as results stray animals gain access.

The municipality faces serious water shortage due to lack of reliable water sources. It is recommended that the municipality must develop water management plans and conduct water audit. The municipality as a license holder of electricity in Morebeng and Mogwadi has to develop awareness on energy saving mechanism, consider alternative energy sources and also conduct energy audits. The town planning processes of the municipality need to begin to use green building technologies and guidelines

## **12. MUNICIPALITY PRIORITY ISSUES**



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

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

## **C. STRATEGIC PHASE**

### **1. Electoral Mandate of the Ruling Party**

**The national government's mandate underscore the need to create a nation united in diversity, working together to weave the threads that will result in the creation of a democratic, non-racial, non-sexist and prosperous society.**

#### **1.1 Priority Areas:**

- Economic Growth, Decent Work and Sustainable Livelihoods.
- Education and Skills Development
- Health
- Rural Development, food Security and Land Reform
- Fighting Crime and Corruption
- Building Cohesive and Sustainable Communities

#### **1.2 Objectives:**

- **Halve poverty and unemployment by 2014.**
- **Ensure a more equitable distribution of the benefits of economic growth and reduce inequality.**
- **Improve the Nations health profile and skills base and ensure universal access to basic services.**
- **Improve the nation's health profile and skills base and ensure universal access to basic services.**
- **Improve the safety of citizens by reducing incidents of crime and corruption.**
- **Build a nation free of all racism, sexism, tribalism and Xenophobia.**

#### **1.3 National Spatial Development Perspective Principles (NSDP):**

- **Rapid economic growth that is sustained and inclusive as a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key**
- **Government has a constitutional obligation to provide basic services to all citizens, e.g water, energy, health, etc.**
- **Government spending on fixed investment should be focussed on localities of economic growth and economic**

- potential in order to gear up private-sector investment, to stimulate sustainable economic activities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of these localities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa.

#### **1.4 Outcome 9: A responsive, accountable, effective and efficient local government :**

- Implement a differentiated approach to municipal financing, planning and support.
- Improve access to basic services.
- Implement the community work programme and cooperative supported.
- Action supportive of human settlement outcomes.
- Deepen democracy through a refined ward committee model.
- Improve municipal financial and administrative capability.
- Single window of coordination.

#### **1.5 Other National Imperatives:**

- All households to have basic level of water by 2014.
- All Indigent households to have access to Free Basic Water by 2014.
- All households to have basic level of sanitation by 2014.
- All Indigent households to have access to Free Basic Sanitation by 2014.
- All households to have access to electricity by 2014.
- All Indigent households to have access to Free Basic Electricity by 2014.
- All households to have access to refuse removal by 2014.
- All Indigent households to have access to FBS by 2014.

## **1.6 Local Government Strategic Agenda.**

The following key performance areas were identified for compliance by municipalities:

- **KPA 1: Municipal Transformation and Organisational Development**
  - **Organisational Design**
  - **Management**
  - **Employment Equity**
  - **Performance Management System**
  - **Integrated Development Plan**
- **Basic Services Delivery and Infrastructure Planning:**
  - **Water Services**
  - **Energy Services**
  - **Solid Waste**
  - **Roads Infrastructure**
  - **Housing**
  - **Community Facilities**
  - **Expanded Public Works Programme**
  - **Environmental Management**
- **KPA 3: Local Economic Development.**
- **KPA 4: Municipal Financial Viability.**
- **KPA 5: Good Governance and Public Participation.**
- **KPA 6: Spatial Planning and Land Use.**

## **1.7 Limpopo Employment, Growth and Development Plan 2009-2014.**

The following are Key thrusts of the LEGDP:

- **Industrial Development Programme: Priority Growth sectors including cluster Development programme.**
- **Enterprise Development: SMMEs and Cooperatives Development Programme.**
- **Regional Economic Development and Integration Programme.**
- **Public Infrastructure Investment Programme.**

- **Water Resource Development and Demand management.**
- **Agriculture and rural development Programme.**
- **Education and Skills Programme.**
- **Health and Development.**
- **Safety and Security.**
- **Environmental Health.**
- **Environmental and Natural Resource Development.**
- **ICT and Innovation Enabled Industries.**

## 2. **Vision**

Provision of affordable and sustainable services through community participation.

## 3. **Mission**

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

## 4. **Values**

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

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

## 5 .Developmental Objectives

- By 2015 50% of the people in Molemole will have access to improved road infrastructure.
- To improve revenue generation of the municipality by 5% per annum.
- To ensure maximum community and stakeholder’s participation in municipal affairs.
- To provide affordable, clean and potable water to 100% of the population by 2014.
- To achieve employment equity targets by 2013.
- Increase access to free basic water service by 10% per year.
- To create and promote local Economic Development initiatives in the SMME sector.
- To facilitate for access to housing.
- To facilitate for access to educational facilities.
- To ensure compliance with relevant environmental legislation.
- The municipality in collaboration with department of health to facilitate for the improvement of health standards.
- To facilitate for a reduction and curbing of crime in Molemole.
- To facilitate for promotion of sports, arts and culture.
- To ensure that there is contribution towards revenue generation.
- To have 10% of Molemole’s access roads tarred by 2014.
- To increase the level of communication within municipal area.
- To ensure that 2% of Municipal budget is devoted to disaster management.
- To ensure that we create jobs in all our programmes and projects.

## 6. OBJECTIVES AND STRATEGIES FOR EACH PRIORITY ISSUE.

Key Performance Area	Priority Area	Objectives	Strategies	Projects	Key Performance Indicators
<b>1. Municipal Transformation and Institutional Development</b>					
KPA 1	Human Resource	To have a credible HR strategy by 2012.	Drafting of HR strategy.	Develop HR strategy.	Draft HR strategy.
		Implement Employment Equity Plan.	Drafting of Employment Equity Plan.	Recruitment Process	Adopted and Approved EEP
	Time	To monitor,	Clocking System	Install electronic clock	Electronic

	management	enforce & integrate work attendance system with clocking system		system at all municipal workplaces.	clocking system installed.
			HRM self service	Phase in electronic self service system.	Implement 1 <sup>st</sup> phase of the self service.
	Records and Registry services	To ensure proper safekeeping, circulation and control of documents.	Assign a dedicated registry area.	Conversion of old chamber to registry area.	Converted registry office.
	Office Furniture	To provide adequate resources to enable execution of roles and responsibilities.	Allocate office furniture to all users.	Conduct audit of office furniture.  Procure office furniture.	Adequately furnished offices.
	Medical Surveillance.	To comply with applicable legislation and minimize the impact of ill health on municipal operations	Appoint a registered occupational health practitioner.	Conduct annual employee medical surveillance.	Number of employees subjected to surveillance.
	Building	Provide a safe and conducive environment.	Constructed parking bays.	Extend the number of covered parking bays.	Parking area constructed with 25 bays in Morebeng and Mogwadi.

	Fleet usage control.	To ensure operational efficiency and minimize risks of abuse of council fleet.	Installation of vehicle movement tracking system.	Procure a vehicle movement tracking system.	Number of council vehicles installed with movement tracking device system.
	Fleet Acquisition	To provide transport support service for council core function.	Acquisition of council fleet and replace old ones	Procure 4 sedans, 2 bakkies and a Mayoral car.	Number of vehicles purchased.
			Communication system	Installation of two way radio in all vehicles.	Installed communication system.
	Development of key Plans and Strategy.	To ensure operational efficiency.	Human Resources management Strategy	Development of Human Resource management strategy.	Approved HRM strategy
		Lay base to introduce municipal service provision.	Information Technology Strategy	Develop Information Technology Strategy.	Approved information Technology Strategy.
		Ensure security of municipal assets and resources.	Develop security Master Plan.	Appoint a service provider to develop Security Master Plan	Approved Security Master Plan.
		To ensure electronic linkage to all municipal service points to ensure data integrity.	Installation of wireless ITC solutions to link municipal offices.	Procurement of service provider to enable linkage.	Number of offsite points linked to main office.
	Employee	Mitigate the	Development of	Operate targeted wellness	Number of



	Wellness	impact of socio-economic factors on employee performance.	employee wellness programme	campaign programmes.	campaigns conducted.
	Organisational development.	Provide an efficient Organisational structure that is capable of realizing IDP objectives.	Aligning organizational structure with IDP.	Review municipal organizational structure.	A reviewed organizational structure.
	Skills Development	To establish requisite skills to support effective delivery of the IDP.	Develop a workplace skills plan.	Full implementation of WSP	Level of compliance to the WSP.
	Performance management.	To roll out PMS to the entire organisation by 2013.	Adopt PMS framework/policy.	Implementation of PMS policy.	All staff assessed quarterly.
			Performance Management System.		All section 57 managers signed performance contracts by June 2011.
			Annual Organizational Review or Restructuring.		Annual review of the organisational structure
	IDP	To develop a credible IDP.	To develop and review the IDP	Review IDP	Reviewed IDP.

			that is aligned to the NSDP, PGDS and SDF.		
			Develop IDP & Budget process plan to guide the review process.		
			Implement Socio-economic impact study.	Initiate socio-economic study.	Adopted Socio-economic impact report.
2. Basic Services and Infrastructure Development					



			<p>Conversion of diesel machines to electrical machines.</p> <p>Continuous support on water tinkering</p> <ul style="list-style-type: none"> <li>• Construction of concrete reservoir.</li> <li>• Construction of steel tanks.</li> <li>• Construction of water purification treatment plant.</li> <li>• Drilling and equipping of boreholes.</li> <li>• Construction of pipeline.</li> </ul>	<p>9 x Boreholes</p> <p>Ownership of the system (boreholes).</p> <p>Constructed borehole houses.</p> <p>16 boreholes electrified.</p> <p>10 Jojo tanks purchased</p> <p>Water delivered to communi</p>
--	--	--	---	--

			<ul style="list-style-type: none"><li>• Construction of reticulation network , Yard connection and stand pipes.</li><li>• Construction of package plant for water purification.</li> <li>• Re-drilling of boreholes.</li><li>• Electrification of existing boreholes with mono pumps.</li> <li>• Drilling of borehole specifically for water tankering.</li><li>• Replacing damaged equipments on the boreholes.</li> <li>• Awareness campaign on safety of machines.</li><li>• Construction of water pump house.</li> <li>• Electrification of boreholes.</li></ul>	
--	--	--	--	--

			<ul style="list-style-type: none"> <li>• Purchase of Jojo tanks</li> <li>• Constant water tankering supply</li> <li>• Updating of Indigent register.</li> </ul>		
		Provide free basic water to all indigents registered with the municipality.	Indigent register	<ul style="list-style-type: none"> <li>•</li> </ul>	Access to free basic water.
	Access to sanitation.	To increase provision of sanitation services by 10% per year.	Provision of VIP toilets.	<ul style="list-style-type: none"> <li>• Construction of VIP toilet.</li> <li>• Construction of bulk sewage and sewage reticulation.</li> </ul>	<p>1000 VIP toilets constructed.</p> <p>Bulk sewer line constructed.</p>
			Free basic sanitation	<ul style="list-style-type: none"> <li>• Awareness campaigns on use of unsafe pit toilet.</li> </ul>	
	Access to energy.	To provide all the people in the municipal area with access to electricity.	Mobilise financial resources to improve energy infrastructure.	<ul style="list-style-type: none"> <li>• Construction of electricity reticulation.</li> <li>• Introduction of stand-by service provider in terms of emergency.</li> </ul>	<p>Electricity networks.</p> <p>Constant supply of electricity.</p> <p>High mast and</p>

				<ul style="list-style-type: none"> <li>• Construction of high mast and street lights.</li> <li>• All buildings to produce coc before they can be energized.</li> </ul>	street lights constructed. Compliance with Eskom standards.
	Roads	To have 10% of Molemole roads tarred by 2014.	To improve accessibility on our local, district and provincial roads.	<ul style="list-style-type: none"> <li>• Construction of tarred roads.</li> <li>• Regravelling of internal streets.</li> <li>• Construction of low –level bridges.</li> <li>• Construction of pipe culvert.</li> <li>• Maintenance of existing roads.</li> <li>• Introduction of grading programme.</li> </ul>	10% of roads tarred.  Grading of internal streets.  Low level bridges constructed.
KPA 2	Housing.	To facilitate for access to housing.	To ensure proper allocation of RDP houses to needy people.	<ul style="list-style-type: none"> <li>• Installation of waiting list system.</li> </ul>	Waiting list system.

	Education.	To facilitate for access to education facilities.	To assist in identifying areas which need education facilities. To contribute in basic education for early learning. To facilitate for access to education facilities.	<ul style="list-style-type: none"> <li>• Project list for new schools, pre-schools and FET.</li> </ul>	Project list.
	Environment.	To ensure compliance with relevant environment legislation.	Ensure proper management of the environment and compliance with legislation.	<ul style="list-style-type: none"> <li>• Environmental awareness campaign, refurbishment of graveyards and waste removal project.</li> </ul>	Campaigns conducted.
	Safety and Security.	To facilitate for prevention of crime.	To coordinate issues of safety and security in molemole municipality.	<ul style="list-style-type: none"> <li>• Campaigns on safety and security issues.</li> </ul>	Campaigns staged.
	Sports, Arts and culture.	To facilitate for the promotion of sports, arts and culture.	To provide opportunity to our communities to participate in sports, arts and	<ul style="list-style-type: none"> <li>• Revive sports and recreational council.</li> <li>• Organise mayor's tournament.</li> </ul>	Functional sports and recreational council.



			cultural activities.	<ul style="list-style-type: none"> <li>Organise arts and culture events.</li> </ul>	
<b>28 LOCAL ECONOMIC DEVELOPMENT</b>					
KPA 3	Job creation	By 2012 Molemole Municipality will have increased financial security by 10%	Mobilize youth to take active role in emerging business, co-operative and projects.	<ul style="list-style-type: none"> <li>Building infrastructure to market existing projects</li> </ul>	Increased investment.
			Employing local people in the implementation of projects. Reduction of unemployment by initiating income generating projects	<ul style="list-style-type: none"> <li>Establishment of Cooperatives</li> </ul>	Functional Cooperatives
			Erection of new projects	<ul style="list-style-type: none"> <li>Initiation of income generation projects</li> </ul>	Job creation

			Provision of equipments for farming	<ul style="list-style-type: none"> <li>• Facilitation of Access to funding for beneficiaries</li> </ul>	Sustainable projects.
			Municipality must create conducive environment for job creation.	Establishment of projects.	Employed Citizenry.
			SMME incubation, innovation and development.	<ul style="list-style-type: none"> <li>• Incubation of 11 businesses.</li> </ul>	

	LED strategy.	To create an environment that stimulates economic growth and development in the next 3 years.	Implement sustainable LED strategy.	<ul style="list-style-type: none"> <li>Promote municipality as an investment and tourism destination (Brochure Development)</li> </ul>	Attraction of tourists in the municipality.
<b>29 FINANCIAL VIABILITY</b>					
KPA Financial Viability	Revenue generation	To improve revenue generation by 5% per annum.	Implement revenue enhancement strategy.	<ul style="list-style-type: none"> <li>Review and implement revenue enhancement strategy.</li> </ul>	Approved revenue enhancement strategy.
			Implement Credit Control and Debt Collection Policy.	<ul style="list-style-type: none"> <li>Review and Implement Credit Control and Debt Collection Policy.</li> <li>Collection of outstanding debt</li> </ul>	Approved Credit Control and Debt Collection Policy.

	Asset Management	To ensure proper safeguarding of assets.	Review Asset management Policy.	<ul style="list-style-type: none"> <li>Maintain a credible asset register in compliance with GRAP.</li> </ul>	Approved Asset Management Policy.
	Clean Audit	To ensure sound financial management	Obtain unqualified audit report 2011/2012	<ul style="list-style-type: none"> <li></li> </ul>	In Time submission of annual financial statements. Approved 5 year Financial Plan.
<b>30 GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>					
KPA Good Governance and Public Participation.	Communication.	To increase access to communication services to 100% by 2014	Review Communication Strategy.	<ul style="list-style-type: none"> <li>Review and Implement communication strategy</li> </ul>	Approved Communication Strategy.
	Good Governance.	To ensure good governance by the municipality, resulting in improved dignity of residents.	Regular reporting.	<ul style="list-style-type: none"> <li>Establishment of Audit Committee</li> </ul>	Functional Audit Committee.
	Public Participation	To ensure enhanced stakeholder participation in Municipal affairs.	Capacitate ward committees	<ul style="list-style-type: none"> <li>Two training sessions for each ward committee.</li> </ul>	Functional ward committees.

	Special focus groups.	To ensure empowerment of gender, youth, disabled and aged groups.	Integrate the Special focus groups programmes into internal policies and programmes.	<ul style="list-style-type: none"> <li>• Mainstreaming of Special focus issues.</li> </ul>	Compliance with national targets.
<b>31 SPATIAL RATIONALE</b>					
KPA: SDF	Land Use management	To ensure that there is Spatial accessibility of services and places of economic opportunity for most residents, and encourage integrated delivery of services across spheres of government.	<p>Review SDF and use it to engage and guide where Sector departments should deliver infrastructure and services.</p> <p>Public transport interventions to support mobility and access.</p> <p>Partnership with Sector departments and Private sector on strategic planning and implementation.</p> <p>Alignment of service delivery targets with NSDP, PGDS and SDF.</p>	<ul style="list-style-type: none"> <li>• Review SDF</li> <li>• Install GIS system</li> </ul>	Approved SDF. Fully functional GIS system.

			<p>Identification of growth points.</p> <p>Identify and designate land for housing development.</p> <p>Identification of strategically located land to promote sustainable human settlement.</p> <p>Develop an integrated spatial management Information System.</p>		
--	--	--	--	--	--

## D. PROJECT PHASE

### 1. PROJECTS IDENTIFIED BY WARDS FOR IMPLEMENTATION DURING THE PERIOD 2011 - 2014

PROJECT DESCRIPTION	LOCATION	
	VILLAGE	WARD
Water Shortage	Makgalong	1
Pre – School		
Low level bridge		
High mast	Nthabiseng	
Storm water drainage		
High mast	Morebeng	
Victim Empowerment house next to Police Station		
Storm water drainage		
Recreational facilities		
Crime awareness campaigns		
Incomplete Ramokgopa/Eisleben road project	Eisleben	2
Pedestrian crossing/Low level bridge at Tabudi school		
Fencing and Cleaning of grave yards		
Refurbishment of Potani dam		
Refurbishment of Kgatla and Mapetla Primary Schools		
Environmental management and soil conservation( including Water catchment areas)		
Incomplete Eisleben community hall		
Water shortage		
Demarcation of Industrial zone		
Police station		
Municipal Offices along N1		
High mast		
Sefoloko Pedestrian crossing/ Low level bridge	Ramoroko	3

Pedestrian crossing	Mokomene	
Stadium to be completed		
Ramokgopa/ Eisleben road should be completed in 2011/2012		
High mast		
Water Shortage	Ramatjowe	
Pre-school		
High mast		
Water shortage	Greenside	4
Low level bridge at Greenside		
Grading of roads		
Job opportunities for the physically challenged		
Police Station		
Grading of soccer fields	Springs	5
Water shortage (Boreholes do not yield water)		
RDP houses		
Grading of roads		
High mast		
Jojo tank – donated by a resident for use by the community		
Translation of IDP documents into dominant spoken languages		
Grading of soccer fields	Sekonye	6
Refurbishment of Motumo trading post		
High mast		
Proper Physical planning	Sekakene	7
Shopping complex		
LED Strategy		
Letheba low level bridge		
Letheba high mast		
Sekakene high mast		
Tar road from N1 to Sekakene		



High mast	Mangata	
Water: Reservoir, bore holes & additional taps		
Sanitation/ VIP toilets		
Community hall		
Municipal satellite office		
Sports centre		
RDP houses		
Low level bridge next to Shapo primary school		
Storm water drainage		
Community hall	Ga-Phasha	
Pre- School		
Water shortage		
Revitalisation of the Tropic of Capricorn tourism (Bill boards and fencing)		
Water reservoir (Construction of a bigger reservoir)		
Clinic		
Community hall	Ga- Makgato	
Pre- school		
Tar road from N1 to Makgato		
Water Shortage	Sefene	8
4 x RDP Houses to replace Mud Houses		
Primary School		
Grading of roads		
Community hall		
High mast		
High mast	Sekhokho	
Borehole		
Multi-purpose centre	Dipateng	9

FET collage		
Municipal Offices along the N1		
Investment Strategy		
Sanitation/VIP toilets		
Extend provision of refuse removal services to Villages		
High mast along N1 and Mosate wa Machaka		
Feasibility study on the Machaka corridor		
Contractors and projects are to be introduced to Meshate before implementation.		
Implement Municipal Property Rate Act in villages		
Incomplete electrification project	RDP	
FET collage		
Water shortage- Provide JOJO tanks		
Youth economic empowerment programmes		
Grading of Sports grounds		
High mast		
Community Hall	Maponto	10
Creache		
Grading of roads		
Incomplete RDP project		
Sanitation project (VIP toilets)		
Water shortage		
Tar road to Maponto		
High mast		
Office space for Co-operatives		
Storm water drainage	Mogwadi	
High mast		
Water		
Victim Empowerment House next to Police Station		
Completion of Mogwadi Community hall		
Refurbishment and maintenance of recreational facilities		

Office to be used by cooperatives		
Drop in centre		
Paving of internal streets		
Shopping complex		
Completion of the community hall		
Libraries to schools	Brookman/ Westphalia	
Laboratories to schools		
Water reservoir		
Community hall		
Clinic		
Low level bridge		
Fencing of grave yard		
Additional boreholes		
Grading of streets		
Electricity- Post connections		
Mining project		
Landfill	Mohodi	11
Speed hubs along Matipane/Madikana tar road		
Storm water drainage along Matipane/Madikana tar road		
Establishment of Eskom local service office		
Refurbishment of Masenwe primary school		
Laboratory		
Industrial site		
Stalls next to clinic		
Strengthen communication department		
Operationalize the traffic station		
High mast		
Support for land reform projects		
Unblocking Access road to Faith Mission church		
Job creation – decent jobs		
Support for agricultural projects		

Market for farm/agricultural produce		
Water shortage	Madikana	12
Initiation of Sports activities		
Clinic		
Completion of RDP housing project		
Street lights		
VIP toilets		
High mast	Bouwlast	13
High mast	Brussels	
High mast	Lissa	
Low level bridge		
Incomplete sanitation projects	Overdyke	
Water shortage		
Incomplete RDP housing project		
Stock theft		
Laboratories in all schools		
Pre- School		
Sanitation/Toilet for pre-schools		
Environmental conservation projects		
Incomplete Hellen Frans/ Kanana road		
Low level bridge		
Police station	Ga-Kgare	
Clinic		
D3332 road	Rheinland	
Low level bridge		
Grading of roads	Schoenveldt	

Community hall		
Low level bridge		
Electrification (Post connections)		
Water shortage ( A spring that can be used as a reliable water source)	Maupye	
Police station		
Clinic		
Equip/Electrification of boreholes		
Community hall		
High mast	Mokgehle	
Low level bridge		
Pre-School	Ga-Sako	

## 2. Capital Investment Plan. Projects by Molemole Municipality

Project No.	Project Name	Capital Investment Financial Year				Source of Funding	EIA Yes/No
			2011/2012	2012/2013	2013/ 2014		
<b>LOCAL ECONOMIC DEVELOPMENT</b>							
LED-01	Mohodi Arts & Crafts		600,000.			MLM	NO
<b>COMMUNITY SERVICES</b>							
COM-01	Traffic Equipments		132,000			ML M	
COM-02	Phasha Pre-School		1,700,000			MLM	
COM-03	Sako Pre-School		1,700,000			MLM	
COM-04	Refurbishment of Mogwadi Graveyard		200,000			MLM	

<b>Project No.</b>	<b>Project Name</b>	<b>Capital Investment Financial Year</b>					<b>Source of Funding</b>	<b>EIA</b>
COM-05	Refurbishment of Morebeng Graveyard		200,000				MLM	
<b>CORPORATE SERVICES</b>								
CORP-01	Computers		100,000				MLM	
CORP-02	Equipment		15,000				MLM	
CORP-03	Furniture		800,000				MLM	
CORP-04	Office Equipment		13,000				MLM	
CORP-05	Vehicles		1,400,000				MLM	
CORP-06	ICT Software		100,000				MLM	
CORP-07	Construction of Palisade Fencing in Morebeng		250,000				MLM	
CORP-07	Building of Guardroom		70,000				MLM	
CORP-08	Electronic Access Control System		150,000				MLM	
CORP-09	Construction of Parking Area		200,000				MLM	
CORP-10	Occupational Health & Safety Assessment Equipment & Signage		150,00				MLM	
<b>BUDGET AND TREASURY</b>								
B&T-01	Office Furniture and Equipment		198,682				FMG	
<b>TECHNICAL SERVICES</b>								
TECH-01	Construction of Mogwadi Municipal Offices		5,000,000				MIG	
TECH-02	Storm water drainage Mogwadi/Morebeng		1,180,030				MIG	
TECH-03	Morebeng and		2,600,000				MIG	

Project No.	Project Name	Capital Investment Financial Year					Source of Funding	EIA
	Capricorn Park Highmast							
TECH-04	Mogwadi Highmast		3,500,000				MIG	
TECH-05	Construction of Sefoloko Low level bridge		500,000				OWN	
TECH-06	Purchase of new Graders		2,000,000				OWN	
TECH-07	Ramokgopa/Eisleben		10,500,000				MIG	

### 3. PROJECTS TO BE IMPLEMENTED BY MOLEMOLE MUNICIPALITY WITH OPERATIONAL BUDGET

Project No	Project Name	Capital Investment Financial Year					Source of Funding	EIA
		2010/ 2011	2011/2012	2012/2013	2013/ 2014	2014/2015		
<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>								
MTOD-01	Advertisement		92,000				MLM	NO
MTOD-02	EAP		40,000				MLM	NO
MTOD-03	R & M- Building		50,000				MLM	NO
MTOD-04	R & M- Morebeng Fencing		30,000				MLM	NO
MTOD-05	R & M Vehicles		350,000				MLM	NO
MTOD-	R & M Website		116,000				MLM	NO

06							
<b>LOCAL ECONOMIC DEVELOPMENT</b>							
LED-01	Installation of GIS		200,000				MLM
<b>BASIC SERVICES – OPERATION AND MAINTENACE</b>							
TECH-01	O&M Water and Sanitation		2,225,000				CDM
TECH-02	O&M Roads and Storm Water		2,355,000				MLM
TECH-03	O&M Electricity		800,000				MLM
TECH -04	Electricity purchases		4,894,391				MLM
TECH -05	Free basic Electricity		2,477,133				MLM
TECH -06	New Connections		36,879				MLM
TECH -07	Prepaid Meters		100,000				MLM
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>							
GGPP-01	Audit committee expenses		30,000				MLM
GGPP-02	Audit Committee Expenses		1,500,000				MLM
GGPP-03	Strategic planning expenditure		150,000				MLM
GGPP-04	Public participation		250,000				MLM
GGPP-05	IDP Expenditure		280,000				
GGPP-06	Ward committee expenses		195,000				MLM
GGPP-07	Mayor Excellence Award		50,000				MLM
GGPP-08	Special Focus- Disability Programme		25,000				MLM
GGPP-09	Special Focus-		72,000				MLM



	HIV/AIDS							
GGPP-10	Special Focus- Women's Day Celebration		45,000				MLM	
GGPP-11	Special Focus- Youth		42,000				MLM	

MW-06	Lissa, Sako, Makgalong, Mohodi, Sekakene RWS			2,086,260	1,000,000		CDM/MIG	
MW-07	M West Ind GWS				3,000,000		CDM/MIG	
MW-08	Bulk water Ramokgopha/Botlokwa RWS				3,000,000		CDM/MIG	
<b>4. PROJECTS TO BE IMPLEMENTED BY CAPRICORN DISTRICT MUNICIPALITY</b>								
MW-09	Nthabisen Park	<b>BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT</b>					CDM/MIG	
<b>Project No.</b>	<b>Project Name</b>	<b>Capital Investment</b>	<b>Financial Year</b>		<b>Source of Funding</b>			<b>EIA</b>
	Ground water improvements		<b>2011/2012</b>	<b>2012/2013</b>	3,000,000		CDM/MIG	
	Botlokwa (Matseke, Maphosa, Polata)				3,000,000		CDM/MIG	
	Ramokgopha RWS	<b>BASIC SERVICES - WATER</b>			4,500,000		CDM/MIG	
MW	Gar-Josi Borehole Bulk supply & development			4,000,000	3,000,000		CDM/ MIG	Yes
MW-01	Mogwadi Borehole development (Rita/Bethesda Borehole)		5,000,000	5,000,000	3,000,000		CDM/ MIG	Yes
<b>Total</b>	Mogwadi RWS		32,400,000	32,236,260	43,497,30		CDM/MIG	
MW	Brussels, Westphalia, Podu		3,800,000		0		CDM/MIG	Yes
<b>BASIC SERVICES - SANITATION</b>								
C-2010-075	Construction of Sanitation RWS		8,000,000	5,000,000			CDM/MIG	Yes No
MW	Brussels, Madirana & Phasha, Madikana, New Stand A, B & C.		5,000,000		5,000,000		CDM/ MIG	
C-2010-075	Construction of Sanitation at:						CDM	No
MW-02	Markwe park, Molotong, Molebeng, Madye BWS		1,150,000	1,150,000	5,000,000		CDM/MIG	
MW-03	Sekakene, Phasha, Maponto & Makgato Ramatjowe ext. Ga-Podu, supply		5,000,000	5,000,000			CDM/MIG	
MW-05	Maponto, Ramatjowe, Molotong & Ga-Mokganya RWS			5,000,000	2,997,300		CDM/MIG	

	Maponto, Fatima, Sekakene/ Mohodi and Madikana						
C-2010-075	Construction of Sanitation at Mohodi New stand (A,B and C), Mankwe park, Molotong, Eisleben, Sekakene, Phasha, Maphosa, Polata, Mokgato, Sefene, Makgato, Ramatjowe ext and Ga-Podu.				6,369,000		CDM
	Mogwadi WWWTW		5,000,000		4,000,000		CDM/MIG
	Total		8,000,000	6,000,00	10,369,000		
<b>BASIC SERVICES- Electricity</b>							
C-2010-109	Construction of electricity reticulation Makgalong/Nthabising Eisleben Masedi Mokganya Ramatjowe Maphosa Springs Sekonye (lebowa section) Makgato Sekakeng ext Sefene ext Matseke ext Mankwe park Broekman/Wesphalia Maponto ext		3,828,008	3,950,000	5,000,000		CDM/MIG

	Madikana New stands Koekoek/Maupye/Mokgehele Schoenveldt Nthabiseng							
--	---	--	--	--	--	--	--	--

<b>ENVIRONMENTAL MANAGEMENT</b>								
C-2010-143	Establishment of a landfill site in Molemole	13,000,000					CDM	Yes
C-	Community Based Waste Project	2,000,000					CDM	No

## 5. PROJECTS TO BE IMPLEMENTED BY SECTOR DEPARTMENTS

Project Number	Project Description	Financial Implementation Plan			Funding Programme	Location	EIA Yes/ No
		2010/ 2011	2011/ 2012	2012/2013			
<b>DEPARTMENT OF AGRICULTURE</b>							
AGR- 1	Land Reform Projects for 4 Traditional Authorities, Manthata T/A, Makgato T/A, Machaka T/A & Ramokgopa T/A. ( Awareness campaigns)		477,050.00		Land Care		Yes
AGR- 2	MAPPS Farming Projects (Supply and installation of irrigation system)		859,000.00		CASP	Koekoek cash crops	Yes
AGR- 3	Ke a lema Trust (Fencing, drilling and equipping of boereholes)		308,000.00		CASP	Geluksfonte in cash crops	Yes
AGR- 4	Molemole Crush-Pens (Construction of Animal Handling Facilities)		180,000.00		CASP	Overdyk, Shellenburg and Deelkraal livestock	Yes
AGR- 5	Makgato CPA (Tractor, Slasher and Trailor)		600, 000.00		Equity Share Budget		
AGR-6	Le mphetelang Balemi (Fertilizer & Seeds/seedling)		3,500.00		LETSEMA		
AGR- 7	Balemi mmago (Fertilizer &		13,000.00		LETSEMA	Brussels, Vegetables	

Project Number	Project Description	Financial Implementation Plan			Funding Programme	Location	EIA Yes/ No
		2010/ 2011	2011/ 2012	2012/2013			
	Seed/Seedling						
AGR- 8	Itsoseng batsofe ( Fertilizer & Seed/ Seedling		8, 000.00		LETSEMA	Ramokgopa , Vegetables	
AGR-9	Ramatjowe vegetable Garden (Fertilizer & Seeds		15, 000.00		LETSEMA	Ramatjowe, Vegetables.	
AGR-10	Mashopeng (Fertilizer & Seeds)		32,000.00		LETSEMA	Dikgale, Vegetables	
AGR-11	Mmatshela (Fertilizer & Seeds)		42,000.00		LETSEMA	Morebene, Vegetables	
AGR-12	Itereleng vegetable project (Fertilizer & Seedling)		30, 000.00		LETSEMA	Molemole West Vegetable	
AGR=13	Motlogolo (Fertilizer & Seedling)		25, 000.00		LETSEMA	Molemole Wet Vegetable	
AGR-14	Phela o phedise (Fertilizer & Seedling)		35, 000.00		LETSEMA	Molemole West vegetable	
AGR-15	Diamela (Fertilizer & Seedling)		23,000.00		LETSEMA	Molemole west vegetable	
AGR-16	Mathamana (Fertilizer & Seedling)		20, 000.00		LETSEMA	Molemole west vegetable	
AGR-17	Maserole (Fertilizer & Seedling)		26, 000.00		LETSEMA	Molemole west vegetable	
AGR-18	A re lemeng (Fertilizer		34, 000.00		LETSEMA	Molemole	

Project Number	Project Description	Financial Implementation Plan			Funding Programme	Location	EIA Yes/ No
		2010/ 2011	2011/ 2012	2012/2013			
	& Seedling)					west vegetables	
AGR-19	Maiwashe (Fertilizer & Seedling)		35, 000.00		LETSEMA	Molemole west vegetable	
AGR-20	Makoti (Chicks,Feed & Medicine)		50, 000.00		LETSEMA	Morebene Broiler	
AGR-21	Nkuna Asele (Chicks, Feed & Medicine)		24, 000.00		LETSEMA	Madikana Broiler	
AGR-22	Mmakabedi Chickens (Chicks, Feed & Medicine)		130, 000.00		LETSEMA	Mohodi Broiler	
ARR-23	Mmabi Poultry (Chicks, Feed & Medicine)		28,000.00		LETSEMA	Westphalia Broiler	
AGR-24	Maupye poultry (Chicks, Feed & Medicine)		92, 000.00		LETSEMA	Maupye Broiler	
AGR-25	Ralema (Chicks, Feed & Medicine)		71,000.00		LETSEMA	Makgatho Broiler	
AGR-26	Mosaso (Chicks, Feed & Medicine)		156, 000.00		LETSEMA	Rietpol Broiler	
AGR-27	Thusang SLAG Farm (Chicks, Feed & Medicine)		24, 000.00		LETSEMA	Morebene Broiler	
AGR-28	Faranang (Chicks, Feed & Medicine)		24,000.00		LETSEMA	Morebene	
ARC-29	Re a leka project (Chicks, Feed & Medicine)		24,000.00		LETSEMA	Morebene	
<b>DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM</b>							
DRD&LR-1	Kapari Project		85, 752.90		LRAD		

Project Number	Project Description	Financial Implementation Plan			Funding Programme	Location	EIA Yes/ No
		2010/ 2011	2011/ 2012	2012/2013			
DRD&LR-2	Leswika Co-operatives		3,793.41		LRAD		
DRD&LR-3	Makgare Farming cc		239,856.01		LRAD		
DRD&LR-4	Rapholo Project		47, 000.00		PLAS		
DRD&LR-5	Lethula Chipi		7, 400,000.0		PLAS		

**DEPARTMENT OF SPORT, ARTS AND CULTURE**

A&C-02	Sports: Implementation of legacy projects(All municipalities in the District)		4,686,048.00	4,920,350.40	DSAC		
A&C-03	Identification and Support of High performance athletes(All LM in the District)		66,000.00	72,600.00	DSAC		
A&C-04	Sports management skills Development and nurturing(All LMS CDM)		552,558,00	607,813,00	DSAC		
A&C-05	Establishment and transformation of Institutional structures (All LMS CDM)		30,000,00	40,000,00	DSAC		
A&C-07	Support of Provincial Sport Federations (All Municipalities in the Province)		2,500,000,00	3,000,000,00	DSAC		



Project Number	Project Description	Financial Implementation Plan			Funding Programme	Location	EIA Yes/ No
		2010/ 2011	2011/ 2012	2012/2013			
A&C-08	Premiers Half marathon (All LMS CDM)		200,000,00	250,000,00	DSAC		
A&C-09	Leagues (All LMS CDM)		500,000,00	550,000,00	DSAC & Federations		
A&C-10	Competitions (All LMS CDM)		880,000,00	970,000,00	DSAC& Federations		
A&C-11	School Sport Mass Participation (All LMS CDM)		360 505,00	360 505,00	DSAC		
A&C-12	Siyadlala Mass Participation (All LMS CDM)		2,889,00	4,333,00	DSAC		
<b>DEPARTMENT OF ROADS AND TRANSPORT</b>							
LDRT-2	Weighbridge			2, 160, 000	9, 840, 000		
LDRT-3	Motor Vehicle Testing Centre				450, 000	2, 450, 000	
LDRT-4	Multi-Purpose Traffic Centre		3, 142, 500	11, 857, 500	12, 500, 000		
LDRT-5	Bandelierkop (N1) to Dendron to Bochum to Steilooop. (D1200/D2657)N1 to Makgato			70, 000,000	70,000, 000	91, 000, 000	
LDRT-6	Morebeng to Sekgosese (D15,D3156)			20, 000. 000	50, 000, 000		
<b>SOUTH AFRICAN ROAD AGENCY LIMPOPO</b>							
SAN-01	Botlokwa sub- level bridge						

Project Number	Project Description	Financial Implementation Plan			Funding Programme	Location	EIA Yes/ No
		2010/ 2011	2011/ 2012	2012/2013			
<b>DEPARTMENT OF HEALTH</b>							
LHD-1	Mohodi Clinic		1, 254, 000	6, 783, 000			
LHD-2	Nthabiseng Clinic						
LHD&S-3	Drop-in-centre x 9		3,000,000				
LHD&S-4	Creches x 22		2,640,000				
<b>DEPARTMENT OF WATER AFFAIRS</b>							
DWAF-13	Botlokwa RWS : Bulk, Ph6;(LP016)		7,000	7,000	7,000		
DWAF-14	Botlokwa RWS		5,000	20,000	20,000		
DWAF-16	Botlokwa RWS		14,000	25,000			
DWAF-17	Nandoni to Botlokwa Bulk Supply		20,000	50,000	50,000		
DWAF-45	Wurthsdorp Makgalong A & B Triest and Lissa		6,000	3,000			
DWAF-47	Wurthsdorp Water reticulation to basic level 3x 500kl reservoir		10,000	6,200			
DWAF-48	Mogwadi Water Supply. Boulast borehole		7,500	5,000			
DWAF-53	Nthabiseng Water reticulation, groundwater improvements		6,500	6,500			
DWAF-54	Sewarage works serving Nthabiseng & Capricorn Park		2,000				
DWAF-56	Ramokgopa Eisleben Water Supply			4,000	5,000		

## 6. PROJECTS TO BE IMPLEMENTED BY PRIVATE SECTOR

Project Number	Project Description	Financial Implementation Plan			Type of Funding	Location	No of Jobs created
		2010/ 2011	2011/ 2012	2012/2013			
<b>PRIVATE SECTOR</b>							
PRIV- 1	Compost and Fertilizer Manufacturing Plant.		4, 000,000		Private	Geluksfo tein	30

## E. INTEGRATION PHASE

### 1. OPERATIONAL STRATEGIES

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

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

### 2. SPATIAL DEVELOPMENT FRAMEWORK

#### a. INTRODUCTION

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

The purpose of Molemole SDF is firstly to assess the position of Molemole from a District, Provincial and National perspective and secondly to serve as a guide for the municipality in order to ensure that the SDF of Molemole Municipality

links to the overall development perspective of Capricorn District Municipality. The main objective will therefore be to ensure that Molemole Municipality contributes towards the orderly spatial structure of the District and Limpopo province. The SDF should inform all department, municipalities and parastatals with regard to decision on the provision of bulk infrastructure development, macro land-use planning, and housing provision programme, schools, that is all capital investment projects.

## b. Land Use Management Scheme

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

## c. Hierarchy of settlement in Molemole

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

Population concentration (Second order settlement) are towns or villages or a group of villages located close to each other, which have virtually no economic base, but a substantial number of people are located at these villages. These population concentrations are mainly located adjacent to tarred roads or intersections of main routes, which provide accessibility to job opportunities. These

nodes should also be given priority in terms of infrastructure provision with higher level of services, although not at the same level as growth points Ramokgopa, Mohodi and Eisleben are considered second order settlements.

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

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

## d. Development Trends

- The majority of the municipality area is rural in nature.
- The existing settlements display a fragmented pattern throughout the area, with the largest concentration of settlements adjacent or in close proximity to the Major routes.
- Settlement, economic and tourism activities are located along major routes.
- Land use management by traditional authorities have a negative impact on security of tenure.
- Potential exist for agriculture tourism, retail, mining and SMME development in the area.

- Uncontrolled land development occurs.
- There is a lack of sufficient social services.
- Infrastructure such as roads, water and sanitation poses to be a great concern.
- Negative environmental aspects is affecting the quality of communities (deforestation, overgrazing and pollution of underground water sources)
- The inadequate provision of dumping sites.

### 3. Molemole Municipality's Land- Use Management System

Land –Use Management System or development control has been seen as having two primary rationales. The first is the aversion towards uncontrolled development of land and the second is the promotion of particular types of desirable land development.

The aversion to uncontrolled development is motivated by a number of concerns, the precise mix of which is determined by particular social, economic and political contexts of different places. These concerns include the following:

- Environmental concerns: uncontrolled development of land can have adverse effects on the natural habitats, cultural landscape and air and water quality.
- Health and safety concerns: uncontrolled development can lead to overcrowding and unsafe building construction. Certain land uses can be detrimental to the health and safety of neighbors.
- Social control : the control of land uses and building types has long been a means of exerting social control, particularly through the exclusion of certain types of person, household or economic activity from certain areas through the application of particular development controls limiting, for instance, plot sizes, plot coverage and home industries.
- Efficiency of infrastructure provision and traffic management: granting development permission should be coupled with the provision of adequate infrastructure and traffic management.

- Determination of property values for the purpose of rating: the market value of land is the basis on which property valuation is determined.
- Aesthetic concerns: the control of land enables government to prescribe certain design parameters for buildings.

The need to promote desirable development is also driven by a number of different concerns:

- The land development needs of the market seldom match precisely the social and political needs of government.
- Investment promotion: changing the applicable land- use management is often seen as a prerequisite for attracting certain types of investment to certain area

#### **4. Molemole Integrated Environmental Management Plan**

Molemole Municipality's IEMP forms part of the IDP. It therefore provides a municipality with a decision support tool to evaluate the outcomes of the IDP process in terms of its environmental implications. All municipalities are required to formulate an Integrated Environmental Programme to ensure that environmental considerations are truly integrated with the outcomes of the IDP process (Chapter 5 of the Local Government: Municipal Systems Act (32 / 2000)).

It is imperative that the Municipality has access to sufficient environmental information to allow for strategic and project level development planning. The IEP contributes towards sustainability and a healthy environment by ensuring the following:

- That the strategic environmental issues are identified and that potential environmental requirements for future projects are taken into account during decision-making.
- That opportunities and limitations presented by the environment of a region is taken into account and that assessment of current and planned activities from a regional perspective is undertaken.
- That a tool is provided to planners and managers to be used to optimise all development strategies as far as environmental requirements are concerned.

# ANNEXURE



# **I. ORGANIZATIONAL STRUCTURE**

# **II. BUDGET**