

LEPELLE-NKUMPI LOCAL MUNICIPALITY



2010-2011 REVIEWED INTEGRATED DEVELOPMENT PLAN

TABLE OF CONTENT

FOREWORD BY THE HONOURABLE MAYOR - CLLR CALVIN MASOGA.....	1
A. EXECUTIVE SUMMARY TO THE PLANNING PROCESS	1
1. INTRODUCTION.....	1
2. INTEGRATED DEVELOPMENT PLANNING	1
3. INSTITUTIONAL ARRANGEMENTS AND ROLES AND RESPONSIBILITIES.....	2
4. LEGAL AND POLICY CONTEXT	3
4.1 THE CONSTITUTION.....	3
4.2 THE MUNICIPAL SYSTEMS ACT, 2000.....	3
4.3 THE RECONSTRUCTION AND DEVELOPMENT PROGRAMME	4
4.4 THE DEVELOPMENT FACILITATION ACT, 1995.....	4
4.5 THE WHITE PAPER ON DEVELOPMENTAL LOCAL GOVERNMENT	4
4.6 THE MUNICIPAL FINANCE MANAGEMENT ACT, 2003.....	5
4.7 GROWTH, EMPLOYMENT AND REDISTRIBUTION STRATEGY (GEAR).....	5
4.8 NATIONAL SUSTAINABLE DEVELOPMENT STRATEGY.....	5
4.12. OTHER LEGISLATIVE AND POLICY TRENDS.....	6
4.12.1. THE LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATION	6
4.12.2. LIMPOPO EMPLOYMENT, GROWTH AND DEVELOPMENT PLAN.....	6
4.12.3. ACCELERATED AND SHARED GROWTH INITIATIVES FOR SOUTH AFRICA (ASGISA) ..	7
5. THE REVIEW PROCESS	8
B. ANALYSIS PHASE: CURRENT SITUATION	14
1. INTRODUCTION.....	14
2. DESCRIPTION OF MUNICIPAL AREA.....	14
3. DEMOGRAPHIC PROFILE	14
3.1 POPULATION FIGURES	14
3.2 AGE DISTRIBUTION	14
3.3 DEPENDENCY RATIOS	15
3.4 LEVEL OF EDUCATION	15
3.6 EMPLOYMENT PROFILE.....	17
3.7 PEOPLE WITH DISABILITIES	18
3.8 HIV/AIDS.....	18
3.8.1 HIV/AIDS PREVALENCE.....	18
3.8.2 HIV/AIDS POLICY FRAMEWORK.....	18
4. SOCIAL INFRASTRUCTURE	18
4.1 HEALTH AND WELFARE FACILITIES	18
4.2 EDUCATIONAL FACILITIES	20
4.3 SAFETY & SECURITY	20
5. ECONOMIC ANALYSIS.....	21
5.1 MACRO - ECONOMIC INDICATORS	22
5.2 EXISTING AND POTENTIAL LED AND POVERTY REDUCTION PROJECTS.....	23
5.3 IN-DEPTH ANALYSIS AND KEY FINDINGS OF LED.....	23
6. SPATIAL ANALYSIS	25
6.1 EXISTING LEGISLATION	25
6.2 SPATIAL LOCATION AND DESCRIPTION	26
6.3 HIERARCHY OF SETTLEMENTS.....	26
6.4 STRATEGIC DEVELOPMENT AREAS (SDA's).....	28
6.5 HOUSING	28
6.6 LAND CLAIMS	29
7. ENGINEERING INFRASTRUCTURAL ANALYSIS	31
7.1 WATER	31
7.2 SANITATION.....	32
7.3 ENERGY.....	33
7.4 REFUSE REMOVALS	33
7.6. TRANSPORT & ROADS	34
7.6.1. FREIGHT TRANSPORT	34
7.6.2. LAND TRANSPORT STATUS QUO	34
7.6.2.1. TAXI OPERATIONS IN THE LEPELLE-NKUMPI AREA	35
7.6.2.2. BUS OPERATIONS.....	35
7.6.2.3. RAIL OPERATIONS IN THE AREA.....	35

7.6.3.	ROAD NETWORK.....	35
7.6.3.1.	NATIONAL ROADS.....	35
7.6.3.2.	PROVINCIAL ROADS.....	36
7.6.3.3.	DISTRICT ROADS.....	36
7.6.4.	AIR TRANSPORT.....	36
7.7.	ENVIRONMENTAL ANALYSIS.....	36
8.	INSTITUTIONAL ANALYSIS.....	38
8.1.	ESTABLISHMENT, CATEGORY AND TYPE OF MUNICIPALITY.....	38
8.2.	BOUNDARIES.....	38
8.3.	COUNCILLORS.....	38
8.4.	WARDS.....	39
8.5.	POWERS AND FUNCTIONS.....	39
8.6.	ADMINISTRATIVE STRUCTURE.....	40
8.7.	EMPLOYMENT EQUITY.....	41
8.8.	EMPLOYMENT EQUITY PLAN.....	41
8.9.	HUMAN RESOURCE DEVELOPMENT.....	41
8.12.	FINANCIAL SUSTAINABILITY.....	44
8.13.	CROSS-CUTTING ISSUES.....	44
9.	PRIORITY ISSUES.....	47
9.1.	MUNICIPAL WIDE PRIORITY ISSUES.....	47
10.	POWERS AND FUNCTIONS.....	48
C.	IDP REVIEW- STRATEGIES.....	50
1.	BACKGROUND.....	50
2.	LEPELLE-NKUMPI MUNICIPALITY'S VISION.....	50
3.	DEVELOPMENT OBJECTIVES & STRATEGIES.....	51
E.	FINANCIAL VIABILITY.....	52
4.	MUNICIPAL TURNAROUND STRATEGY OBJECTIVES AND PRIORITIES.....	66
D.	PROJECT PHASE.....	70
1.	INTRODUCTION.....	70
2.	PROJECTS.....	70
2.1	Projects identified for the five year period (2010/11 to 2015/16).....	70
2.2.	CAPITAL PROJECTS BUDGETED FOR IMPLEMENTATION BY LNM FOR 2010/11 TO 2012/13.....	79
2.3.	OPERATIONAL PROJECTS BUDGETED FOR IMPLEMENTATION BY LNM.....	83
2.4.	Projects identified and budgeted for implementation by various stakeholders:.....	86
E.	INTEGRATION.....	91
1.	INTRODUCTION.....	91
2.	PERFORMANCE MANAGEMENT SYSTEM.....	91
2.1	BACKGROUND.....	91
2.2	IMPLEMENTING PERFORMANCE MANAGEMENT.....	91
2.3	SETTING KEY PERFORMANCE INDICATORS.....	92
2.4	SETTING TARGETS.....	92
2.5	MONITORING THE IDP IMPLEMENTATION.....	92
2.6	MEASURING PERFORMANCE.....	92
2.7	CONDUCTING PERFORMANCE REVIEWS.....	92
3.	RISK MANAGEMENT AND FRAUD PREVENTION.....	92
4.	SPATIAL DEVELOPMENT FRAMEWORK.....	93
4.1	INTRODUCTION.....	93
4.2	PURPOSE OF THE SDF AND ITS RELATIONSHIP WITH A LAND USE MANAGEMENT SYSTEM.....	94
4.2.1	LEBOWAKGOMO DISTRICT GROWTH POINT.....	94
4.2.2	MAGATLE MUNICIPAL GROWTH POINT.....	94
4.2.3	RURAL SETTLEMENTS.....	94
4.2.4	STRATEGIC DEVELOPMENT AREAS (SDA's).....	94
4.3	LAND USE MANAGEMENT SCHEME.....	95
5.	INFRASTRUCTURE DEVELOPMENT.....	95
5.1.	INFRASTRUCTURE DEVELOPMENT PLAN.....	95
5.2.	STORM WATER CONTROL PLAN.....	95
5.3	HOUSING PLAN.....	95
5.4.	INTEGRATED WASTE MANAGEMENT PLAN.....	96
5.6.	INTEGRATED LOCAL ECONOMIC DEVELOPMENT PLAN.....	97
7.	FINANCIAL PLAN.....	101
7.1.	INTRODUCTION.....	101
7.2.	BUDGET 2010/11.....	101
F.	ADOPTION PHASE.....	102

ANNEXURE A. 2009/10 BUDGET	103
ANNEXURE B: TARIFF STRUCTURE.....	103
ANNEXURE D: MUNICIPAL WARDS	104

LIST OF TABLES

Table B-1: Demographic figures for the Lepelle-Nkumpi Municipal Area	14
Table B-2: Dependency Ratio per Local Municipal Area.....	15
Table B-3: Average Annual Individual Income	16
Table B-4: Average Annual Household Income per local Municipal Area.....	17
Table B-5: People with Disabilities in Lepelle-Nkumpi	18
Table B-6: Health facilities in the Lepelle-Nkumpi municipal area	19
Table B-7: Accessibility of Health Facilities in the Lepelle-Nkumpi municipal area	19
Table B-8: Public tertiary institutions in the Lepelle-Nkumpi municipal area.....	20
Table B-9: Education Facilities and Ratio's in the Lepelle-Nkumpi municipal area	20
Table B-11: Safety and Security Facilities in the Lepelle-Nkumpi municipal area	21
Table B-122: Contribution from Local Government to the GDP of Capricorn District	22
Table C-1: Objectives & Strategies per Key Performance Area	53

LIST OF DIAGRAMS

Diagram B-1: Organisational structure of the administrative component of Lepelle-Nkumpi local municipality.	40
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FOREWORD BY THE HONOURABLE MAYOR - CLLR CALVIN MASOGA

This Reviewed IDP for 2010/11 intends to strengthen the new national and provincial government's improved approach towards service delivery which emphasizes responsiveness to community needs. It will also further be used as an ongoing municipal strategic plan for the last year of the council five year term to complete the mandate for current council while ensuring that newly emerged challenges and problems find synergy into the development plans for 2010/11 and mid-term period.

The 2010/11 IDP review takes place at the time communities all over the country- from metropolis to rural municipalities- are engaged in protest actions to demand much quicker ways of government response to their needs. Hence, as council we will ensure that we take into consideration, issue raised in the Municipal Turnaround Strategy that will make us effective in dealing with our service delivery business. This turnaround strategy will help us come up with new approaches and programmes that are intended to increase the pace of service delivery as per our constitutional mandate. Hence this IDP has also integrated issues raised within the turnaround strategy process which also formed part of our public participation meetings with communities during the months of April/May 2010.

Together with programmes identified by the newly adopted Limpopo Employment, Growth and Development Plan, our IDP is geared towards meeting the national imperatives as guided by the Spatial Development framework, Supply Chain Management, PMS policy, Environmental Management Plan and the Communication Strategy among others. We wish to recognize the role being played by CoGTA, Office of the Premier, DLGH, SALGA and other government institutions in giving us such an immense support as we continue to grapple with challenges around planning and service delivery in our municipality. We, however, are appreciative of cooperation we receive from our own communities and their organized stakeholders in being part of us through all the phases of IDP process, including during and after projects implementation.

Indeed we are a municipality because of our community and stakeholders. 'Motho ke motho ka batho.'

M.C. MASOGA

MAYOR

A. EXECUTIVE SUMMARY TO THE PLANNING PROCESS

1. INTRODUCTION

The 2010/11 IDP is the first municipal planning tool after the new government-national and provincial- was elected and inaugurated in May-2009. New key priorities and MTSF objectives have been identified and must find expression in this IDP. Whereas it is going to be the last IDP for the current council, it still has to make clear pronouncement on how it will assist in the municipal turn around strategy, forecasting specific programmes for short, medium and long term.

Lepelle-Nkumpi Local Municipality is still faced with the following key challenges, most of which are not a peculiarity,

- High infrastructure development backlog
- Land un-availability due to tribal ownership and spatial reconstruction
- Infrastructure management and maintenance systems
- Environmental management
- By-laws enforcement
- Low Revenue Base

However, regardless of these challenges the municipality has registered the following achievements, among others;

- Water services provision agency status from the district
- Expansion of household refuse removal to rural areas
- Improved collection rate of billed revenue
- Introduction of four new mining developments
- High sports activity among young people, with one professional soccer club and high pitched softball clubs in the Provincial league that outnumber all municipalities in the Province combined
- Completion of infrastructure projects on time and with high quality in terms of standards of engineering, especially roads and storm water control

Included in this IDP as annexure are the reviewed organogram, spatial map, reviewed tariff structure, and the aligned 2010/11 Draft Budget in detail.

2. INTEGRATED DEVELOPMENT PLANNING

The integrated development planning process is meant to arrive at decisions on issues such as municipal budgets, provision of basic infrastructure, land management, social and economic development and institutional transformation. In practice the IDP is a comprehensive strategic business plan for the municipality over short and medium term.

Under the new Constitution local government has a new, expanded, role to play. In addition to the traditional role of providing services, municipalities must now lead, manage and plan for development and also play an active role in social and human development.

It is essential to spend the limited council resources on the key development priorities of the local community. This is the essence of the IDP - how to align the projects, plans, budgets and other council resources with the sustainable development priorities of the community.

3. INSTITUTIONAL ARRANGEMENTS AND ROLES AND RESPONSIBILITIES

The Municipal Systems Act, 2000 requires both district and local municipalities to do integrated development planning. The Capricorn District Municipality (CDM) is responsible to draft an Integrated Development Plan (IDP) for the district as a whole, including provision of a framework for the IDP's of the 5 local municipalities within its area of jurisdiction. Each of the 5 local municipalities is responsible to draft an IDP for its municipal area, Lepelle-Nkumpi Local included.

The IDP process requires that all role-players are fully aware of their own, as well as other role-players' responsibilities in the execution of the IDP process. The roles and responsibilities of the various spheres of government and other relevant stakeholders are as follow;

- The role of the national sphere of government is to provide a legal framework, policy guidelines and principles for sectoral, provincial and local government planning.
- The role of the provincial sphere of government is to monitor the IDP process and to ensure that vertical/sector alignment takes place between provincial sector departments and the municipal planning process;
- District Municipality is also responsible to effect horizontal alignment of the IDP's of the local municipalities, vertical alignment between district and local planning and the facilitation of vertical alignment of IDP's with other spheres of government and sector departments;
- The role of the local municipalities is to compile a 5 - year IDP aligned with other spheres of government as part of an integrated system of planning and service delivery, which will serve as an outline for all future development activities within the local municipal area.

The following structures are involved in the Lepelle-Nkumpi IDP Review Process and their functions are also briefly discussed as follow;

- Municipal Council
 - Considers and adopts the IDP/Budget review process plan; and
 - Responsible for the final adoption of the IDP/budget
- IDP Steering Committee
 - Responsible for monitoring and crafting of IDP
- Management Committee
 - Provides relevant technical, sector and financial information and support for the review process; and
 - Translation of broad community issues into priorities into outcome based programs and projects.
- Municipal/ IDP Manager
 - Responsible for daily coordination of the planning process; and
 - Ensures that the planning process is participatory, strategic and implementation focused.
- IDP Representative Forum
 - Represents the interests of various constituencies;
 - Coordination and alignment in planning and service delivery; and
- Ward Committees
 - Facilitates identification and conceptualisation of community needs

- Monitors Project and Programme Implementation.

4. LEGAL AND POLICY CONTEXT

4.1 THE CONSTITUTION

The Constitution of the Republic of South Africa outlines the kind of Local Government that is needed. According to the Constitution (Section 152 and 153) Local Government is in charge of the development process in municipalities and it is in charge of municipal planning. Its duties are;

- a) To ensure sustainable provision of services;
- b) To promote social and economic development;
- c) To promote a safe and healthy environment;
- d) To give priority to the basic needs of communities; and
- e) To encourage involvement of communities.

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.

4.2 THE MUNICIPAL SYSTEMS ACT, 2000

The main act that regulates integrated development planning is the Municipal Systems Act, 2000 (MSA). Chapter 5 of the MSA that deals with integrated development planning became operational on 1 July 2001. The MSA defines integrated development planning as one of the core function of a municipality in the context of its developmental orientation. The IDP must be compatible with National and Provincial development plans and planning requirements.

The following sections are of specific importance:

Section 25(1): *The municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality ...*

Section 26: *An integrated development plan must reflect:*

- (a) *The municipal council's vision*
- (b) *An assessment of the existing level of development in the municipality,*
- (c) *The council's development priorities and objectives for its elected term,*
- (d) *The council's development strategies*
- (e) *A spatial development framework*
- (f) *The council's operational strategies;*
- (g) *A financial plan, which must include a budget projection for at least the next three years; and*
- (h) *The key performance indicators and performance targets*

4.3 THE RECONSTRUCTION AND DEVELOPMENT PROGRAMME

The “RDP provides the context for municipal planning... It seeks to mobilize all our country's resources towards the final eradication of apartheid and the building of a democratic, non-racial and non-sexist future.”

The RDP emphasizes the developmental role of Local Government. Municipalities must:

- a) Integrate areas which were once divided under apartheid;
- b) Provide and maintain affordable infrastructure services;
- c) Strengthen the capability of Local Government to provide services;
- d) Ensuring a more equitable role for women; and
- e) Encourage meaningful participation by residents and stakeholders.

4.4 THE DEVELOPMENT FACILITATION ACT, 1995

The Development Facilitation Act, 1995 (DFA) provides specific principles for:

- a) Facilitation of the development of both formal and informal existing and new settlements;
- b) Discouraging land invasions without ignoring the reality and history of informal land development process;
- c) Promoting efficient and integrated land development that amongst other things:
 - Makes maximum use of all existing resources;
 - Ensures there is environmentally sustainable land development practices and processes;
 - Establish economically viable communities;
 - Curbs urban sprawls
 - Integrate rural and urban areas,
 - integrates poor and rich integrates different land users rather than keeping them strictly separates;

The Act seeks to enforce and effect measures that facilitate speedy implementation of development programme. It lays down general principles governing land development. It also provides a framework for procedures and process on land uses and development in urban and rural areas.

4.5 THE WHITE PAPER ON DEVELOPMENTAL LOCAL GOVERNMENT

The White Paper on Developmental Local Government puts forward a vision of a developmental local government which centres on working with local communities to find sustainable ways to meet their basic needs and improve the quality of their lives.

The following are the four characteristics of this developmental local government;

- Municipal powers and functions are exercised in a manner which maximises their impact on social and economic growth
- Playing an integrating and coordinating role to ensure alignment between all government spheres and private sector investment within the municipal area
- Democratising development
- Building social capital through providing community leadership and vision and seeking to empower marginalised and excluded groups within the community

The White Paper urges local government to focus on realising developmental outcomes such as the provision of household infrastructure and services; the creation of liveable,

integrated urban and rural areas; and promotion of local economic development and community empowerment and redistribution. Three cornerstones of service delivery in municipalities identified by the White Paper are integrating development planning and budgeting, performance management, and working with local citizens and partners.

4.6 THE MUNICIPAL FINANCE MANAGEMENT ACT, 2003

The Municipal Finance Management Act, 2003 (Act No. 56 of 2003) makes mandatory provisions that relate to financial management of municipalities. The objective of the Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms and standards for:

- (a) Ensuring transparency, accountability and appropriate lines of responsibility in the financial affairs of those institutions;
- (b) The management of their revenues, expenditure, assets and liabilities and the handling of their financial dealings;
- (c) Budgetary and financial planning processes and the coordination of those processes with those of the other spheres of government,
- (d) Borrowing;
- (e) The handling of financial problems in municipalities; and
- (f) Other financial matters.

4.7 GROWTH, EMPLOYMENT AND REDISTRIBUTION STRATEGY (GEAR).

In 1996 Government set in motion a macro-economic strategy known as the Growth, Employment and Redistribution Strategy (GEAR). The strategy seeks to get the South African economy onto a new path that will ensure:

- a) Initiatives to enhance private sector involvement in development through investment;
- b) A redistribution of income and opportunities in favour of the poor;
- c) Broader investment in infrastructure;
- d) More effective local spending;
- e) Rationalization of municipal personnel; and
- f) An environment in which homes are secure and places of work are productive.

Central to these, Local Government should promote growth through exports and investments (i.e. the creation of a good and stable domestic environment to encourage domestic and foreign investment in Municipalities) and promote redistribution by creating jobs and reallocating resources through the budget (i.e. ensuring that more and more people have access to jobs and are able to participate in the economic activity). The strategy places an important responsibility on Local Government to redistribute wealth by reforming the budget, thereby making adequate provision for essential services like water, housing, education, social services.

4.8 NATIONAL SUSTAINABLE DEVELOPMENT STRATEGY

The National Spatial Development Perspective (NSDP) is 'A clearly articulated set of spatial priorities and criteria is one of the mechanisms by which to guide government choices about investment spending.' Such a set of spatial priorities introduces consistency and rationality in planning and provides a focal point and a strategic basis for focusing government action, weighing up trade-offs, and linking the strategies and plans of the three spheres and agencies of government.

The NSDP has as its first principle that economic growth is a pre-requisite for the achievement of other policy objective.

4.9 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.

4.10 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.

4.11 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.

4.12. OTHER LEGISLATIVE AND POLICY TRENDS

4.12.1. THE LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATION

Municipal Planning and Performance Management Regulation of 2001 outlines the requirements for an IDP. Regulation 2(1) states that a municipality's Integrated Development Plan must at least identify:

- (a) Any investments initiatives in the municipality;
- (b) The institutional framework that includes the organogram;
- (c) Any development initiatives in the municipality, physical, social economic and institutional development;
- (d) All known projects, plans and programs to be implemented within the municipal area by any organ of state; and
- (e) The key performance indicators set by the Municipality.

4.12.2. LIMPOPO EMPLOYMENT, GROWTH AND DEVELOPMENT PLAN

Limpopo Employment, Growth and Development Plan (LEGDP) is an aggregate of tactical initiatives by the province designed to achieve structural change in critical areas of provincial economy. It assists the province to make strategic choices in terms of prioritising catalytic and high impact initiatives as a way of responding to the MTSF strategic thrusts.

4.12.2.1. KEY CONSIDERATIONS

Provincial MTSF Strategic Priorities are;

- Ensuring more inclusive economic growth, decent work and sustainable livelihoods
- Increase access to economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- Fighting crime and corruption
- Cohesive and sustainable communities
- Creation of better Africa and a better world
- Sustainable resource management and use
- A developmental state including improvement of public services

4.12.2.2. KEY ACTION PROGRAMMES

- Mining and Minerals Beneficiation
- Enterprise Development: SMME's and Cooperatives Development Programme
- Regional Economic Development and Integration Programme
- Public Infrastructure Investment Programme
- Water Infrastructure Development and Demand Management
- Agriculture and Rural Development Programme
- Education and Skills Development Programme
- Health Care Development Programme
- Safety and Security
- Environmental and Natural Resources Development Programme
- Corporate Governance
- ICT and Innovation Enabled Industries

4.12.3. ACCELERATED AND SHARED GROWTH INITIATIVES FOR SOUTH AFRICA (ASGISA)

Government of South Africa has set itself to making interventions that will accelerate progress towards achieving higher levels of economic growth and development of at least 6% per annum and to half unemployment by year by 2014. ASGISA as a government initiative seeks facilitate acceleration of economic growth and development in the country in order to achieve the set socio-economic objectives.

ASGISA identifies the following intervention responses to address the country's constraints towards country's growth potential:

- Infrastructure programs.
- Sector investment/industrial strategies
- Skills and education initiatives:
- Second economy issues: SA has already initiated interventions to address deep seated inequalities that target marginalised poor.

- Macro-economic issues. The challenge is to find strategies to reduce the volatility and overreaction of the currency, ensure that within an inflation targeting regime, fiscal and monetary policies work together to produce sustained and shared growth.
- Public administration issues. Institutional interventions are costly and should be kept to a minimum.

4.12.4. EXPANDED PUBLIC WORKS PROGRAMME

The EPWP is a programme that seeks to ensure that public bodies like Municipalities formulate plans and budget that will draw significant numbers of the unemployed into productive work while provide them with training. EPWP puts emphasis on learnership 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.

5. THE REVIEW PROCESS

The MSA requires that municipalities implement their respective Integrated Development Plans and monitor and evaluate their “implementation” performance. Section 34 of the MSA deals with the review and amendment of the IDP:

“Annual review and amendment of Integrated Development Plan.

A Municipal council:

(a) must review its integrated development plan

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

The IDP review process involves five critical phases, namely, the **Analysis, Strategies, Project, Integration and Approval phases**. The review process includes the conduct of an analysis of the socio-economic status taking into cognisance the MEC for Local Government and Housing’s comments on the previous IDP assessment, amongst others.

The Lepelle-Nkumpi Municipal Council adopted a Process Plan for the IDP review in November 2009 which outlined all steps that were going to be followed in the review process of the IDP.

The following Process was followed during the IDP/Budget Review and the MTAS Process;

- Process Plan Approved by Council: 2 November 2009
- IDP steering committee, Portfolio Committees and Council Executive Committee Meetings
- Municipal Turnaround Strategy Workshops: 23-24 March 2010
- Council adoption of 1st draft: 31 March 2010
- Community/Public Consultation: 5 Cluster meetings: April/May
- Ward Committee Forum: 26-28 March 2010
- Strategic Planning Session: 20-21 May 2010
- IDP Representative Forum: 02 June 2010

During 2007/8 ward based consultation meetings were conducted to review community needs and below is a list of those needs in terms of five high priorities per ward;

Ward 1	1. Water in all villages, 2. Electricity on village extensions, 3. Tarring of Khureng to Mehlaeng road, 4. RDP houses, 5. Disabled centre
Ward 2	1. Water and sanitation in all villages and emergency supply at Molapo and Gedroogte, 2. Tarring of Molapo/Gedroogte to Bolahlagomo road and storm water control in all villages, 3. Job creation projects in all villages, Electricity extensions in all villages, 5. Clinic
Ward 3	1. Water in all villages, 2. Roads upgrading and maintenance, 3. Primary school at Magatle, 4. MPPC (Thusong Service Centre, and 5. LED/Job creation projects.
Ward 4	1. Roads and storm water, 2. RDP houses, 3. Water and sanitation, 4. Electricity extensions and sub station voltage upgrading, 5. Primary school at Motserereng
Ward 5	1. Water in all villages, 2. Tar road from Ga Molapo/Mamogwashwa/Bolahlagomo to Immerpan, 3. Storm water control, 4. Clinic, and 5. Electricity extensions
Ward 6	1. Hall and tribal authority offices, 2. Water and sanitation, 3. Clinic, 4. Regravelling of access roads storm water control, 5. Electricity extensions
Ward 7	1. Water reticulation and yard connections, 2. Upgrading of roads and streets , 3. Makweng clinic, 4. VIP toilets and sewerage system at Mathibela, RDP houses
Ward 8	1. Water and sanitation, 2. Electricity extensions, 3. Community hall and 4. Demarcation of sites
Ward 9	1. Water and sanitation, 2. Hlakano/Mogotlane/Sehlabeng access road, 3. Mahlarolla electrification and extension in villages, 4. Clinics, 5.
Ward 10	1. Extension of water supply, 2. Electricity, 3. Upgrading of internal roads, 4. Access road to Ga-Rafiri, High mast lights
Ward 11	1. Water and sanitation, (including Scheming water supply), 2. Primary school at Scheming, 3. Upgrading of access roads and storm water control, 4. Job creation/LED projects, 5. Sports multipurpose centre
Ward 12	1. Street lights at phase 2, 2. Speed humps, 3. Free basic services, 4. Cancellation of municipal services debts
Ward 13	1. Water and sanitation at Zone R 2. .Storm water control and internal streets tarring and maintenance, 3. De-bushing, 4. Additional classrooms, 5. Overhead bridge at Lebowakgomo hospital
Ward 14	1. Water and sanitation, 2. Roads, storm water and public transport, 3. Education facilities, 4. Economic development, 5. Electricity
Ward 15	1. Water and sanitation, 2. Makurung and Hwelereng clinics, 3. Electricity extensions, 4. Community halls, 5. Roads and storm water control
Ward 16	1. Water and sanitation, 2. Economic development, 3. Roads, storm water and public transport, 4. Electricity, 5. Land and housing
Ward 17	1. Water and sanitation, 2. Access roads, 3. Completion of incomplete RDP houses, 4. LED projects, 5. Clinics
Ward 18	1. Water and sanitation, 2. Electricity extensions, 3. Land RDP houses, 4. LED projects, 5. Education facilities
Ward 19	1. Water and sanitation, 2. Electricity extensions, 3. Land and RDP houses, 4. Library, 5. Community hall
Ward 20	1. Water and sanitation, 2. Electricity extensions, 3. Land and RDP houses, 4. LED projects, 5. Education facilities
Ward 21	1. Water and sanitation, 2. Roads and storm water, 3. Electricity extensions and Phalakwa new connections, 4. Sports and recreation, 5. RDP houses

Ward 22	1. Water (including Makgophong emergency supply) and sanitation, 2. Roads and storm water control, 3. LED projects, 4. Education facilities
Ward 23	1. Water (Including Mahlatjane and Ramonwana emergency supply) and sanitation, 2. LED projects, 3. Mahlatjane clinic, 4. Electricity, 5. Television and cell phone network towers
Ward 24	1. Motsane to Leporogong road, 2. Cell phone tower, 3. Ga-Mampa clinic, 4. Water and sanitation, 5. LED projects
Ward 25	1. Water and sanitation, 2. Street tarring at Lebowakgomo and tarring of main streets at Mogodi and storm water control, 3. RDP houses, 4. Landfill site upgrading and management at Lebowakgomo, 5. Mogodi clinic
Ward 26	1. Road, bridges and storm water, 2. Clinic, 3. RDP houses (including quality improvement), 4. High mast lights, 5. Community hall
Ward 27	1. LED projects, 2. Roads, storm water and public transport, 3. Water and sanitation, 4. Land and housing, 5. Electricity connections

5.1. MUNICIPAL TURNAROUND STRATEGY

A process for developing a Municipal Turn-around Strategy was initiated by the Provincial Office of the Premier and Department of Local Government with all municipalities in the Province as a direct response to the President's call as he addressed all the mayors and municipal managers in the country during 2009 whereby he instructed them to develop programmes that would counteract emergence of some forces that were undermining local government system. Hence there were some sporadic occurrences of service delivery protests in most municipalities throughout the country that necessitated for the manner in which things were ordinarily done in municipalities.

In this Presidential Indaba, the following factors were identified as the root causes of some of the problems experienced by municipalities that resulted in such protests;

- Systemic factors; linked to the model of local government
- Political factors
- Policy and legislative factors
- Weaknesses in accountability factors
- Capacity and skills constraints
- Weak intergovernmental support and oversight and;
- Issues associated with the intergovernmental fiscal system

Indeed the OTP and DLGH assisted the municipality to analyse what the local problems could be. Through the same process municipal administration and councillors were the first to undertake an exercise towards this effect so that ward committee members were also accorded an opportunity to input on the process later on before it went into public participation with residents during the IDP/Budget imbizos. The following is the outcomes of this process which looked at the issues hindering proper local governance in Lepelle-Nkumpi against the LGSDA KPA's;

1. BASIC SERVICES, PLANNING AND LOCAL ECONOMIC DEVELOPMENT

WATER AND SANITATION			
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Availability of water resources, Olifantspoort WTP, Equipped Boreholes, Reservoirs, Nkumpi Dam,	Limited WTP capacity, Water Parasites, Shortage of Technical Skills, Poor infrastructure maintenance, Poor projects monitoring, Limited capacity on	Increase and capacitate WTP, Job creation, Revenue Enhancement, WSA	Theft / Illegal connections, Dryness of Boreholes and Dams, Dilapidated infrastructure, Riots, Health hazards and Contamination.

Chuene/Maja Water Scheme, WWTP, VIP toilets, WSP status	infrastructure development		
ELECTRICITY			
Provision of household reticulation, Street lights & highmast lights	Not a supply authority, Economic return, Poor planning & institutional capacity, Limited resources	Licence (revenue generation), Community safety	Economic return, Powers & functions
LAND AND HOUSING			
Availability of land, Policies, Provision of housing	Lack of internal control(managing land), Identification of beneficiaries & land for housing developments , Registration of municipal properties, Lack of financial resources, By-laws enforcement and Policy implementation, Lack of capacity,	New residential areas, Investment attraction, Revenue enhancement	Land invasion, Powers & functions , Crime and social ills, Influx control,
ROADS & STORMWATER			
Master plans, Plant & equipment	Technical skills, Financial resources, Internal control system, Poor infrastructure maintenance, Unmaintained district/ provincial roads,	Attract investor & enhance LED, Improve value of infrastructural assets, Road safety, Revenue enhancement	Floods, accidents
ECONOMIC DEVELOPMENT			
Infrastructure including light industries, policies, municipal location	Marketing, Development of tourism areas, unmaintained infrastructure, Lack of technical skills, Projects Monitoring, Mismanagement and lack of ownership by funded cooperatives.	Tourism, Future economic returns, Farming, Mining	Relocation of government offices and legislature, Withdrawal of investors, Land claims, Economic meltdown, Environmental impact, Social ills
FACILITIES			
Infrastructure (stadium/civic hall/show ground), Insured properties	Lack of policies, Lack of management & control, Monitoring, unmaintained CDM halls/library/stadium.	Increase revenue collection, Reduction of social ills, Healthy society	Vandalism, Powers & Functions
ENVIRONMENT			
Policy, Equipment, Greening project, Wetlands	Technical skills, Limited machinery, Failure to implement, Identification of wetlands	Revenue, Job creation, Community safety, Aquatic researches	Powers & functions, Pollution, Loss of lives

2. Financial Viability

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
1. SCM Policy in place, Unit established, Bid committees established and trained, National legislation e.g MFMA/PPFA/BBEE	Lack of resources, Under Staffing, Lack of Office space, 80% of suppliers on Database specialize in supply of good /catering	Job creation for Local community through awarding of tenders, Reach out in terms of BBEE	Over charging /inflation of prices by suppliers, None declaration of interest (official service providers), Re-advert of Tenders, No overall monitoring and evaluation of contractors in terms of performance (poor contract management)
2. REVENUE COLLECTION Billing system in place, Revenue policy available, Various pay points, Draft indigent policy/register, Valuation roll compiled, Revenue enhancement strategy	Poor collection rate of 15- 20 %, Incorrect readings, Non-enforcement of By-laws, Property register not credible (ownership),	Potential broad revenue base (electricity/paper recycling/land)	Water provision status, Reduced income for the municipality
3. DEBT MANAGEMENT Credit control policy, Debt write off policy, Indigent policy, Appointment of debt collector,	None implementation of policies, Understaffing, Huge outstanding debts	Negotiation with Water Service Authority to write off consumer debts	Water services provision status, Unable to separate consumer charges, Huge loss on revenue collection, Negative impact of cash flow
4. ASSETS MANAGEMENT Asset policy approved, Unit established, Assets insurance, Timeous registration and reporting of assets.	Lack of storage (e.g. plant), Obsolete assets not disposed, No maintenance plan in place, Under Staffing, Poor Control of assets (vehicles/facilities, Lack of understanding of roles (departments), Asset register not GRAP/GAMAP compliant, Idle plant	Potential to generate revenue through plant hire	Theft, Wear and tear, Loss of revenue, Transfer of assets by departments to the municipality
5. CUSTOMER CARE Complaint register in place, suggestion box available	Complaint register not properly monitored, No name identification tags for majority of staff, No reception area, No Bathopele committee, Call centre	Able to implement suggestions (acceptable or reasonable) from the public	Poor service delivery

	not established, poor customer care, -		
AUDIT REPORTS Queries addressed by all departments, Audit committee in place, Good relations with office of Auditor General, Timeous submission of financial statements, Internal auditor appointed, Budget & financial unit established, Financial grants acquired	Lack of staff in the internal audit unit, Lack of training on GRAP/GAMAP, Lack of skills in compilation of financial statements and Bank reconciliation	Support from Provincial Local Government and National Treasury (clean audit campaign 2014)	Municipality can be placed under administrator, Loss of community confidence, Loss of confidence from investors, Withdrawal of funding/grants, Suspension of employees

3. INSTITUTIONAL TRANSFORMATION AND GOOD GOVERNANCE

STRENGTH	OPPORTUNITIES	WEAKNESS	THREATS
SPECIAL PROGRAMMES			
-Established and Staffed Unit. -Budget and Programme. -VCT Equipment (Visual Impaired) -Database of special programme groups/organisations.	-Funding available from National and Provincial Government.	-Insufficient Empowerment. -Unit without a Manager. -No specialized vehicle for people with physical disabled. -Skill incapacity. -Poor planning for Programs	-Disempowered special groups within the Municipality.
HUMAN RESOURCES DEVELOPMENT			
-Policies and Legislations. -Budget Allocation for posts. -Workplace skills plan.	Growth of the Municipal (Including grading), provincial growth point.	-Insubordination. -Policies not reviewed. -Policies not implemented. -Posts not filled (Critical posts and section 57). -Selection process alleged not transparent (members of the community not informed). -Lack of advanced Learning programmes on Specialised Scarce Skills -Lack of Delegation/Acting allowances. -No PMS. -No Retention strategy.	-Downgraded (lower grade) and loss of creditability on good governance.
ICT			
-Systems in place. -Policy in place. -DRP in place. -Management of SLA's	-E-Business Community.	-Network too slow. -Venus systems/modules not fully utilized. -Website not updated.	-Vandalism on ICT Kiosk at library.
ADMIN SERVICES			
-Petrol Cards -Service and Maintenance.	-CDM fleet to increase Municipal pool.	-Misuse of Municipal Vehicles. -Fleet has exceed lifespan -Idle fleet -Lack of shelter for plant -Dirty vehicles. -Shortage of drivers. -No Electronic fleet management.	-Liability (maintenance fleet which has past productive lifespan) -Accidents, Reckless and negligent drivers.
Record Management			
		-Poor Record Management. -No filling Room (space).	-Loss of Information/Documents
SECURITY			
	- Assets and officials security	-No municipal security officer employee -No proper access control -Lack of professionalism among private security officers contacted	-Employees and councilors are at Risk. -Assets may be lost/stolen.
GOOD GOVERNANCE COUNCIL SUPPORT			
-Schedule of meetings -Ward Committees in place -CDW's deployed -Good working relationship with some traditional Leaders -Internal Audit Unit establishment and audit committee appointed. -Oversight Committee appointed		-Postponement of Exco, Portfolios, Council Meetings. -Non-adherence to IDP/Budget process plan. -Disruption of community meetings/events (CBP). -No community feedback -Ward Committee Allowances not	-Protest marches -Lack of credibility of the organization among residents

<p>and trained.</p> <ul style="list-style-type: none"> -Institutional framework of community based planning established and councilors/coordinators/facilitators trained. -Availability of legislations and plans: (Communication strategy, PAIA and Constitution) 		<p>in place</p> <ul style="list-style-type: none"> -Non-executive mayoral systems. -Political instability. -Service Delivery protests marches. -Apathy by communities in relation to public participation. -Communication strategy not implemented. -Conflict between some ward councillors and CDW's. -Lack of coordinated government programmes. 	
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B. ANALYSIS PHASE: CURRENT SITUATION

1. INTRODUCTION

The analysis phase looks into current service delivery levels so as to identify service delivery gaps for better prioritisation of programs and projects. It also analyses the socio-economic environment, including demographics within the municipality's area of jurisdiction. All these components are critical as they inform decision-making on resources allocations.

2. DESCRIPTION OF MUNICIPAL AREA

Lepelle-Nkumpi is one of the local municipalities within the Capricorn District Municipality in Limpopo Province and is located in the southern part of Capricorn District. The municipality is pre-dominantly rural with a population of approximately 241 414 people and covers 3,454.78 km², which represents 20.4% of the District's total land area. The municipality is divided into 27 wards which comprises a total of 110 settlements. Approximately 95% of its land falls under the jurisdiction of Traditional Authorities.

3. DEMOGRAPHIC PROFILE

3.1 POPULATION FIGURES

According to the Stats SA Community Survey 2007, the municipality has an estimated population of 241 414 people with a total of 58 483 households and an average household size of 4.13. The results are as indicated comparatively with Census 2001 in Table B-1 below.

Table B-1: Demographic figures for the Lepelle-Nkumpi Municipal Area

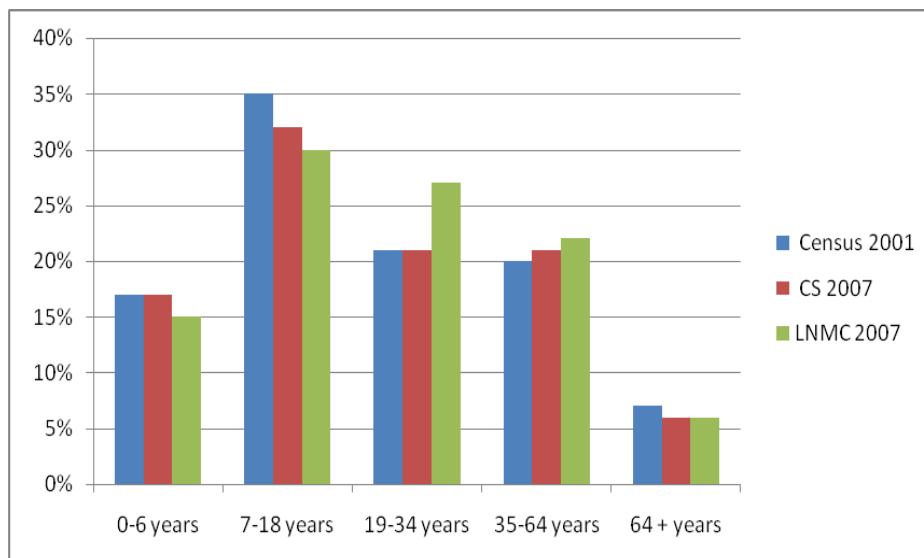
Municipality	Population		No. of Households		Average Household Size	
	2001	2007	2001	2007	2001	2007
Lepelle-Nkumpi	227 970	241 414	51 244	58 483	4.45	4.13

Source: Census 2001/ Community Survey 2007

3.2 AGE DISTRIBUTION

The population is further broken down in age groups as indicated here below. The age distribution shows that a large percentage of people are youths between 7 and 19 years.

Age Distribution for Lepelle-Nkumpi



Data Source: Statistics S.A. - Census 2001, CS 2007 and LNM Survey 2007

3.3 DEPENDENCY RATIOS

Table B-2 reflects the dependency ratio (age) for Lepelle-Nkumpi and the Capricorn District Municipal Area. Table B-2 indicates that according to Stats SA's Community Survey 2007 49% of the Lepelle-Nkumpi population is under 19 years old and 6% is elderly residents. These figures imply that the municipal area has a high dependency ratio as few people can, or do, bring income into households.

Table B-2: Dependency Ratio per Local Municipal Area

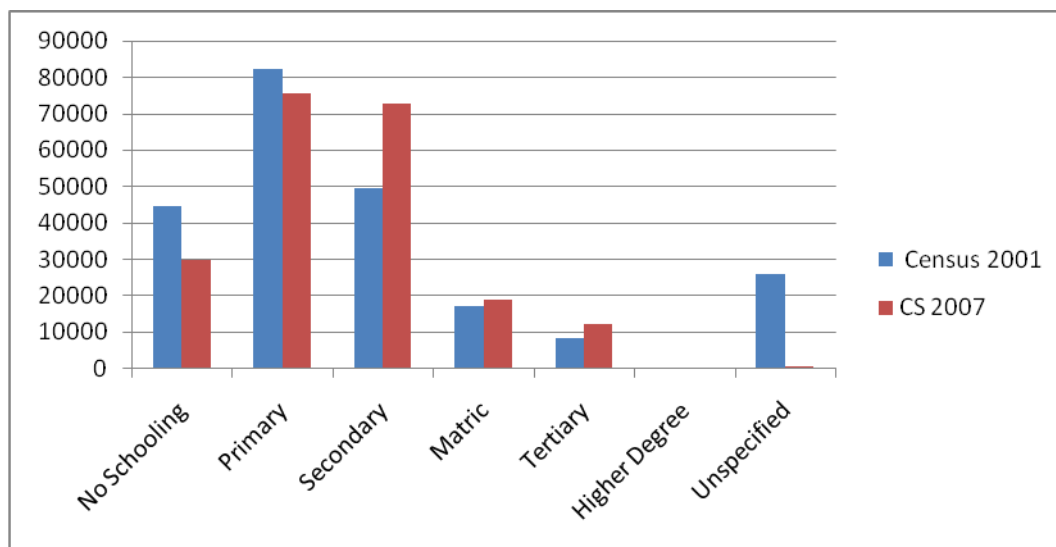
Age	Census 2001	CS 2007	LNLM 2007	Census
Children (0-19)	52	49	45	
Youth (20-34)	21	24	27	
Middle Age (35-64)	20	21	22	
Elderly (65+)	7	6	6	
Total	100%	100%	100%	

Data Source: Statistics S.A. - Census 2001, CS 2007 and LNM Survey 2007

3.4 LEVEL OF EDUCATION

The Municipality has a proportionately high number of 13% of functionally illiterate people as indicated in the graph here below. 31% attended school up to primary level, while 30% attained secondary level only (Stats SA CS 2007). These categories of people are functionally unemployable as their education level is below the minimum requirements for most skills development programs offered by various SETA's. The high level of secondary school-leavers accounts for low levels of matriculates and graduates.

Level of Education in Lepelle-Nkumpi



Data Source: Statistics S.A. - Census 2001 and CS 2007

3.5. INCOME DISTRIBUTION

Table B-3 reflects the income category per individual for the Lepelle-Nkumpi municipal area. 37% of the population in the Lepelle-Nkumpi municipal area has no income while only 0.2% of the population earns more than R12 800 per annum, according to Stats SA CS 2007.

Table B-3: Average Annual Individual Income

Income Category	2001	%	2007	%
No income	175757	77.10	90417	37
R1-R400	13875	6.09	3879	16
R401-R800	24391	10.70	7138	3
R801-R1600	3892	1.71	12706	5
R1601-R3200	4340	1.90	5755	2
R3201-R6400	3982	1.75	5251	2
R6401-R12800	1360	0.60	3944	1
R12801-R51200	252	0.11	591	0.2
R51201-R204800	113	0.05	0	0
Over R204801	8	0.004	0	0
Not Applicable		0	81598	33.8
Total		100		100

Data Source: CS 2007

Table B-4 reflects the income category per household within the Lepelle-Nkumpi municipal area and the Capricorn district municipal area. The minimum subsistence income (breadline) for households to survive in Limpopo is considered to be R15 600 per year or R1 300 per month. 72% of the population of Lepelle-Nkumpi lives under the breadline. 68.7% of households in the Lepelle-Nkumpi municipal area do not have an income. The situation calls for accelerated poverty alleviation and local economic development programmes.

Table B-4: Average Annual Household Income per local Municipal Area

Income per year	Lepelle- Nkumpi %
Income Category	2007
No income	68,7
R 1 - R 400	3
R 401 - R 800	6
R 801 - R 1 600	9
R 1 601 - R 3 200	4
R 3201 - R 6 400	4
R 6 401 - R 12 800	3
R 12 801 - R 25 600	0.4
R 25 601 - R 51 200	0.1
R 51 201 - R 102 400	-
R 102 401 - R 204 800	-
R 204 801 or more	-
Response not given	0.5
Institutions	1.3
Total	100

Source: CS 2007

3.6 EMPLOYMENT PROFILE

Table below indicates a high rate of unemployment in the municipal area (43%). The rate has decreased slightly compared to the Census 2001 statistics as provincial and local economy's ability to create jobs has improved. This high rate of unemployment calls for an urgent need to address issues of local economic development and job creation by the municipality and other role players.

Sectors	Labour Force
Agriculture; hunting; forestry and fishing	598
Mining and quarrying	1003
Manufacturing	3488
Electricity; gas and water supply	380
Construction	2441
Wholesale and retail trade	3609
Transport; storage and communication	826
Financial; insurance; real estate and business services	1598
Community; social and personal services	8066
Other and not adequately defined	1812
Unspecified	3657
Unemployed	20025
Total	27478

Source: CS 2007

3.7 PEOPLE WITH DISABILITIES

Table B-6 indicates the number of people with disabilities in the Lepelle-Nkumpi local municipal area. The majority of disabilities relates to physical body.

Table B-6: People with Disabilities in Lepelle-Nkumpi

Disability	Census 2001	CS 2007
Communication	308	194
Sight	2 140	1361
Hearing	422	924
Physical	2 141	3001
Emotional	-	2079
Intellectual	-	684
Multiple Disability	-	206

Data Source: Stats SA: Census 2001/ CS 2007

3.8 HIV/AIDS

3.8.1 HIV/AIDS PREVALENCE

Table B-5 HIV/AIDS Prevalence

Municipal Area	HIV Positive		AIDS Deaths	
	2001	2007	2001	2007
Lepelle- Nkumpi	10809	13229	492	887
Capricorn District	57321	80169	2562	5244

Source: Quantec 2008

In South Africa, HIV/AIDS has already taken a terrible human toll, and laid claim to thousands of lives, inflicting pain and grief, causing fear and uncertainty and threatens huge economic devastation.

3.8.2 HIV/AIDS POLICY FRAMEWORK

A number of initiatives have been developed by the South African Government to curb and mitigate the HIV/AIDS pandemic. The Health Department has a national plan that provides a framework aimed at harmonising the country's collective response to the HIV/AIDS epidemic. The plan identifies the following underlying socio-economic factors as critical to the HIV and AIDS pandemic: poverty, migrant labour, illiteracy and stigma amongst others. In addition, South Africa has just introduced a national comprehensive HIV/AIDS Care, Management and Treatment Programme. The significant part of the programme is to offer antiretrovirals (ARV's) to eligible HIV infected individuals free of charge.

4. SOCIAL INFRASTRUCTURE

4.1 HEALTH AND WELFARE FACILITIES

Table B.6 indicates the existing health facilities that are found in Lepelle-Nkumpi area. There are a total of 21 health facilities within the municipality (19 primary health care

clinics and 3 hospitals); one more private hospital is under construction at Lebowakgomo and it is hoped that this would improve level of access to health services for the community. These facilities are supplemented by the operation of six mobile clinics. The effective rendering of this service is affected by lack of portable water in the rural areas.

Table B-6: Health facilities in the Lepelle-Nkumpi municipal area

Municipal Area	Hospitals	Clinics (PHC)	Mobile Clinics Teams
Lepelle-Nkumpi	3	19	6

Source: Department of Health Report

Table B-7 indicates the accessibility of health facilities to communities in the Lepelle-Nkumpi municipal area. The data indicates that 13.76% of the total population in the Lepelle-Nkumpi area stay outside the service area of a hospital (i.e. outside 20km radius) and are therefore not within reasonable distance in terms of the standards of the Department of Health and Social Development (DHSD). Table B-7 indicates that 35.78% or 81 568 people do not have reasonable access to basic health services as rendered by Health Officers in clinics due to the distance from the clinic measured in terms of the planning norm of 5km applied by DHSD. 39 of the total number of settlements/villages are situated outside the optimum distance of 5km from a clinic.

Table B-7: Accessibility of Health Facilities in the Lepelle-Nkumpi municipal area

Local Municipality	Total No. of Communities	Number / Percentage of communities within / outside accessibility standards					
		Hospitals		Health Centres		Clinics	
		Within 20km	Outside 20km	Within 10km	Outside 10km	Within 5km	Outside 5km
Lepelle-Nkumpi	109	94 (86.24%)	15 (13.76%)	0 (0%)	109 (100%)	70 (64.22%)	39 (35.78%)

Northern Province Development Infrastructure Database, August 2001

Table B-6.2 indicates number of people with access to social grants. There are 12 social work offices spread evenly across the municipality and pay points. 82828 grants are issued in the municipal area by SA Social Security Agency (SASSA), which is 21% of the district.

Table B-6.2: Access to Social Grants

Social Grant	Lepelle-Nkumpi	Capricorn District
Old Age Pension	22312	94823
Disability	4242	22550
Child Support	55432	268032
Care Dependency	715	4306
Foster Care	20	506
Grant in Aid	107	585
Social Relief	0	240
Multiple Social Grant	0	1785
Total	82828	392827

Data Source: SASSA

4.2 EDUCATIONAL FACILITIES

Table B-8 indicates the public tertiary institutions located within the Lepelle-Nkumpi municipal area.

Table B-8: Public tertiary institutions in the Lepelle-Nkumpi municipal area

Local Municipality	Settlement Name	Type of Institution
Lepelle-Nkumpi	Lebowakgomo	Lebowakgomo Further Education and Training College

There are 116 primary schools, 81 secondary schools and 1 FET College within the jurisdiction of the Municipality. Table B-9 indicates the educational facilities and ratio's in the Lepelle-Nkumpi municipal area. Lepelle-Nkumpi had a total of 83 467 learners in 2001 (NPDID, 2001), i.e. 50 679 learners in primary schools, 32 256 learners in secondary schools and 532 learners in combined schools. It is significant that both primary and secondary school "learner/educator" ratios compare very favourably to the national norms used by the Department of Education, i.e. 1:40 for primary schools and 1:35 for secondary schools. It is evident from the data in Table B.9 that the "learner/educator" and "learner to classroom" ratios are well within the norms of the Department of Education. The data indicates however average figures/ratio's for schools and do not reflect the backlogs in classrooms and educators that exist for certain individual schools in the municipal area.

The Northern Province Development Infrastructure Database, August 2001 provides information with respect to infrastructure such as electricity, water, sanitation, telecommunication, etc. for schooling facilities within the local municipal area. This information indicates that the condition of the buildings of the majority of the primary and secondary schools are in a very poor state. Serious problems are also experienced at many schools with respect to the availability of water, sewage, electricity, telecommunication, etc.

Table B-10: Education Facilities and Ratio's in the Lepelle-Nkumpi municipal area

Local Municipality	Primary Schools					Secondary Schools					Learners	Class Rooms	Learner/Class. Ratio
	Learners	Educators	Learner/Educators Ratio	Class Rooms	Learner/Class. Ratio	Learners	Educators	Learner/Educators Ratio	Class Rooms	Learner/Class. Ratio			
Lepelle-Nkumpi	50 679	1 435	35.3	1 272	39.8	32 256	1170	27.6	962	33.5	532	13	40.9
CDM	227 627	6 487	35.1	6 077	37.5	140 454	5 132	27.4	4 212	33.3	8 869	356	Learner/Class. Ratio

SOURCE: Northern Province Development Infrastructure Database, August 2001

4.3 SAFETY & SECURITY

There are four police stations and one magisterial court within the municipality. The establishment of community policing forums in various areas also play an important role in crime prevention. Crime prevention was identified as one of the district priorities, the municipality must therefore take the lead in ensuring functional community policing forum in areas where there is none.

Crime prevention goes beyond the provision of police stations and police service. It implies that the broader community in collaboration with all spheres of government have to be partners in crime prevention. It is also about putting programmes and projects in

place that seek to address the socio-economic situation of communities. Social fabric crimes could be curbed through empowering people through special projects, education, information sharing and environmental design. Municipalities are also encouraged to develop security-based design of residential areas, buildings and shopping complexes.

Table B-11 indicates the number of existing Safety & Security facilities in the Lepelle-Nkumpi municipal area.

Table B-11: Safety and Security Facilities in the Lepelle-Nkumpi municipal area

Location	Police Stations	Satellite Police Stations	Mobile Centre	Trauma Centre	Victim support centre	Magistrate's Courts
Lepelle-Nkumpi	4	1	-	1	-	1

4.3.1. PUBLIC SAFETY STRATEGY

South African Police Services is currently the main measure for prevention of crime within the municipality. It is however assisted to a limited extent by Community Policing Forums which are generally unskilled, not active and having no resources to match the challenges around public safety. There are no organised community based advice centers or structures to deal with social and related forms of crime in the area. The municipality has approved an Integrated Public Safety Strategy in 2003 and it is hopefully to be reviewed during the financial year.

The focus of the strategy covers the following areas;

- Coordination: To facilitate the development and implementation of the strategy with other sectors- inside and outside government.
Establishment of local multi-sectoral committee
- Social crime prevention: Facilitate tapping of provincial and national grants to fund crime prevention activities
- Establishment of victim empowerment centers
- Conduct crime prevention campaigns
- Youth programmes
- Environmental design: Safety lighting, street and house markings
- Environmental management

5. ECONOMIC ANALYSIS

The White Paper on Local Government reinforces this mandate. It introduces the concept of “developmental local government”, which is defined as:

“Local government 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.”

Most people in the Lepelle-Nkumpi derive their income from the public sector and the informal sector. Many households earn income from in-the-yard spaza’s, hawking, or simple peddling, especially in small villages and townships. Many households trade only around the time of specific events such as pension days and holidays. However, people are driven into this activity because of necessity, particularly women heading families. Adequate jobs to support everyone are unavailable in the formal sector and earning a living is essential for survival and self-employment becomes an option.

5.1 MACRO - ECONOMIC INDICATORS

Macro economic indicators reflect the structure of the economy of the local municipal area and indicate the relative size of economic sectors and trends in relative sizes over time. The Lepelle-Nkumpi Municipality has the third largest economy of the five local municipalities in the Capricorn District Municipal Area.

Table B-12: Contribution to the GDP of Capricorn District

Sector	Capricorn	Lepelle-Nkumpi	Molemole	Aganang	Blouberg	Polokwane
Agriculture;	1	1.5	7.9	0.8	1.3	0.6
Mining	4.1	14.5	8.3	6.6	9.8	1.2
Manufacturing	3.5	3	1.9	3.3	2.5	3.8
Electricity; gas and water supply	3.0	4.2	3.6	2.8	1.2	3.1
Construction	1.6	1.7	1.7	3.1	2.2	1.4
Wholesale and retail trade	20.5	9.4	17.4	11.5	23	22.3
Transport; storage and communication	14.7	10	7.4	9.3	26.9	13
Financial; insurance; real estate and business services	25.7	15.2	18.8	16	13	30.2
Community Services	25.8	40.6	30.2	46.6	20.2	23.5

Data Source: Quantec 2008

Table B-12 reflects the following:

- ◆ Lepelle-Nkumpi is the third largest contributor to the district Gross Geographic Product at 13.6%; and
- ◆ Lepelle-Nkumpi is the first largest contributor in community services, second largest in community services and third largest contributor in terms of construction

Table B-13 reflects the number of people employed per sector of the local economy. It is clear from the data that the Community & Social Services (3.29%) is the largest and the Wholesale & Retail Trade sector (0.97%) the second largest employment sector in the economy of Lepelle-Nkumpi.

Table B-13: Employment per Sector per Local Municipal Area

Sector	Aganang		Blouberg		Lepelle-Nkumpi		Molemole		Polokwane		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Agriculture	546	0.37	2556	1.58	1293	0.57	7476	6.83	5225	1.03	17096	1.48
Mining	29	0.02	200	0.12	756	0.33	72	0.07	372	0.07	1429	0.12
Manufacturing	501	0.34	226	0.14	1051	0.46	328	0.30	8148	1.60	10255	0.89
Electricity, Gas & Water Supply	146	0.10	130	0.08	236	0.10	105	0.10	986	0.19	1605	0.14
Construction	626	0.42	665	0.41	1074	0.47	682	0.62	5908	1.16	8956	0.78
Wholesale & Retail Trade	1454	0.98	1341	0.83	2215	0.97	1618	1.48	18191	3.58	24819	2.15
Transport &	403	0.27	307	0.19	745	0.33	503	0.46	4349	0.86	6308	0.55

Communication												
Financial & Business	309	0.21	315	0.20	969	0.43	466	0.43	8589	1.69	10647	0.92
Community & Social services	2826	1.91	3030	1.88	7495	3.29	2801	2.56	25005	4.92	41157	3.56
Other	-	0.00	-	0.00	3	0.00	-	0.00	7	0.00	10	0.00
Private Households	1470	1.00	1237	0.77	2136	0.94	1759	1.61	12170	2.39	18772	1.63
Undetermined	478	0.32	579	0.36	1520	0.67	705	0.64	5644	1.11	8926	0.77
N/A	13889 1	94.0 5	15073 7	93.4 4	20847 8	91.4 5	92927	84.9 1	41368 2	81.3 9	1004714	87.0 1
Total	14768 2	100	16132 3	100	22797 0	100	10944 1	100	50827 7	100	1154692	100

Data Source: Statistics South Africa – July 2003

5.2 EXISTING AND POTENTIAL LED AND POVERTY REDUCTION PROJECTS

There are several LED and poverty reduction initiatives currently underway, mostly by national and provincial government departments. Most of these are poverty reduction projects within the municipal area.

Limpopo identified the following focus areas with respect to economic development; job creation, equitable distribution of resources, above average increase in investment and promotion of fair trade. In achieving these major strategic areas the Province has decided to use its competitive advantage on the supply side of resources in Agriculture, Mining, Tourism and Manufacturing.

In light of the key sectors identified in the Province, namely Agriculture, Mining, Tourism, and Manufacturing as well as the existing opportunities identified in the Lepelle- Nkumpi Municipality, the LED strategy(2007) identifies projects that will assist to stimulate economic growth, based on the following objectives for poverty reduction and overall economic impact;

- Agro-processing industrial development
- Creation of clearly identifiable and unique tourism products
- Expansion and diversification of existing agricultural products
- Mineral beneficiation and processing
- Local marketing and promotion of investment opportunities
- Development of joint ventures in mining operations

Details of the proposed projects under each of these objectives are outlined in the summary of the strategy in the Integration Phase E herein under.

5.3 IN-DEPTH ANALYSIS AND KEY FINDINGS OF LED

The municipality has significant agricultural development potential, both in terms of horticulture and livestock. There are several government-owned irrigation schemes that are operating considerably below potential. There is also extensive land and buildings for broiler farming that is being under utilized.

Customised factories for meat and hide processing that are currently vacant in the Lebowakgomo Industrial park create the opportunity to participate in cluster development

for meat production. Such a cluster could incorporate broiler and cattle feed production, livestock farming, slaughtering, processing, packaging and marketing. The cluster development concept should also include specialist skills training for local activity requirements and services to provide the necessary maintenance and support.

Being the seat of the provincial legislature, as well as host for all Sekhukhune District provincial sector departments as well as some Capricon district departments, opportunities for retail and services business are vast.

The platinum mining development in Lebowakgomo and the envisaged open shaft in Makurung, the revitalization of diamond mine in Zebediela, as well as brick clay mining development in Zebediela could create opportunities for SMME's along the value chain. Access to these opportunities would require negotiations with mine management. Mining development can also largely boost the local economy in the area. The mining cluster can promote value-adding activities and greater linkages in the mining value-chain and services sector, rather than exporting raw produce mined for beneficiation to locations outside the boundaries of the municipal area.

Eco-tourism opportunities are vast in the area. The Wolkberg Wilderness area consists of 40 000 hectares of almost pristine Afromontane grasslands, indigenous forests, spectacular mountain scenery and clean running streams and rivers. With its wilderness qualities and integrity, the area must be preserved and retained in the face of possibly inappropriate tourism development. This would require a suitable tourism development plan. The key tourism related opportunities lie in the potential for commercialization and merging of the Bewaarskloof, Lekgalameetse and Wolkberg nature reserves.

The fact that Dilokong Corridor is a development priority of the provincial government and that it runs through this municipality, creates a range of opportunities for local economic development and support. Yet another anchor project that had created hundreds of job opportunities in the area is Zebediela citrus estates. The citrus farm, which employs 243 permanent staff and 400 to 800 seasonal staff, exports 10 000 cartons of oranges annually. Opportunities for establishment of agro- processing plant next to the farm are vast and it is hoped that this will create more jobs that would boost the economic growth of the Municipality further. Commercialisation of government irrigation schemes or any form of public-private partnership will require careful restructuring and communication to keep labour on board as a principle stakeholder.

A number of important provincial and regional routes transverse the area, of which the R37 (Polokwane-Burgersfort) is the most important. There is also the R579 between Chueniespoort and Jane Furse, R519 between Kushke and Roedtan, R518 between Mokopane and Lebowakgomo. The Department of Economic Development, Environment and Tourism have identified the R37 road between Polokwane and Burgersfort as a SDI route along which development should be focussed. Large areas of land in the municipality (approximately 95% of the land) forms part of the former Lebowa homeland and is now held in trust for tribal and community authorities. These traditional authorities play a very important role in terms of their culture and have a major influence in the manner in which land is made available to individuals for settlement, as well as the use thereof for economic purposes (e.g. agriculture, tourism, etc.). A further constraint in respect of development potential and investor confidence in the municipality is the large proportion of land subject to land claims. As this process is turning out to be rather lengthy, some uncertainty is created, and investors are becoming reluctant to invest in land until the land claim issues are resolved.

Lepelle-Nkumpi Municipality makes the third largest contribution to the District GDP. The formal economy is concentrated in Lebowakgomo. This can largely be attributed towards the high contribution generated by services, which in the case of the former homelands can be assumed to be comprised of salaries paid to government officials. This high level

of concentration renders the economy extremely vulnerable to any factor that may decrease the absolute number of government officials working and residing in the district or a factor that reduces the real value of total salaries paid.

The high levels of unemployment in the municipality and resultant low levels of income (from the formal sector) forced a portion of the population still residing in the area to enter and participate in informal and marginal activities (e.g. subsistence farming). The low levels of income (a third of the households have no income) also imply low levels of buying power and, therefore, present few opportunities for related activities such as trade. This in turn supports the leakage of buying power since there are fewer local outlets from which can be bought. A second implication of the low levels of buying power is the inability of the community to pay taxes (e.g. property tax) and for even the most basic level of services. This situation on the other hand undermines the financial feasibility of the local municipality and makes it difficult to provide the necessary social services and municipal infrastructure in the area.

The lowest performing industries in Lepelle-Nkumpi Municipality are the retail and trade, transport and communication, finance and business services, and community services that all have Location Quotients below 0.75, which indicates that local needs are not being met by these sectors and the municipality is importing goods and services in these sectors. Agriculture takes up large portions of land within the municipality, but only employs approximately 7% of the workforce. The presence of a strong agricultural sector usually also generates opportunities for the further development of the Manufacturing sector, particularly in terms of agro-processing, and other backward and forward economic linkages. The retail and trade sector in Lepelle-Nkumpi is also responsible for a substantial amount of the employment (more than 12%).

A further constraint is the dualistic economy comprising a formal component and an informal, marginal or non-commercial component. The majority of Lepelle-Nkumpi is comprised of a non-commercial component, which comprises informal and marginal activities such as subsistence farming and informal trading. However, the natural resource base and economy does not have the capacity to support the total population, forcing a large percentage of the labour force to seek employment opportunities outside of the district municipality (e.g. Gauteng). The effect of this migrating labour includes high levels of male absenteeism and therefore also a leakage of buying power. The creation of job opportunities needs to get priority as many qualified people leave the municipal area in search for work elsewhere.

Numerous areas are also identified to have potential for Agri-villages. Businesses in Lepelle-Nkumpi have the opportunity to particularly utilize the information and services provided by organizations such as LIBSA and SEDA, particularly given the proximity to their offices in Lebowakgomo, which makes it particularly accessible for entrepreneurs and cooperatives in Lepelle-Nkumpi.

6. SPATIAL ANALYSIS

The Municipal Systems Act, 2000 (MSA) requires that each municipality must have a Spatial Development Framework (SDF). Spatial planning has two dimensions, i.e. (1) a pro-active or forward/strategic planning system and (2) a land-use management/control system. The SDF facilitates strategic and forward planning and operates as an indicative plan, whereas the detailed administration of land development and land use changes are dealt with by a land use management scheme.

6.1 EXISTING LEGISLATION

There are different types of legislation that are applicable to different areas and towns/settlements/villages in the Lepelle-Nkumpi area. These include the following:

- ◆ Townships established in terms of the Regulations for the Administration and Control of Townships in Black Areas, 1962 (Proc. no. R 293 of 1962), e.g. Lebowakgomo;
- ◆ Settlements and villages established in terms of the Land Regulations, 1969 (Proc. No. 188 of 1969), e.g. Moletlane; and
- ◆ Townships established in terms of the Development Facilitation Act, 1995 (Act No. 67 of 1995).

The plethora of planning legislation creates uncertainty and sometimes conflict among various role-players, i.e. municipalities, planners, land owners, developers, tribal authorities, etc. The existing legislative situation is causing serious problems for planning and development in Limpopo and local municipal areas.

6.2 SPATIAL LOCATION AND DESCRIPTION

Lepelle-Nkumpi municipal area is the second largest municipality within the Capricorn District and is located in the southern area of the District. The municipal area comprises 2 urban nodes, namely the Lebowakgomo District Growth Point and the Magatle Municipality Growth Point and a surrounding rural area that accommodates both commercial and communal mixed-farming practises. The central locality of the municipal area in relation to the rest of the country ensures that a number of important national and regional routes transverse the area, of which the R37 (Polokwane-Burgersfort) is the most important.

6.3 HIERARCHY OF SETTLEMENTS

The Limpopo Province Spatial Rationale, 2002 identified a settlement hierarchy for Limpopo and the hierarchy for the CDM area is also described in terms of this hierarchy. A settlement hierarchy is usually based on the classification of individual settlements (e.g. towns and villages). The settlement hierarchy as contained in the Limpopo Province Spatial Rationale is as follows:

SETTLEMENT CLUSTERS	1 ST Order Settlements (Growth Points) [GP]	Provincial Growth Point [PGP] District Growth Point [DGP] Municipal Growth Point [MGP]
	2 ND Order Settlements (Population Concentration Points) [PCP]	
SETTLEMENTS/VILLAGES	3 RD Order Settlements (Local Service Points) [LSP]	
	4 TH Order Settlements (Village Service Areas) [VSA]	
	5 TH Order Settlements (Remaining Small Settlements) [SS]	

Settlement clusters indicate priority development areas/nodes in which primarily first order (three types of growth points) and second order settlements (population concentration points) are identified. Growth Points are the highest order in the settlement hierarchy, with Population Concentration Points being the second order in the proposed settlement hierarchy.

First order settlements (Growth Points) are individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together.

The three categories of growth points are described in terms of their relative importance (priority) in the proposed hierarchy:

- ◆ **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. The majority of these PGP's also have a large number of people. PGP's include towns/settlements

such as Polokwane which can also be classified as a national growth point, Mokopane, Bela Bela, Makhado, Thohoyandou, etc.;

- ◆ **District Growth Point (DGP).** These growth points already have a meaningful economic sector with some job creation, various higher order social facilities such as hospitals and/or health centres, and some accommodate tertiary educational institutions. Most of these DGP's also have regional government offices and in many instances also district and/or local municipal offices. Most of the DGP's have a large number of people grouped together. DGP's include settlements such as Mankweng, Lebowakgomo, Dendron, etc.
- ◆ **Municipal Growth Point (MGP).** In terms of the various categories of growth points the MGP's have a relatively small economic sector compared to the District, but more specifically the PGP's. MGP's serving mainly farming areas often have a sizable business sector providing a meaningful number of job opportunities. They usually exhibit a natural growth potential if positively stimulated. MGP's include settlements such as Magatle in Zebediela.

Second order settlements (Population Concentration Points). PCP's are individual settlements (e.g. towns/villages) or a group of 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. Lepelle-Nkumpi has a total of 2 Population Concentration Points that accommodate approximately 25% of the total population of the municipal area.

Third order settlements (Local Service Points). These third order settlements exhibit some development potential based on population growth and/or servicing function potential, although most of them only have a very limited or no economic base. Most of these settlements (specifically in the traditional rural areas) have 5000 people or more, and do not form part of any settlement cluster. Most of these settlements are relatively isolated in terms of surrounding settlements. Some of these third order settlements have established government and/or social services.

Fourth order settlements (Village Service Areas). This category of settlements in the settlement hierarchy has been identified to allow for circumstances in mainly traditional rural areas where three or more settlements are located in such a way that they are interdependent or linked together by means of specific social infrastructure (e.g. clinic, secondary school). These settlements are small and have usually less than 1000 people per village.

Fifth order settlements (Small Settlements). This category includes all those settlements, mainly rural villages, which are not included in the previous 4 categories of the settlement hierarchy.

The settlement hierarchy for Lepelle-Nkumpi can be described as follows:

- ◆ The local municipal area has a total of 2 settlement clusters;
- ◆ The 2 settlement clusters consist of 2 types of growth points and two population concentration points which are also referred to as 1st and 2nd order settlements in terms of the settlement hierarchy. The number and type of first order settlements, being growth points, are the following:
 - 1 District Growth Point namely Lebowakgomo; and
 - 1 Municipal Growth Point namely Magatle

The settlement hierarchy can be described as very functional as 72% of the total population resides in 32 settlements (Growth Points and Population Concentration Points) that represent only 30% of the total number of settlements in the District. A summary of the nodal points in the Lepelle-Nkumpi municipal area is provided in

Table B-14.

Table B-14: Summary of hierarchy of settlements in the Capricorn District

Local Municipal Areas	Settlement Clusters	Hierarchy Of Settlements			
		1 st Order Settlements (Nodes)	2 nd Order Settlements (Nodes)	3 rd Order Settlements	Other Settlements (4 th & 5 th)
Aganang	3	1	3	0	79
Blouberg	7	3	4	4	121
Lepelle-Nkumpi	2	2	2	1	74
Molemole	4	3	3	1	20
Polokwane	5	3	5	5	131

Data Source: Limpopo Spatial Rationale (Review), 2002

6.4 STRATEGIC DEVELOPMENT AREAS (SDA's)

Spatial planning should guide the municipality in terms of location of public investment, particularly capital expenditure. The manner in which these programmes are implemented should support the hierarchy of settlements. And in time normalise the existing spatial patterns.

For this reason the Municipality's 2006 SDF identified SDA's which will be the main focus areas for future development residential areas. These areas are actively supported, promoted and development facilitated through;

- Provision of bulk infrastructure
- Active marketing of the areas
- Provision of incentives schemes from prospective developers and
- Compilation of detailed local framework or land use plans for each one of them.

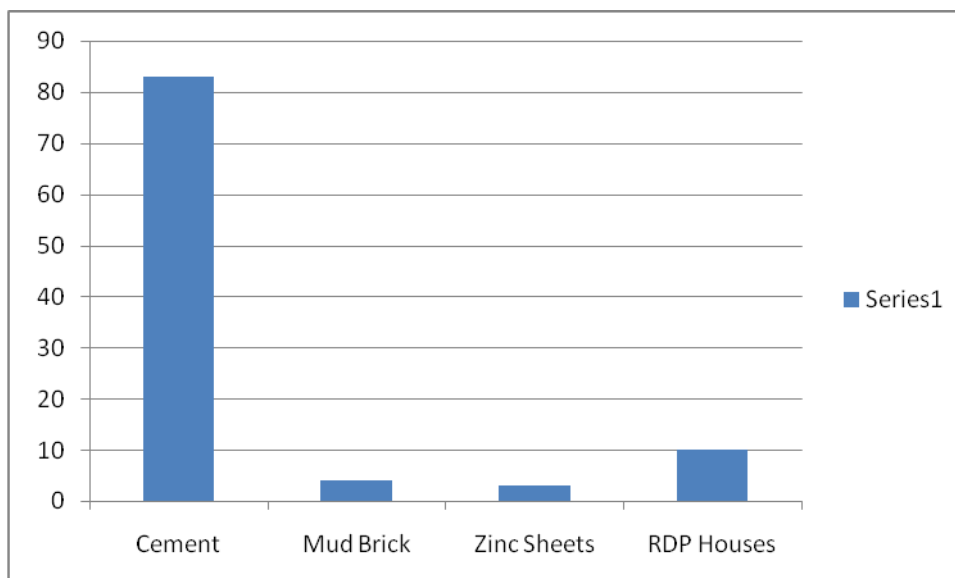
There are four SDA's in the municipality identified as follow, without any order of significance;

- SDA 1: Area between Mashite and Makotse which includes Lebowakgomo, Mamaolo and Seleteng
- SDA 2: Area between Mogoto and Magatle which includes Moletlane and GaNtamatsi
- SDA 3: Area of Ga- Mathabatha
- SDA 4: Mafefe Area

6.5 HOUSING

There is a very strong relationship between housing, land use and economic development. Large portion of land in the municipal area is in the hands of traditional leaders and development paths there cannot be fully determined by the local government. Very little can be done to ensure that land is available for housing developments where there is a need and the SDF and LUMS propose they should go.

A very high percentage of households (92%) in the municipal area are accommodated in formal dwellings despite the rural nature of the area and the fact that small settlements are scattered all over the municipal area. The chart here below depicts the types of housing structures people are accommodated in, as per the 2007 Municipal Census findings;



The municipality intends to develop a housing plan hopefully to be completed by end of financial year. This should assist to manage the problems of housing, some of which are identified here above, and also lay a framework for forward planning in housing developments.

6.6 LAND CLAIMS

Land restitution (land claims) and land redistribution, of which the potential impact is yet unknown, could alter the spatial pattern and land needed for the various macro land-uses (e.g. settlement development, agricultural development, mining, conservation areas, etc.) considerably. On the one hand many people would obtain access to land that could result in improved living standards and quality of life, while on the other hand, it could result in large-scale sterilisation of economically productive land (e.g. high potential agricultural land, mining of certain minerals, nature conservation areas, etc.) if not managed and planned properly within the context of a spatial development framework that considers all these factors.

It was evident from statements in individual SDF's that land claims have a severe impact on the development of the entire Capricorn District. This is supported by the fact that there were 650 land claims that have been lodged with the Regional Land Claims Commissioner in the Capricorn District (CDM IDP 2003/2004). According to the Regional Land Claims Commissioner a total of 190 land claims have been finalised, i.e. 4 claims in Aganang, 0 claims in Blouberg, 27 claims in Lepelle-Nkumpi, 29 claims in Molemole and 130 in Polokwane. A considerable percentage of these land claims have not yet been investigated and/or gazetted, which have an impact on development. Table B-15 indicates the land claims that were lodged per local municipal area.

Table B-15: Land claims per local municipal area

Municipality	Number of settlements	Area of municipality	Land Claims		Area claimed	% of municipal area claimed
			Number	%		
Aganang	96	1,852km ²	80	11.43%	1,078km ²	58,21%
Blouberg	138	4,540km ²	166	23.71%	1,922km ²	42,34%
Lepelle-Nkumpi	109	3,454km ²	182	26,00%	1,747km ²	50,58%
Molemole	37	3,347km ²	128	18.29%	833km ²	24,88%
Polokwane	167	3,775km ²	144	20.57%	1,428km ²	37,83%
Total CDM	547	16,970km²	700	26.74%	7,008km²	41,30%

Capricorn IDP 2003/2004, June 2003

The number of claims, as such, is not very important but the extent of the land claimed is significant. According to Department of Land Affairs, approximately 1,751, 3000ha of Lepelle-Nkumpi, representing 50, 58% of the local municipal area, is subject to land claims. The extent of land claims in the Capricorn District and the potential impact it may have depending on the outcome of investigations, is quite substantial and may impact heavily on the spatial development frameworks of local municipalities, inter alia, Lepelle-Nkumpi.

6.7. In- Depth Analysis and Key Findings of Spatial Issues

- Illegal occupation of land has increased on the edge of the township and in areas closer to public transport routes or economic opportunities;
- Traffic congestion on some of the mobility corridors has given rise to motorists using alternative routes on minor routes through established residential areas where traffic safety problems subsequently arise. Traffic-calming measures are difficult to implement in these areas;
- Uncontrolled advertising creates unsafe traffic situations and spoils the urban environment
- Lepelle Nkumpi Local Municipality is situated in a mountainous area which inhibit development;
- Pedestrian related problems are experienced. The location of schools in certain areas leads to scholars needing to cross major roads;
- There is a lot of pressure to develop public open spaces, for example, sport fields and small “outfall” pieces of land;
- Mixed land uses are evident in those areas where formal businesses are not properly developed;
- Bad road conditions;
- There is a possibility of asbestosis infection because of the closed un-rehabilitated mines;
- Lebowakgomo was the capital of the former Lebowa government and many government buildings are located within Lebowakgomo;
- Mining development can boost the local economy in the area;
- Mountainous topography causes physical obstruction on transport routes;
- Bewaarkloof and Wolkberg have potential for conservation and tourism development;
- The Local Municipality experiences the following environmental problems; overgrazing, deforestation, urban sprawl, uncontrolled veld fires, asbestos pollution at Mafefe and Mathabatha;
- Shortage of water in rivers during winter;
- Shortage of proper housing;
- Bad road conditions aggravate shortage of transportation;
- Insufficient social, economic, physical and institutional infrastructure;
- Poor communication facilities;
- Informal settlements are becoming a serious burden for the municipality;
- Illegal occupation of land, especially in the CBD;
- The land is still owned by the chiefs which often have negative impacts on the development of the area and residents have no security of tenure;

7. ENGINEERING INFRASTRUCTURAL ANALYSIS

The engineering infrastructure analysis includes the provision of water, sanitation, roads, energy, telecommunications and transport within the Lepelle-Nkumpi Area.

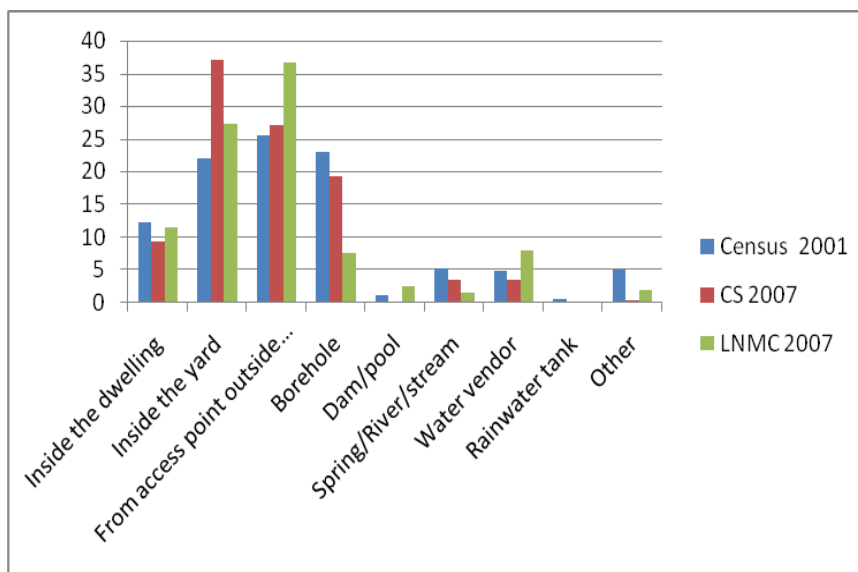
7.1 WATER

Currently 68% has water above RDP standard compared to 58% in 2001. This is a commendable development since the new figures include the houses which were not there in 2001. But a lot of work still has to be done as water is life, health and hygiene. A great concern should also lie in the high number of people who have to buy water from private vendors, which is 9% of which some are indigent households. The service levels differ from village to village depending on the availability of funds, the type of settlement, topography and whether people can afford a particular level of services. The municipality is not a water services authority but does play a role in provision of water services as per the agreement with CDM.

Table B.16. Levels of Access to Water Services

Level of Water Services	Number of Households
Piped water inside the dwelling	5375
Piped water inside the yard	21677
Piped water from access point outside the yard	15817
Borehole	11303
Spring	116
Dam/pool	67
River/stream	1844
Water vendor	2023
Rain water tank	64
Other	199
Piped water inside the dwelling	5375
Total	58483

Data Source: CS 2007



Data Source: Statistics S.A. - Census 2001, CS 2007 and LNM Survey 2007

7.2 SANITATION

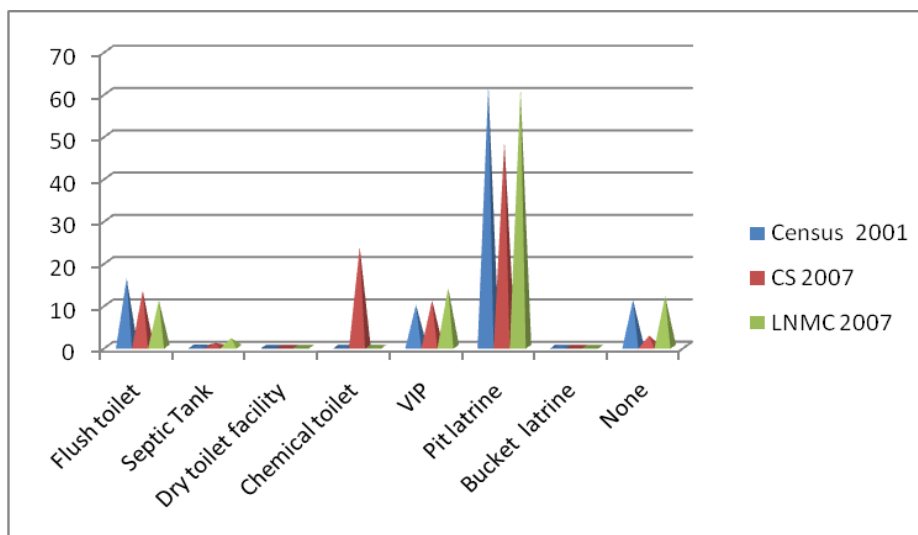
The graph here below indicates the access of communities to sanitation services in Lepelle-Nkumpi. Only 27% of the total households have sanitation facilities, in reference to toilets, from RDP standard and above. A large number of the population still has toilets (pits) that are not well ventilated or hygienic as per DWAF standards. This is a health hazard and can lead to the outbreak of diseases such as cholera. This is linked to the fact that some people still receive water from natural sources. Pit latrines are mostly used in rural areas where there is no proper piped water system. RDP standards dictate that VIPs are a minimum requirement.

The sanitation backlog is very huge and guarantees that the MDG on sanitation will not be met unless extraordinarily measures are taken with concomitant budget allocations, notwithstanding that this is also a moving target as the number increases with new settlements establishment.

Table B.17. Sanitation Facilities

Level of Access to Service	Number of Households
Flush toilet (connected to sewerage system)	7749
Flush toilet (with septic tank)	504
Dry toilet facility	50
Pit toilet with ventilation (VIP)	13803
Pit toilet without ventilation	34770
Chemical toilet	-
Bucket toilet system	63
None	1544
Total	58483

Data Source: CS 2007

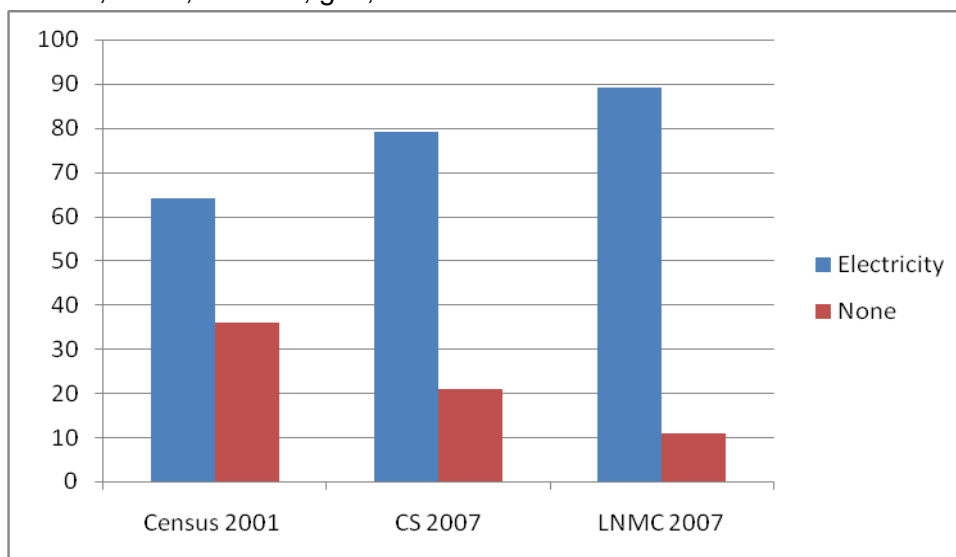


Data Source: Statistics S.A. - Census 2001, CS 2007 and LNM Survey 2007

7.3 ENERGY

Electricity is generated and distributed by ESKOM in the municipality. However, there are bilateral discussions with Eskom to assist the municipality to become supplier to consumers within the municipality. Electricity and energy is provided by means of the following sources, viz.:

- ◆ Grid electricity, which is supplied from power stations;
- ◆ Non-grid electricity which is basically solar system; and
- ◆ Other alternative sources of energy, which amongst others includes batteries, paraffin, coal, wood, candles, gas, etc.



Data Source: Statistics S.A. - Census 2001, CS 2007 and LNM Survey 2007

Table B.18. Energy Use by Households

	Cooking	Heating	Lighting
Electricity	31306	28659	51556
Gas	646	289	26
Paraffin	4544	2320	1733
Wood	21922	26421	
Coal	66	728	
Solar		-	65
Candles		-	4985
Other		66	118
Total	58483	58483	58483

Data Source: CS 2007

Great progress has been made since municipalities have been established in 2001. There is no doubt that by end of 2010 all villages will have access to electricity grid as only three settlements are yet to be electrified. However, municipality still needs a system to deal with an ever increasing number of new houses connections. The municipality's mission to provide electricity to all households is reliant to Eskom's ability to increase its supply capacity in terms of power substations and approval of projects since it is not electricity provider.

7.4 REFUSE REMOVALS

Table B-19 indicates the status quo with respect to refuse removal services in Lepelle-Nkumpi. 11% of households in Lepelle-Nkumpi have access to a municipal solid waste

disposal service, only in the urban areas of Lebowakgomo and Mathibela. 89% of households in Lepelle-Nkumpi do not have access to such service. Most people who reside within rural areas dig their own refuse dumps within their yards or on unoccupied land.

Table B-19: Refuse removal in Lepelle-Nkumpi municipal area

Type	Lepelle- Nkumpi	%
Municipal weekly	9942	11
Own means	50259	89
Total	58 483	100

LNM Records

7.5. TELECOMMUNICATIONS

Telkom's public telephone service provides telecommunication network to 60.33% villages in the municipal area. A small percentage of households (10%) do not have access to public telephone within 500m radius. A substantial percentage of households use mobile phones, i.e. 76%. Only 0.4% uses telephones only in their dwellings.

Table B-20 indicates levels of access to telephone services in the Lepelle-Nkumpi municipal area.

Table B-20: Telephone access in the Municipality

Type	%
Telephone in dwelling & cell phone	3.4
Telephone in dwelling only	0.4
Cell phone only	76
No access to a telephone	20.2
Total	100

Source: LNM Survey 2007

7.6. TRANSPORT & ROADS

The CDM prepared an Integrated Transport Plan (ITP) for the Capricorn District Municipal Area as required in terms of Section 27 of the National Land Transport Transition Act, 2000 (Act No. 22 of 2000), as amended, (NLTTA). The ITP addresses public transport and private mode, infrastructure, facilities and services. The major public transport services relevant in the CDM are bus and taxi operations and are addressed in detail in the RATPLAN and OLS respectively. There are no commuter rail services in the municipality.

7.6.1. FREIGHT TRANSPORT

Moving South Africa identified three significant freight corridors through Limpopo, of which one is traversing through Lepelle-Nkumpi, i.e. the R37 from Lydenburg to Polokwane, through Lebowakgomo and Burgersfort. There is significant potential for freight transport due to mining activities in Lepelle-Nkumpi and adjacent municipal areas.

7.6.2. LAND TRANSPORT STATUS QUO

The general description of most roads in the Lepelle- Nkumpi is in poor state of repair. The rural roads are poorly designed and not maintained with specific attention to storm water drainage. The travel modes for the Lepelle-Nkumpi local municipality are indicated in Table B21. It is clear from the data that ±87% of the Lepelle-Nkumpi population walk to their various destinations due to a lack of public transport or a lack of money to pay for public transport or private transport. Minibus taxis are the most popular form of transport.

Table B-21: Travel modes in the Lepelle-Nkumpi municipal area

Municipality	Foot		Bicycle		Motorcycle		Car as Driver		Car as Passenger		Minibus Taxi		Bus		Train		TOTAL
Lepelle-Nkumpi	102753	86.8%	494	0.4%	180	0.2%	2857	2.4%	3748	3.2%	5538	4.7%	2536	2.1%	280	0.2%	118386
CDM	492227	79.6%	3131	0.5%	1595	0.3%	27342	4.4%	30485	4.9%	37168	6.0%	24569	4.0%	1676	0.3%	618193

CDM ITP, 2004

7.6.2.1. TAXI OPERATIONS IN THE LEPELLE-NKUMPI AREA

There are 25 taxi facilities in the Lepelle-Nkumpi area of which 72% are informal.

Table B- indicates the number of ranks in the Lepelle-Nkumpi municipal area.

Table B-22: Taxi Facilities per local municipality in the CDM

Local Municipality	Total Number of Ranks	Formal
Lepelle-Nkumpi	25	7
Total for CDM	107	17

CDM ITP, 2004

7.6.2.2. BUS OPERATIONS

Bus services are operated by private sector companies contracted to the Provincial Department of Roads and Transport, e.g. Great North Transport and Kopano Bus Services. These private operators receive ticket subsidies through the Provincial bus subsidisation system. Of the 180 routes in the district, 19 routes are Lepelle-Nkumpi. The road conditions are generally very poor and this is a significant factor on the operating life of the rolling stock (buses), operating costs, and level of service to the passenger.

7.6.2.3. RAIL OPERATIONS IN THE AREA

No rail line is currently operating in the Lepelle-Nkumpi municipal area. A disused rail line in the Western side connects the municipality with Gauteng Province.

7.6.3. ROAD NETWORK

7.6.3.1. NATIONAL ROADS

The National Roads Agency (NRA) is the custodian for the National Road Network. Several strategic roads are to be handed over from the Road Agency Limpopo (RAL) to the NRA.

The RAL is currently undertaking the following projects on maintenance in the municipal area;

Table B-24: RAL Projects

Route Description	Project Description
Burgersfort to Polokwane	Routine Maintenance
Lebowakgomo North to Lebowa Mine (Atok)	Road Widening - add shoulders
Polokwane to Lebowakgomo North	Road Widening - add shoulders

7.6.3.2. PROVINCIAL ROADS

The Provincial and District road network is currently the responsibility of the Roads Agency Limpopo (RAL) and the Department of Public Works.

The Spatial Development Initiative (SDI) supports corridor (roads) development initiatives. These roads will link up with other provincial roads and ultimately lead to border posts and the Maputo corridor. One sub-corridor is relevant to Lepelle-Nkumpi, i.e. Dìlokong Sub-corridor/SDI.

There are three important roads along this corridor, i.e.:

- (a) Polokwane to Burgersfort (P33/1 and P33/2),
- (b) Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the Sekhukhune district with the Phalaborwa and Kruger National Park areas; and
- (c) Chuenespoort via Boyne to Mopani District

These main transport corridors were identified by the Limpopo Department of Economic Development, Environment and Tourism and link important development growth points with each other. The purpose is to concentrate development along these routes and to enable the communities to benefit from such developments.

In addition to these strategic roads is the R519 that transverses the area in the North Western part and also linking directly with the R518 road between Mokopane and Lebowakgomo. Both roads form part of the provincial networks that feed into the national ones and also serving as alternative routes for international travellers.

7.6.3.3. DISTRICT ROADS

The Roads Agency Limpopo is the custodian of all provincial roads in Limpopo while the Department of Public Works is responsible for road maintenance. The Local Municipalities identify road maintenance and upgrading projects in consultation with communities.

The Road Agency Limpopo is currently in the process of transferring roads to the CDM. Currently, there are no District Road Master Plan and road classification system and road projects are not systematically prioritised as yet.

7.6.4. AIR TRANSPORT

Lepelle-Nkumpi has no airport in its area of jurisdiction.

7.7. ENVIRONMENTAL ANALYSIS

There has been a number of infrastructure development and other construction projects initiated within the municipality since 1996/97. These projects and other factors contributed towards illegal mining of sand in rivers, resulting in alterations of river banks and irregular landscape.

Drilling of boreholes, electrification of villages, mining, bulk water supplies, heavy rains etc. have had a negative impact on the environment such as the pollution on ground water, extinction of vulnerable and sensitive species, land degradation, loss of biodiversity and noise pollution among others.

The following are major environmental risks within Lepelle-Nkumpi Municipality:

- *Deforestation*: Deforestation is one of the identified major environmental problems affecting most areas.
- *Overgrazing*: Overgrazing is another identified environmental problem in the area. The major influencing factor in this regard is overstocking by those practicing farming and what is termed the Tragedy of the Commons i.e. it is the situation whereby no one takes responsibility on the piece of land they all use for grazing;
- *Erosion*: Erosion is another of environmental problem that affects the larger part of the area. Its effects and occurrences are very high compared to the rest. The major causes of these conditions are overgrazing and deforestation.
- *Illegal occupation of land and indiscriminate change in land-use*: Unplanned settlements have a major negative effect to the environment. The major causes of urban sprawl or unplanned settlements are poverty/unemployment, population growth and urbanisation;
- *Poaching*: Poaching is very rife in areas such as Lekgalameetse;
- *Asbestos Pollution*: Some areas of Lepelle-Nkumpi are subjected to asbestos pollution, which has detrimental effects on the lives of people. However, its magnitude is medium as most of the mines had been rehabilitated;
- *Uncontrolled Fires*: Uncontrolled fires are another element of concern as far as the environment is concerned. The major areas affected by veld fires are the Strydpoort Mountains.
- *Natural and man made disasters*; and
- *Waste disposal*.

Local Government in South Africa has a key role in addressing social and economic needs of communities while ensuring that the resource base upon which life depends is conserved and well managed. Planning in South Africa should as such aim to use scarce resources and limited capacity wisely, and to re-orientate approaches and management tools, so as to achieve a greater level of equity, service provision and sustainability in the country. Local government is important in this regard due to localised nature of many environmental problems and concerns.

To strengthen the issues of environmental sustainability further, the following issues are addressed in line with the sustainability principles throughout all the phases of IDP processes;

-Preparation Phase: The IDP implementation is aligned to national and provincial policies, plans and programmes that require compliance and have bearing implications on local planning. The following legislation provide a framework within this IDP for compliance; Constitution of the Republic of South Africa, RDP Policy, National Sustainable Development Strategy, Development Facilitation Act and NEMA among others.

- **Analysis Phase**: An understanding of existing situation is unpacked to clarify a descriptive account of conditions, causal factors underpinning priority concerns and linkages between issues. This phase of the IDP recognizes key and high ranking issues that threaten sustainable development as deforestation, overgrazing, soil erosion and unstructured and illegal land uses. These are compounded by the problems of poverty and unemployment which is at 55% and possibly in the future by HIV/AIDS.

- **Strategy Phase**: The concept and principles of sustainable development informed formulation of all municipal strategies and selection of projects during the strategy phase. As debates for alternative development paths occur during this IDP phase, the following questions should be asked;

- Do the working objectives and strategies developed incorporate the principles of sustainable development?

- Do the working objectives and strategies relate to the maintenance of resources(environmental assets)

These above factors show in the municipal vision, objectives policies and strategies within the IDP document. Briefly the municipal objectives and strategies, in terms of environmental sustainability, can be summed as responding to the dire need for reduction of unemployment rate and boost economic growth, promotion of proper land uses, compliance to EIA recommendations and application of mitigating activities where is feasible, use of environmentally friendly technology, environmental awareness creation and expansion of access to integrated waste management services to cover many households.

- **Project Phase:** The choice and design of projects are areas where sustainability should receive attention. And environmental issues are strengthened. Potential environmental impact will be identified and preliminary assessments be conducted. This will avert problems of projects failing to be implemented because of EIA reports during implementation. Finally, the environmental awareness needs to be improved; and an environmental policy and strategy document also requires to be developed to deal with the above matters in a tangible manner.

- **Integration Phase:** The IDP is aligned to the Integrated Waste Management Plan, Spatial Development Framework and the Land Use Management Scheme.

Environmental Management Plan was developed in 2009/10 financial year to deal with the above environmental risks identified, and a responsible unit is also to be established.

8. INSTITUTIONAL ANALYSIS

8.1. ESTABLISHMENT, CATEGORY AND TYPE OF MUNICIPALITY

The Lepelle-Nkumpi Local Municipality was established in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998) on 05 September 2000 - Provincial Government Notice No. 275 of 2000. The Lepelle-Nkumpi Local Municipality is a Category B municipality as determined in terms of Chapter 1 of the Municipal Structures Act, 1998. Lepelle-Nkumpi is a municipality with a Collective Executive System as contemplated in Section 2(a) of the Northern Province Determination of Types of Municipalities Act, 2000 (Act No. 2 of 2000).

8.2. BOUNDARIES

The municipal area of Lepelle-Nkumpi was proclaimed in terms of the Local Government Municipal Demarcation Act, 1998 per Provincial Government Notice No. 286 of 2000 - Map 17.

8.3. COUNCILLORS

The Council of the local municipality consists of 27 proportionally elected councillors and 27 ward councillors as determined in Provincial Notice No. 62 of 2005.

The Council of the local municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 1998:

- ◆ Mayor
- ◆ Speaker
- ◆ Chief Whip; and
- ◆ Members of the Executive Committee.

The following traditional leaders were identified in terms of Section 81(2) (a) of the Municipal Structures Act, 1998 and published in Provincial Government Notice No. 55 of 2001 to participate in the proceedings of the Lepelle-Nkumpi municipal council:

- ◆ Kgoshi Kekana III
- ◆ Kgoshigadi Ledwaba
- ◆ Kgoshi Mathabatha
- ◆ Kgoshigadi Mphahlele
- ◆ Kgoshigadi Seloane
- ◆ Kgoshi Thobejane

Kgoshigadi Ledwaba is also participating in the Capricorn District Municipality council as a traditional leader representative of Lepelle- Nkumpi.

8.4. WARDS

The Lepelle-Nkumpi local municipality has 27 wards. See ward credentials in Annexure C.

8.5. POWERS AND FUNCTIONS

Specific powers and functions were assigned to the Lepelle-Nkumpi Local Municipality in terms of Notice of Establishment (Notice No. 307) that was published in Provincial Government Notice No. 307 of 2000. The powers and functions are as follows:

- ◆ The provision and maintenance of child care facilities;
- ◆ Development of local tourism;
- ◆ Municipal planning;
- ◆ Municipal public transport;
- ◆ Municipal public works;
- ◆ Storm water management systems;
- ◆ Administer trading regulations;
- ◆ Provision and maintenance of water and sanitation;
- ◆ Administer billboards and display of advertisement in public areas;
- ◆ Administer cemeteries, funeral parlours and crematoria;
- ◆ Cleansing;
- ◆ Control of public nuisances;
- ◆ Control of undertaking that sell liquor to the public;
- ◆ Ensure the provision of facilities for the accommodation, care and burial of animals;
- ◆ Fencing and fences;
- ◆ Licensing of dogs;
- ◆ Licensing and control of undertakings that sell food to the public;
- ◆ Administer and maintenance of local amenities;
- ◆ Development and maintenance of local sport facilities;
- ◆ Develop and administer markets;
- ◆ Development and maintenance of municipal parks and recreation;
- ◆ Regulate noise pollution;
- ◆ Administer Pounds;
- ◆ Development and maintenance of public places;
- ◆ Refuse removal, refuse dumps and solid waste disposal;
- ◆ Administer street trading;
- ◆ Provision of municipal health services.

The division of powers and functions between the district municipalities and local municipalities were adjusted by the MEC for Local Government and Housing in terms of Sections 16 and 85 of the Municipal Structures Act, 1998 and published in Provincial Gazette No. 878, dated 07 March 2003. The following district municipal powers and functions were transferred to local municipalities:

- Solid waste disposal sites serving the area of the municipality;
- Municipal roads which form an integral part of a road transport system of the municipal area;
- The establishment, conduct and control of cemeteries and crematoria serving the municipal area;
- Promotion of local tourism for the municipal area; and
- Municipal public works relating to any of the above functions or any other functions assigned to the local municipality.

The Environmental Health Act authorises category A and B municipalities to perform the environmental health. The function was supposed to be transferred with effect from 01 July 2004 from Provincial Government. The Provincial Devolution task Team resolved that in the interim that the current service providers should continue to perform the function until the transfer process is finalised.

8.6. ADMINISTRATIVE STRUCTURE

The Municipal Manager is the head of the administrative component and municipality's accounting officer. The administrative structure is divided into five departments, i.e. Local Economic Development and Planning, Corporate Services, Social Development and Community Services, Infrastructure Development and Finance Department. The municipal council has approved an organizational structure with 211 posts in 2009 of which 109 of these posts are filled.

Diagram B-1 indicates the organisational structure of the administrative component of the Lepelle-Nkumpi local municipality.

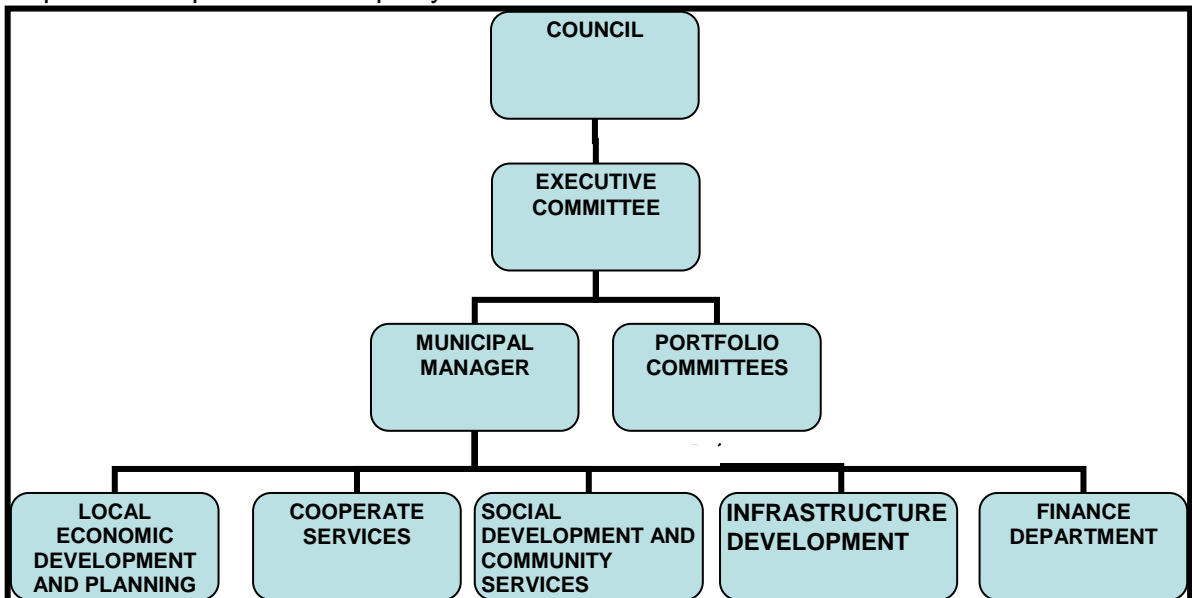


Diagram B-1: Organisational structure of the administrative component of Lepelle-Nkumpi local municipality.

8.7. EMPLOYMENT EQUITY

One serious challenge that the municipality is struggling with is the issue of equitable representation of the previously disadvantaged groups in all levels of municipal structure, especially management.

The table below depicts the current equity status in relation to designated categories of employees, at level 0- 3

Occupation category	Male				Female				% PWDs	Total
	African	Coloured	Indian	White	African	Coloured	Indian	White		
Managers and senior officials level 0-3	9	0	0	0	5	0	0	0	1	14
PERCENTAGE	64%	0	0	0	36%	0	0	0	7%	100%

8.8. EMPLOYMENT EQUITY PLAN

In line with 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 designated groups by the following strategies;

- ❖ Ensure representation at senior management level
- ❖ Establish relationships with various Disabled people's formations in South Africa such as schools for Deaf and Societies for the Blind, 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 designated groups

8.9. HUMAN RESOURCE DEVELOPMENT

The Municipality continues to build the capacity of its staff within departments and units to enable them to provide world class service to their customers and communities. Skills audit for both council and officials is conducted to inform appropriate skills development plan of the Municipality approved annually by the Local government SETA.

The development of skilled personnel is central to municipality's activities as it helps to meet IDP objectives.

8.10. OCCUPATIONAL HEALTH AND SAFETY

OHS Act 181 of 1983 has been enacted to provide for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected

therewith. Municipality has a functional OHS unit and Committee to look into issues of health and safety at the workplace.

8.11. MANAGEMENT SYSTEMS

In its quest for accelerated service delivery through professional and corporate ethics, Lepelle-Nkumpi Municipality put in place management systems that would assist in achieving effectiveness and efficiency. Areas of focus in this regard are as follows:

8.11.1. Internal Audit and Audit Committee

The Municipality has established internal audit office which monitors and ensures compliance of the Municipality to related legislation and policy guidelines. An external audit committee has also been established to advise the council on compliance issues and performance management..

An audit charter has been developed and was approved by an internally established audit committee. Fraud hotline has been established in collaboration with DLGH and Capricorn district Municipality, as part of implementation of the municipal anti-fraud plan.

8.11.2. Communication and Community Participation

The Municipality has set up a communication unit which facilitate internal and external communication of municipal programs to stakeholders on a continuous basis. Communication in the Municipality is strengthened by municipal newsletters, public meetings, and community radio stations, local newspapers, all above mentioned ICT systems.

Communication and public participation strategy has been approved during 2006/7 and it is hoped that this will strengthen the communication in the municipality even further.

8.11.3. Information and Communication Technology

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

- Financial Management System
- Website
- Internet
- E-mail
- ICT KIOSK, in the Library
- Wireless Technology Network
- Disaster Recover Plan/Management

8.11.4. Code of Conduct

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

- a. loyally execute the lawful policies of the municipal council;
- b. perform the functions of the office in good faith, diligently, honestly and in a transparent manner;
- c. act in such a way that the spirit , purpose and objects of Section 50 of Municipal Systems Act are promoted;
- d. 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; and
- e. act impartially and treat all people, including other staff members, equally without favour or prejudice.

8.11.5. Performance Management System

The Municipality has drawn a draft performance management system whereby all senior managers are to sign performance contracts. Performance management system will in future be rolled out to all levels..

Quarterly and annual organisational performance reports are however prepared and submitted to council, and this assists in tracking progress for realization of IDP objectives.

The Municipality has also appointed an audit committee and its extended mandate is to look at municipal performance from an entirely independent stand point.

8.11.6. Financial Reporting

The Municipality has a history of non-compliance with regards to financial reporting as prescribed by MFMA; this was mainly due to the late submissions of month to month reports as well as end of financial year reports to treasury. The situation has however been improved by employing more staff within the financial department, monthly reports are now sent on time to the treasury office, although we still have a challenge of late submission of financial statements at the end of the year.

8.11.7. IN-DEPTH ANALYSIS

The following factors are for or against the institutional capacity of the municipality to deliver on its mandate;

- Whereas there has been a great progress with employment equity at senior management level, this is yet to cascade to levels below and for people with disabilities across all levels.
- Management systems are established and they include offices and structures for financial management, internal audit, performance management and community participation
- Staff transferred to CDM from DWAF is based at Lepelle- Nkumpi and this assists greatly in improving water services provision, operation and maintenance and cost recovery
- However, the municipality has 26% vacancy rate and
- Only about 20% of the income is from own funding source and the rate of collecting is still very low

8.12. FINANCIAL SUSTAINABILITY

❖ Revenue Management

The Municipality has one of the highest potential for maximized revenue collection because of its implementation of the Property Rates Act and Refuse Removal which can be extended to identify growth points. The other revenue sources are water and sewerage services, which the municipality renders on behalf of the Capricorn District Municipality as the water authority. The terms of revenue collection are stipulated in the agency agreement of these services. The revenue collection from the Traffic Department is also based on the agency agreement that the municipality has entered into with the Department of Transport.

Cost recovery is the core determinant to municipal financial viability as it will reduce the grant – dependency ratio of 80: 20 .Future cost recovery will also be expanded to identified rural villages, starting with water and waste management.

❖ Supply Chain Management

The Municipality is implementing the Supply Chain management policy as prescribed by MFMA. However, the challenge is to strengthen the internal capacity of procurement unit to ensure 100% compliance. Tender evaluation and adjudication committees are established. The policy is reviewed on an annual basis.

❖ Assets management

The Municipality keeps an assets register which contains information such as: date of purchase, supplier name, asset description/name, serial number, cost price, asset mark, location, depreciation methods, additions, disposed parts and improvements. The asset management policy and procedures which encompasses the asset disposal have been developed and are reviewed on an annual basis. Asset management and disposal committees have been established to ensure prompt disposal of redundant assets.

8.13. CROSS-CUTTING ISSUES

Cross cutting issues refer to those issues, which require a multi-sectoral response and thus need to be considered by all departments. Special Focus Unit is in the process of “mainstreaming” municipal programmes through support to different departments and ensuring that their work is considerate to these issues.

The issues identified and discussed herein as cross cutting are,

- HIV/AIDS
- Local Agenda 21
- Poverty
- Gender
- Disability
- Older Persons
- Youth & Children

8.12.1 HIV/AIDS

LNM is currently busy with the development of an HIV/AIDS strategy and it will hopefully be approved by council in the first half of the next financial year. The HIV/AIDS epidemic

in South Africa is one of the most severe in the world. There are currently between 4 and 6 million people living with HIV/AIDS in South Africa. The HIV prevalence rate for the Limpopo was estimated at

HIV/AIDS is a large and growing threat to the municipality's ability to be a productive, inclusive, sustainable and well-governed city. HIV/AIDS is considered to be a strategic priority because of its potential to undermine development and exacerbate poverty. Major concerns are:

- between 1998 and 2008, average life expectancy was expected to fall from about 60 years to 40 years;
- In 2005 it was estimated that there was nearly a million children under 15 years of age who have lost their mothers to AIDS;
- the South African Bureau for Economic Research has estimated that by 2015, the labour force in South Africa will decrease by 21% due to HIV/AIDS.

In addition, service delivery to and the ensuing income generation from households infected and affected by HIV/AIDS becomes a challenge during the course of the disease. During the early phases of the disease, the municipality may experience little or no disruption. However, during severe and final illness, consequences can be serious. For example, as the illness progresses, the infected individual/ breadwinner will be unable to work and will require a high level of care. The income earning capacity for the household will decrease and expenses will increase. Rents and loans will fall behind and tenants will risk losing their homes and assets. As child-headed households become more prevalent, the extended family may consist of non-economically viable relatives and orphans. In 2004, the municipality undertook an Employee HIV Prevalence Study. This study was repeated in February 2007. The 200 study results showed that HIV/AIDS prevalence was at 10.3% for the municipality's workforce. Thus, both the prevention and treatment of HIV/AIDS are profitable investments for the municipality. An aggressive strategy combining education, Voluntary Counselling and Testing (VCT), improved care, and treatment with anti-retroviral therapy (ART) is financially justified.

8.12.2 Local Agenda 21

Local Agenda 21 is the outcome of the United Nations Conference on the Environment and Development (UNCED), which was held in 1992 in Rio de Janeiro, Brazil. It is a global action plan to reduce environmental degradation and promote equitable development into the 21st century. Local authorities play an important part in the transformation towards sustainability, as many of the problems we are facing today, as well as solutions, have their roots in local activities. There is international, national and local legal and regulatory support for the establishment of Local Agenda 21 (LA 21) Programmes. Local Agenda 21 requires a multi-disciplinary approach. In response to this, Lepelle-Nkumpi municipal programmes are approached from planning to implementation with greater caution for effective use of natural resources to benefit current population while being preserved for future generations.

8.12.3 Poverty Alleviation

The high levels of poverty are apparent in the statistics from Community Survey 2007 where about 70% of households have an income of less than R1300 per month (the household subsistence level) or no income at all. Poverty alleviation is a central issue for the municipality and is addressed, within the available resources, through various IDP programmes and projects. Examples of these include the municipality's LED programme,

labour intensive infrastructure and social programmes and the provision of free basic services to qualifying households.

8.12.4 Gender Equity

Gender inequalities exist in the social, economic, physical and institutional environment of the municipality.

The negative impact of these inequalities is chiefly borne by women and manifests themselves in the following ways:

- women constitute 54% of the population (CS 2007), yet there is poor representation of women in community structures;
- violence against women;
- women are more reported to be more vulnerable to HIV/AIDS than men;
- women are generally poorer with less access to resources.

In the Municipality, women account for 50% of the councillors and even 50% of the Mayoral Executive Committee while the Council Speaker is also a woman. At ward committee levels, out of 244 members 118 are women. In terms of employment equity, the municipality has put in place an employment equity plan with monitoring indicators that are gender disaggregated. They show that women comprise 40% of the total staff of the municipality. Within the municipality, several initiatives have been undertaken related to gender. A gender procurement scoring system is in place to encourage the economic empowerment of women entrepreneurs and companies, following gender equity principles.

8.12.5 Children & Youth

According to Census 2001, approximately 66% of the municipality's population can be categorised as either children or youth (0-34 yrs). This group is the most vulnerable and is greatly affected by the social ills facing our society today. Many children in South Africa are subject to child abuse and fetal alcohol syndrome (5% of children in the country are affected, which is the highest rate in the world). In the municipality at present there is generally a lack of child-care facilities, especially for handicapped and disabled children, and the poor standard of some day-care centres, especially in rural areas. The municipality is experiencing a number of youth-related problems, namely HIV/AIDS; crime; teenage pregnancy; alcohol and substances abuse; unemployment; and the non-completion of schooling. The Mayor has in May 2007 launched Children's Forum while Youth Council was re-elected in December 2007 which are forums dealing with issues affecting young people in the municipality. Processes are underway to constitute a Children and Youth Advisory Council, at least by December 2009.

8.12.6 People Living with Disabilities

According to Census 2001, approximately 3% of the population is living with disabilities. There is a lack of sensitivity to the needs of those living with disabilities. For example: there is a lack of care facilities for persons living with disabilities, especially children; access to public buildings and education facilities is limited, as is the general access in streets. A disability strategy, which aims to promote the protection, development and attainment of disabled persons' equality both at organizational level within the municipality and at the level of community is to be developed.

8.12.7 Older Persons

Approximately 6% of Lepelle- Nkumpi's population is 64 years and older (Census 2001). There is general lack of awareness of the needs of older persons. The municipality aims to monitor the development and implementation of policies so as to, where appropriate, support responsiveness to the needs of older persons. A forum for the aged was to this effect formed in 2007 to strengthen on the realisation of the needs and interest of this important sector of our society.

8.12.8 An In-Depth Analysis and Key Findings of Cross-cutting Issues.

i. Weaknesses and Threats

- There is lack of facilities and staff to deal with HIV / AIDS testing, counselling, treatment and care. Government Health Department is already strained with understaffing at clinics and hospitals, home based care facilities are under-resourced and non-existence in some areas. Workplaces are without employee assistance programme.
- Too little budget is available from the municipality to even fund coordination of special focus programmes
- The municipality does not have an integrated strategy or plan to deal with matter relating to gender, youth, children and disabled
- Concerning Local Agenda 21, the municipality has not got any designated or appointed person to deal with issue of environment management plan. This leads to poor co-ordination among development sectors, inter-governmental structures and internal departments.

ii. Strengths and Opportunities

- There is a strong partnership with local CBO's, local mine and government departments to implement HIV / AIDS community outreach programmes of education, training and counselling.
- Opportunity with regard to Local Agenda 21 lies in the devolution of environmental management function and transfer of environmental officers from province to municipalities. This will further be strengthened with the eminent approval of environmental management plan. Issues on gender, youth, children, and disabled are being addressed through a well staffed special focus unit within the municipality.

9. PRIORITY ISSUES

9.1. MUNICIPAL WIDE PRIORITY ISSUES

From the list of priorities as indicated below, it is clear that there are minimal changes with respect to the order of municipal wide priorities from the last two years' priorities. Although much has been done in accelerating service delivery within the Municipality, a substantial number of people still don't have access to basic services such as water and sanitation facilities and huge community backlogs on poor roads condition and uncontrolled storm water, as expressed by the community during IDP review meetings. However with regard to electrification of settlements/villages, it is clear that there has been substantial progress over the past few years as electricity has now moved down on the list of priorities. The municipality priority list stands as follows:

1. Water and Sanitation
2. Roads, storm water control and public transport
3. Land and Housing
4. Economic development

5. Environmental and waste management
6. Health and welfare facilities and services
7. Electricity
8. Educational facilities
9. Safety and security
10. Communication facilities
11. Sports, Arts and culture and recreational facilities
12. Emergency and disaster services

10. POWERS AND FUNCTIONS

Specific powers and functions were assigned to the Lepelle-Nkumpi Local Municipality in terms of Notice of Establishment (Notice No. 307) that was published in Provincial Government Notice No. 307 of 2000. The powers and functions are as follows:

- ◆ The provision and maintenance of child care facilities;
- ◆ Development of local tourism;
- ◆ Municipal planning;
- ◆ Municipal public transport;
- ◆ Municipal public works;
- ◆ Storm water management systems;
- ◆ Administer trading regulations;
- ◆ Provision and maintenance of water and sanitation;
- ◆ Administer billboards and display of advertisement in public areas;
- ◆ Administer cemeteries, funeral parlours and crematoria;
- ◆ Cleansing;
- ◆ Control of public nuisances;
- ◆ Control of undertaking that sell liquor to the public;
- ◆ Ensure the provision of facilities for the accommodation, care and burial of animals;
- ◆ Fencing and fences;
- ◆ Licensing of dogs;
- ◆ Licensing and control of undertakings that sell food to the public;
- ◆ Administer and maintenance of local amenities;
- ◆ Development and maintenance of local sport facilities;
- ◆ Develop and administer markets;
- ◆ Development and maintenance of municipal parks and recreation;
- ◆ Regulate noise pollution;
- ◆ Administer Pounds;
- ◆ Development and maintenance of public places;
- ◆ Refuse removal, refuse dumps and solid waste disposal;
- ◆ Administer street trading;
- ◆ Provision of municipal health services.

The division of powers and functions between the district municipalities and local municipalities were adjusted by the MEC for Local Government and Housing in terms of Sections 16 and 85 of the Municipal Structures Act, 1998 and published in Provincial Gazette No. 878, dated 07 March 2003. The following district municipal powers and functions were transferred to local municipalities:

- Solid waste disposal sites serving the area of the municipality;
- Municipal roads which form an integral part of a road transport system of the municipal area;
- The establishment, conduct and control of cemeteries and crematoria serving the municipal area;
- Promotion of local tourism for the municipal area; and
- Municipal public works relating to any of the above functions or any other functions assigned to the local municipality.

The Environmental Health Act authorises category A and B municipalities to perform the environmental health.

C. IDP REVIEW- STRATEGIES

1. BACKGROUND

The Municipal Systems Act, 2000 prescribes that municipalities should determine a **vision** for long-term development, **development objectives** for the elected term of the council and **development strategies** which are to be aligned with national and provincial sector plans and planning requirements.

These legal requirements correspond perfectly to the requirements of modern municipal management, i.e. all role-players in a municipality need a **joint vision** as a common ground which provides guidance to everybody - the municipal governing bodies as well as the residents - and which gives direction beyond the council's term of office. The council's decisions have to be orientated to clearly defined and agreed **objectives**, which at the same time give orientation to management, and which form the basis for performance management and the accountability of the municipal government towards the residents. The activities of the executive bodies of the council need to be guided and streamlined by **strategies** which are the result of a joint decision-making process in which the executing agencies and all concerned parties are involved (IDP Guidelines, 2001).

2. LEPELLE-NKUMPI MUNICIPALITY'S VISION

The purpose of setting a vision for a municipality is to inspire, focus the attention and mobilise all residents, communities, stakeholders, politicians and officials in creating the desired future for the municipal area. A vision is a statement of the desired long-term development of the municipality based on the identified priority issues and related to the specific conditions in the municipal area (IDP Guidelines, 2001).

Vision:

“Be financially viable municipality, geared towards the improvement of quality of life of the people by providing sustainable services”.

Mission:

“To effectively provide quality services and thus make a significant contribution to social and economic development of the community”

Values:

“Municipal officials (councillors, management and administration) will at all times conduct municipal business guided by the values of: honesty, transparency, ubuntu, consultation, value for time and money and access to information and services.”

Based on the mission of the municipality and other National and Provincial imperatives, the Key Performance Areas of the municipality are as follows:

- a) Basic Services and Infrastructure development

- b) Community Empowerment
- c) Economic Development
- d) Institutional transformation
- e) Financial Viability

3. DEVELOPMENT OBJECTIVES & STRATEGIES

Section 26(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) stipulates that an Integrated Development Plan must reflect, *“the council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs”*. Objectives provide direction to the planning and implementation process.

This section outlines the strategies that the municipality has adopted in order to address service delivery gaps as presented by the analysis section, the community needs identified during the IDP review meetings and the Turn-Around Strategy process. And in addition to the above issues, the following are national development imperatives which municipalities must also take part in towards their realisation;

- Provision of clean portable water according to RDP standards to 100% of the communities by 2014.
- Provision of sanitation services to 100% of the communities by 2014
- Provision of electricity to all the communities by 2012
- Halve unemployment by 2014 and achieve 6% annual economic growth

It should be noted that whereas the municipality is predominantly rural, the strategies and programs are designed guided by the SDF so that focus is geared towards strategic development areas while strengthening the Lebowakgomo Township, especially its CBD, which is the economic hub of the municipality.

The municipality will provide services delivery in a manner that is consistent to achieving the following primary objectives under four identified clusters;

A. BASIC SERVICES CLUSTER

- To provide affordable, clean and portable water according to RDP standards to 100% of community by 2014
- To increase access to sanitation facilities to RDP level up to 100% of households by 2014
- To facilitate and coordinate access to electricity by 100% of the community by 2012
- To construct an additional 50km of tarred roads and an additional 200 km of gravel roads by 2012
- Improve road network in the municipality for accessibility to public transport and market
- To provide adequate housing to 95% of the people by 2012
- To increase access to communication services to 80% of the community by 2012

B. COMMUNITY EMPOWERMENT CLUSTER

- To reduce overcrowding to 25 learners per classroom by 2012 and attain fully functional schools in all communities by 2014
- To increase levels of access to hospitals (public and private) and clinics to 100% at required standard by 2012

- To ensure the provision of integrated social services
- Integration of special programs issues within the Municipality programs
- To reduce crime levels in the community
- To improve access to sports, arts, culture and recreation facilities for all communities
- To preserve all heritage sites within the municipality
- To increase the number of libraries to at least 1 per cluster by 2014
- To provide access to integrated waste management services to 30% of total households by 2012

C. ECONOMIC DEVELOPMENT CLUSTER.

- To boost economic growth of the municipality by 6 % per annum and halve unemployment by 2014

D. INSTITUTIONAL TRANSFORMATION CLUSTER

- To improve the governance and administrative capacity of LNM to 90% by 2012
- To increase IT and communication capacity of the municipality by 70% by 2012
- Improve Corporate Image & Client relations of the municipality

E. FINANCIAL VIABILITY

- . To achieve 50% growth and financial independence of the municipality by 2012

TABLE C-1: OBJECTIVES & STRATEGIES PER KEY PERFORMANCE AREA

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
KPA. 1. BASIC SERVICES CLUSTER				
No. 1: Water & Sanitation	20 842 HH have no access to water/ below RDP standard	To provide affordable and clean portable water according to RDP standard to 100% of community by 2014	Refurbishment and upgrading of all existing water schemes	Upgrading of Water source schemes: NSM 01, NSL 01/02, NSG 01/02/03 by July 2011.
			Supply reticulation of the existing bulk water supply	Groothoek RWS: Ledwaba, Matome, Makots e, Motantanyane, Mathibela, Mogoto, Moletlane, Makweng, Ga-Rakgwatha, Hwelereng, Mapajakeng, Magatle, Sehlabeng, Mushongo & Dithabaneng (Mapeding). Mphahlele RWS: Lekurung, Serobaneng, Hweleshaneng, Naaupoort A Mosetamong, Magwaneng, Phoshiri, Rapotela, Staansplaas, Mooiplaas, Mogodi, Mola po Matabele & Malemang, Mafefe RWS: Sekgwarapeng, Ngwaname, G-Mampa & Mathabatha.
				- Installation and replacement of water meter readers at Lebowakgomo by June 2011.
				- Upgrading of Specon bulk supply. - Facilitate upgrading of Lepelle water treatment works
			Implement new water service schemes in areas where they are not adequate and where they are absent, inter alia rain water harvesting	Water supply schemes extensions: Specon and Stocks by June 2011. Refurbishment of water reticulation works at Lebowakgomo Zone A and B by June 2011. Construction of two earth dams for farming by June 2011. Rain water harvesting awareness creation by June 2011.
	39500(74%) HH have no access to	To increase access to	Implementation of Free Basic Sanitation Services -	Construction of 1500 VIP toilets by June 2011.

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
	sanitation/below RDP standard	sanitation facilities to RDP level at 15%pa to reach 100% of community by 2010	Peoples Sanitation Project Lobby and advocate for water borne sewerage and septic tank system (Enviro-loo) - Water borne/chemical sanitation program	Upgrading of Lebowakgomo Waste Water Treatment Works by June 2011. Integration of septic tanks at Thabamooopo (Public Works) to Lebowakgomo sewerage system by June 2011. Conduct feasibility on chemical sanitation project by March 2010.
No. 2 Electricity	20421 (38%)HH do not have access electricity	To facilitate and coordinate provision of access to electricity by all communities by 2012	Open and strengthen lines of communication and strive to follow the correct procedure and engage all stakeholders	- Public lighting at Unit Q & A and Installation of 8 high mast lights by June 2011 - Ongoing public lights maintenance - Facilitate electrification of households at Lebowakgomo Unit P& B, Mathibela Ext 3&4, Ga-Molapo,L/kgomo Unit Q & Makgophong & Madishaditoro & Mahlaokeng,Mawaneng,L ehlokwaneng ,Makweng,Makotse,Hwele reng & Magatle by June 2011
			Interact with Eskom and DME for permission to electrify within the ESKOM license area.	Facilitation of acquisition of REDS by Municipality by June 2011
			Facilitate vending stations within 5km radius of communities with Eskom	Engage Eskom to provide three vending stations by June 2011.
				Coordinate acquisition of vending rights for the municipality from the National Electrification Regulator by June 2011.
			Embark on alternative energy source	- Two awareness campaigns conducted by June 2011
No. 3: Roads, Storm Water & Public Transport	Surface road is required @D4090, D4100,D4109,D8 85 at the cost of R102m	To construct an additional 70km of tarred roads and Maintenance of all gravel access roads, storm water and fencing of	Construction of surfaced roads and setting up roads maintenance and upgrade systems	Construction of 22km tarred internal streets, tarred 60km district/access roads upgrading to tar roads by June 2012 Construct access road to landfill site by June 2012 Construct access road to broiler farm by June 2012 Refurbishment of road

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
		major routes of the municipality by 2012.		networks at industrial area by June 2012 Determination of municipal wide roads infrastructure needs by June 2011
			Provide access roads, major streets and district Roads	Road sides clearance and fencing of 150 km of major roads in the Municipality by June 2012.
			Coordination with RAL for provision of Traffic Lights	Facilitate for installation of traffic lights at Lebowakgomo legislature junction by June 2012.
			Implementation of storm water control master plan.	Provide storm water drainage channels for Lebowakgomo and Mathibela by June 2012.
			Facilitation of implementation of EPWP program in roads projects	Ensure registration and implementation of two municipal roads projects using EPWP approach.
		Improve road network in the municipality for accessibility to public transport.	Coordination of the installation of the updated road management system of the municipality	Implementation of Road management system
			Lobby business institutions for road improvement programme	Kilometres of Roads upgraded and constructed by private sector
			Improve access to public transport	Construction of two Taxi Ranks/ Public Roads shelter by June 2012.
No. 4: Housing	5723 (11%) beneficiaries out of 52904 does not have access to housing	To provide adequate housing to 95% of the people by 2013	Quality assurance	- Monitoring of construction of 500 RDP houses in Rural wards by 2010 - Ongoing Municipal buildings maintenance.
			Lobby for additional housing units with the Department of Local Government and Housing	- Facilitate access to People's Housing Project by rural communities.
			Lobby Traditional Authorities to avail land for housing development	Quarterly meetings between the mayor and local traditional leaders.
			Facilitate the provision of middle to high income housing units and integrated human settlements	Residential sites development and settlement plans developed at Lebowakgomo Unit C and H by June 2012.
			Facilitate management of proper land uses	Number of land use applications processed quarterly

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				2 Regional plans developed by June 2011
				Disposal of land for establishment of housing security village at Lebowakgomo Unit C by June 2011
				Alienation of sites in Lebowakgomo Unit BA for establishment of a Mall and other shopping centres
				Township establishment at Magatle by June 2011.
				Development of Lebowakgomo Township Master Plan by June 2011
				Development of Lebowakgomo infrastructure development plan by by June 2011
				Servicing of sites at Lebowakgomo Unit H
				Upgrading of land tenure rights for Lebowakgomo by June 2012.
			Property management	Number of properties registered and transferred with Deeds Office
				Transfer all registered land in the name of municipality by March 2011.
KPA. 2. COMMUNITY EMPOWERMENT CLUSTER				
No. 5: Educational Facilities	Currently our schools have 55 learners per classroom	To reduce overcrowding to 35 learners per classroom by 2014	Facilitate the identification of needy schools	Conduct Social Survey on needy schools by March 2011.
			Lobby with Department of Education to build new schools and encourage private sector to build new schools	Number of new schools established.
	Only one functional tertiary institutions	To increase the number of tertiary institutions (e.g. college of technology)	Engage the education sector and other institutions for partnerships	Number of tertiary institutions Established.
			Engage mining sector for skills development in mining and engineering fields	Number of scholarships and bursaries offered by mining companies to students studying towards mining and engineering

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				fields. Number of in-house training workshops conducted by mines for skills development.
No. 6: Health & Welfare	Municipality has 20 clinics, 16 mobile clinics, and 3 hospitals	To increase the number of clinics to 1 per ward by	Engage the department of health to budget for building of clinics	Number of Health facilities upgraded/constructed.
		To increase the number of hospitals (public and private)	Provision of land for building of additional hospitals	Number of hospitals Established.
	- Shortage of integrated social services	To ensure access to integrated social services by all communities	Engage office of the premier to lobby sector departments to render services at Thusong Service Centres	Facilitate Establishment of Magatle Thusong Service Centres by 2013.
			Provide indigent support to all needy families	Review indigent policy by March 2011 Provide subsidy to indigent households for access to basic services on an ongoing basis
	No policies developed for special programs (Youth, disabled, gender, and children) service delivery.	Integration of special programs and	Integration of special programs issues within the Municipality's programs	Develop Special focus strategy by June 2011. Implement national framework on special focus strategies. Ongoing Coordination and support to Special Focus Programs Forums and Committees. Monitoring and evaluation of municipal programs on compliance to special focus integration.
		Ensure empowerment of special focus groupings.	Mainstreaming of special focus issues.	Establish , strengthen, and support special focus structures and forums
				- Conduct empowerment workshops and seminars - Participate in special focus national calendar days events.

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
		Halve the impact of HIV/AIDS to families and individuals by 2014	Coordinate integration of provision of HIV/AIDS services to communities.	- Implement the National AIDS Strategy - Provide administrative support to local AIDS council - Participate in National/Provincial AIDS Campaigns and calendar days.
No. 7: Communication Facilities		To increase access to communication services to 80% of the community by 2010	Facilitate and lobby with telecommunication service providers (incl. cellular service providers) to extend telephone infrastructure in the municipal area	Number of Communication infrastructure development
			Lobby for establishment of community based communication services	One Thusong Service Centre established by 2013.
			Lobby with SA Post Office for provision of post boxes and lobby boxes	Number of postal service points established
No.8: Community Safety	Insufficient personnel(Traffic, Licensing and animal pound)	To improve road safety and law enforcement. And to attain road traffic compliance	Ensure effective law enforcement in all municipal roads	Speed, by-laws, traffic, road blocks, moving violation Ensure free flow of traffic and roads safety Ensure road safety education and awareness (Workshops, road shows, campaigns)
				Point Duties, escorts, traffic, scholar patrol, visibility
				Incident Management
				Erection of road traffic warning signs
				Provide law enforcement vehicles
				Introduce electronic Fine Management processing system
				Execute warrant of arrest
				Ensure appropriate ownership and identification of vehicles/ Procure CDV(scanner)
				Training of personnel (traffic and Licensing) on specialised courses.
				Introduce electronic booking system for learner

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				and driver's licence Ensure quality learner's and drivers license testing services
				Ensure quality testing of vehicles
				Promote anti-fraud and corruption (Adopt Best practice model)
			Impoundment of stray animals	Continuous road patrols
				Ensure effective management and safety of impounded animals
				Maintain proper record keeping
				Vaccination of impounded animal
				Maintenance of pound
No.9. Sports, Recreation, Arts and Culture	Insufficient Recreational Facilities	Improve access to sports, recreation, arts and culture facilities by all communities by 2012	Improvement of Existing Facilities and Establishment of new Ones.	Upgrading of Lebowakgomo Stadium by June 2012
				Facilitate establishment of softball diamond at Seleteng
				Number of Recreational Facilities developed.
			Promote sports codes	Capacity and awareness on sports, arts and culture program
				Establish satellite sports hubs
				Launching of golden games competitions
				Organize and participate in National, Provincial and Local Games
			Promote cultural activities (revenue generation)	Hosting of cultural activities.
				Linkage of arts crafters to the market
			Identify and promote heritage sites and resources	Develop database and profile of heritage register by June 2011.

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				Register and protect the sites and resources
			provide library facility and management	Construct new library by June 2013
				Co-ordinate provision of mobile libraries
				Provide library reading materials
			Ongoing maintenance of facilities	Develop facilities maintenance plan
No. 10: Emergency & Disaster Services	Municipality has capacity to respond to disaster incidents within 24 hours.	To shorten the reaction period to within 3 hours by 2011	Coordinate centralization of emergency service centre in the Municipality	Lead time in Emergency Service response
				Develop a disaster management plan by June 2011.
				Initiate disaster mitigation programs by June 2011.
				Provide infrastructure facilities for disaster management by May 2011.
No.11: Environment and Waste Management planning, governance, and enforcement	5% of households have access to integrated and structured waste management services.	Provide sustainable waste management programmes	Develop waste management plans and standards	Approved and implemented waste management plans and standards March 2011.
				Approved waste minimisation strategy June 2012.
			Extend waste collection services to households and businesses	Number of new households and business receiving formal waste collection
			Provide adequate waste disposal site, transfer station and drop-off sites	Developed and licensed landfill site development of transfer stations by June 2011. Identify waste drop-sites June 2011.
	1% of waste generated is recycled	Prevent and minimise Waste generation	Render support recycling initiatives and separation at source	Number of recycling initiatives supported
		Environmental Cleanliness and greening	Develop programmes for environmental cleanliness	Conduct cleaning campaigns Develop open space management plan June 2012. Initiate and support greening programmes.

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				Environmental Awareness, education and stakeholder engagement
		Pollution Prevention and Biodiversity Management	Develop database of areas to be protected and conserved	Database developed June 2011.
			Develop Biodiversity plan and conservation strategy	Plans and strategy developed June 2012. Develop climate change adaptation strategy
			Develop strategy to reduce air emission	Strategy developed June 2012. Monitor Air Quality
		Ensure Proper environmental planning and enforcement	Developed guideline manual to evaluate environmental impact for planned development	Manual developed. Develop environmental management system to integrate environmental management in institutional frameworks
			Develop non-compliance register	Undertake routine inspection and record number of non-compliance issues registered
KPA. 3. ECONOMIC DEVELOPMENT CLUSTER				
No.12. Economic Development	45% of Economically active people are unemployed.	To boost economic growth of the municipality by 2% and reduce unemployment by 2% per annum	Establishment and revitalization of local economic development projects.	Facilitate revitalization of Grootfontein and Fertilies Irrigation schemes by June 2011.
			Lobby support for promotion of SMMEs.	Four Information seminars by June 2011. Number of cooperatives established or supported.
				- Number of SMME's registered on the database of the municipality - One Community tourism association established. - List and number of accommodation establishment compiled
				Host two municipal trade fairs/Lebowakgomo Shows by March 2011. Number of market facility (mobile hawkers' stalls) by June 2011.
Investment attraction	Develop a municipal tourism plan by June 2011 Conduct one Investors'			

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				<p>conference by March 2011.</p> <p>Undertake a trade mission by June 2011</p> <p>Develop a municipal promotion manual by March 2011.</p> <p>Develop agro-feasibility study and business plan for re-commissioning of 4 irrigation schemes.</p> <p>Tarring of Lebowakgomo CBD roads by June 2011</p>
KPA. 4. GOOD GOVERNANCE AND INSTITUTIONAL TRANSFORMATION CLUSTER				
No. 13: Institutional Transformation.	The current staff compliments accounts 56% of approved organogram with 211 positions.	To improve the governance and administrative capacity of LNM to achieve legal compliance and IDP goals on an annual basis	Human resource development	All budgeted new and existing posts filled by December 2010.
				<p>Number of Councillors and Officials exposed to Capacity Building and Skills Development programmes.</p> <p>Number of learners and interns placed on municipal learnerships, internships and experiential learning programme.</p> <p>15 learners enrolled on ABET programme per year</p>
			Annual Organizational Review or Restructuring	Annual review of the organisational structure Implementation of the approved organogram for 2010/11
			Employment Equity Plan	Review the Employment Equity Plan and Targets
			Performance Management System	Signed performance contracts by Senior managers and Managers by September 2010. Conduct Quarterly Individual and Organisational Performance review

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				Undertake annual IDP review by May 2011.
			Policy Development and Research	Review all existing outdated policies by September 2010.
			Rendering of administrative support	<ul style="list-style-type: none"> - Provide ongoing Provisioning administration services -Develop an Electronic Fleet management system by March 2011. - Develop Manual Records management system by March 2011. -Provide ongoing strategic administrative council / ward committee support
			Improve Corporate Image & Client relations of the Municipality	<ul style="list-style-type: none"> -Develop Corporate Branding Manual by March 2011. -Establish Customer Care Desk by September 2010.
			Improve Information and Communication Technology of the Municipality	<ul style="list-style-type: none"> - Ongoing Provisioning of ICT Infrastructure & Equipments. -Intranet development by June 2012. -Upgrading of the Bandwidth by March 2011. -Upgrading of Servers Software by March 2011. -Implementation of Reporting system by June 2011. - Procurement Database management system developed by 2010 December. -Implementation of ICT Disaster Recovery Plan: phase 2 by June 2011.
		Improve public participation, communication and stakeholder relations	Ward Committee Support	<ul style="list-style-type: none"> - Render administrative support to monthly ward committees meetings - Conduct bi-monthly ward community meetings - Conduct quarterly ward forum meetings - Conduct annual ward committee conference by June 2011. - Formation of village committees in all wards by June 2011

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
			Strengthen Communication	<ul style="list-style-type: none"> - Implementation of communication and public participation strategy - Conduct customer satisfaction survey by June 2011 - Quarterly release of municipal newsletter - Provide support to Local IGR Forum
		Provide assurance and consulting services to management and council on internal controls, risk management, and governance processes.	Effective Audit Services and Audit Plan	Obtain Clean Audit Report by June 2014
				Revised three years strategic audit plan and Annual Internal Audit plan for 2010/2011 financial year approved by Audit Committee.
				Compile quarterly Internal Audit Reports
				Review and implement Internal Audit Methodology, Internal Audit Charter and Audit Committee Charter
				- Quarterly Performance Management Audit
				- Coordinate administrative support to audit committee and monitor implementation of audit committee resolutions.
		Risks Impact Reduction	Risk Management	-Implementation of risk management strategy
				- Conduct risk assessment and risk register, and compile quarterly reports.
			Fraud Prevention	Implementation of Fraud Prevention Plan
KPA.5. FINANCIAL VIABILITY CLUSTER				
No.14. Financial Viability	Municipality's main source of revenue (80%) is grants.	. To achieve 50% growth and financial independence and stable Municipality	. To ensure a financially viable municipality by reducing the grant – dependency ratio by 20%	Extend the implementation of the Property Rates in all wards of the municipality.
			Implementation of Revenue	Extend Refuse removal to two settlements by March

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
		by 2011	Enhancement strategy	2012. Extend cost recovery on provision of water services two areas by June 2011. Enter into service level agreements with the Capricorn District Municipality to maintain its capital assets (e.g taxi ranks) for a fee. Link the municipal account with the electricity account. Acquisition of an Electricity Vendor machine Ensure provision of Free Basic Services through a credible approved Indigent Register.
			Reduction of municipal debt by 50%	Collection of outstanding debt through a debt collector and other identified mechanisms as stipulated in the Credit Control and Debt Collection By – Laws Identification and write off the irrecoverable debts by March 2011
		To ensure proper safeguarding of assets	Maintenance of credible asset register in compliance with GRAP/GAMAP	Accurate quarterly asset management reports Prompt asset disposal processes of redundant assets Implementation of the Infrastructure Asset Register in compliant with GRAP / GAMAP Amended Asset Management policy and procedures that are GRAP compliant.
		Ensure proper implementation of the Supply Chain Management process in compliant with national regulations	Effective and efficient Supply Chain Management	- Reviewed Supply Chain Management policy and procedures in compliant with all relevant legislation. - Shortened lead time in procurement of services. - Established Supply Chain Management Unit - Maintain a credible approved Suppliers' Database. - Timeous quarterly reports to Councils on

DEVELOPMENT PRIORITY AREA	STATUS QUO	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
				implementation of the Supply Chain Management Policy. - Educate suppliers and the community at large on the reviewed Supply Chain Management Policy. - Quarterly training reports on SCM practitioners
		Obtain unqualified audit opinion by 2014	Ensure sound financial management	- Timeous submission of credible annual financial statements of 2009/10 - Approved five Financial management procedures - Reviewed financial management delegations
		Full compliance with provisions of the Municipal finance Management Act, DORA, and other related applicable legislation and policies	Compilation of credible budget document in compliant with National Treasury budget reforms	- Timeous approval of municipal budget - Increase staff compliment in Budget and Financial Reporting Unit. - Approved Budget Policy
			Credible financial reporting	- Timeous monthly and quarterly Budget Performance Reports

4. MUNICIPAL TURNAROUND STRATEGY OBJECTIVES AND PRIORITIES

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated
1. Basic Service Delivery						
1.1	Access to water	68% above RDP level		- Water service provider for township	- Give local municipality WSA status	CDM function
1.2	Access to sanitation	27% above RDP level		None	- Give local municipality WSA status - Funding to upgrade WWTW.	CDM function
1.3	Access to electricity	89% of households have access to electricity	Appointment of service provider	Electrify 6400 households	Provide electricity distribution licence to local municipality	Technical Services Manager
1.4	Refuse removal and solid waste disposal	21% have access to waste collection	Extension of services to rural areas	Extension of refuse removal services to Mamaolo/ Appointment of staff	None	Community Services Manager
1.5	Access to municipal roads	Not determined	22 km to be tarred	Municipal Roads Master Plan, streets naming	Transfer of maintenance function and budget of district roads	Technical Services Manager
1.6	Formalisation	N/A	-	-	-	-

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated
	of informal settlements					
2. Public Participation						
2.1	Functionality of Ward Committees	27 ward committee established	Establish village/block committees	Provide ward committee support	Stipend for ward committee members, elect new committees of new incoming council	Corporate Services Manager
2.2	Broader public participation policies and plans	None	Conduct monthly community feedback meetings	Conduct community monthly feedback meetings	DLGH & CDM support on CBP	Corporate Services Manager
2.3	Public Communication systems	Strategy in place	None	Review strategy, appointment of staff	None	Municipal Manager's Office
2.4	Complaints management systems	Complaints register is being administered	Establish Batho Pele committee	Monthly Batho Pele meetings	Training of committee by Province	Municipal Manager's Office
2.5	Front Desk Interface	Not established	Establish reception office	Ongoing office operation	None	Municipal Manager's Office
3. Governance						
3.1 Political Management and Oversight						
3.1.1	Stability of Councils	Some portfolio not sitting in accordance with their annual programmes/ Council and Exco	sitting of meetings by all portfolios as per year plan	Engage office of speaker and chief whip to ensure sittings of portfolios Implement code of conduct for councillors	None	Mayor and Municipal Manager
3.1.2	Delegation of functions between political and administration	Delegation systems in place between administration and Council No delegation of powers within administration and amongst political structure	Review of delegation system	Review the current and delegations systems Put monitoring systems in place	None	Mayor and Municipal Manager
3.1.3	Training of Councillors	51 Councillors trained	Training of all 54 Councillors	Conduct skill audit Organise relevant training	None	Manager Corporate Services
3.2 Administration						
3.2.1	Recruitment, Selection and Suspension of employees	119 of 211 posts filled No Disciplinary committee	Filling of vacant posts Establishment of Disciplinary committee	Review of recruitment policy and develop retention policy. Appointment of Disciplinary committee,	Appointment of Sect 57 managers	Manager Corporate Services
3.2.2	Vacancies (Top 4- MM, CFO, Planner, Engineer)	2 of 6 Sect. 57 Managers posts filled	Appointment of Sect 57 managers	Recruitment	None	Council/Municipal Manager
3.2.3	Vacancies in other levels	114 of 205 vacant	Filling of 48 posts	Recruitment	None	Municipal Manager
3.2.4	Top 4 appointed with signed Performance Agreements	Performance agreement signed by one senior manager.	Signing of performance agreement by other manager	Ensure signing of performance agreements by all s57	DLGH to intervene in facilitating signing of performance agreement between Mayor and Municipal Manager	Mayor
3.2.5	Organisational Performance Management System	No policy nor application of regulations Training conducted on all	Approval of PMS policy	Establish performance audit committee Develop and implement PMS policy	None	Mayor

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated
		relevant PMS committee Reporting on organisational performance evaluation				
3.2.6	Skills development for employees	Work skills Plan submitted.	50	Ongoing training in line with Work skills Plan	None	Manager Corporate Services
3.3	Labour Relations					
3.3.1	Functionality of Local Labour Relations	LLF appointed and functional	None	Monthly meetings	None	Manager Corporate Services
4. Financial Management						
4.1	Revenue enhancement	Strategy in place with 25% collection rate	Increase collection rate to 50%	Write-off chronic debts, Awareness campaign on payment of services Implement and monitor revenue enhancement strategy	Engage CDM on water debts	CFO
4.2	Debt management	Debt collector appointed	Collect 50% of outstanding debts	Write-off chronic debts, follow-up on debts by govt. depts. Monitoring performance of debt collector Establish intergovernmental forums on departments' debts	Engage CDM on water debts	CFO
4.3	Cash flow management	Budget and Treasury office established	Investment	Two medium term investments	None	CFO
4.4	Repairs and maintenance provision	Budget allocation in place for O&M.	60% of budget	Maintenance of capital infrastructure, fleet and office equipments	Transfer of maintenance budget for facilities transferred to municipality	HOD's
4.5	Capital expenditure	See 4.8				
4.6	Clean Audit	Obtained disclaimer for last 3 FY's	Unqualified report for 2009/10 FY	Full implementation of audit action plan	AG and Treasury support	HOD's
4.7	Submission of Annual Financial Statements	Submitted and opinion obtained	Submission of AFS on time	Submission of AFS on time	AG and Treasury support	CFO
4.8	Capital expenditure	21% of expenditure	Spend at least 50% of capital budget	Procurement and project management	Timeous allocation of budget on projects by government institutions	HOD's
4.9	Asset management	Manual asset register in place	Disposal of obsolete assets GRAP compliant asset register	Auction Compile assets register that is GRAP compliant	None	CFO
4.10	Credibility and transparency of Supply Chain Management	Policy in place	Review of SCM policy	Publish MFMA section 41 report and quarterly reports on municipal website	None	Chief Financial Officer
5. Local Economic Development						
5.1	Municipal contribution to LED	LED Strategy	Support LED Initiatives	Increase funding for LED projects Revitalisation of	Market linkage Technical support from TIL,	Manager LED and Planning

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated
5.2	LED Plan aligned to the PGDS and adopted by Council	Aligned	None	irrigation schemes Review of the strategy	LIBSA, LEDET None	Manager LED and Planning

D. PROJECT PHASE

1. INTRODUCTION

Specific issues (i.e. problems, constraints, potentials) in the Lepelle-Nkumpi municipal area were identified during the analysis phase and prioritised in order of significance to assure the application of actions, time and resources to such issues. Objectives and strategies were formulated to guide and structure the actions of the municipality to address these priority issues and projects are subsequently identified, also guided by the need to provide mandatory basic services and actively support the SDF municipal growth points and the Strategic Development Areas identified. This chapter make specific identification of those project which council hopes to achieve, first for next five years without budget allocations and also open for other role players to commit funding for and secondly those with budget allocations on an MTREF basis.

2. PROJECTS

2.1 Projects identified for the five year period (2010/11 to 2015/16)

Sector	Project	Location	Description	Job Creation
Mining	Rietvalley Stone Crushers	Ga Seloane	Crushing of stone for civil, roads and building purposes	
	Staanplaas Stone Crushers Feasibility	Staanplaas	Feasibility study of stone crushing for civil, roads and building purposes	
	Cement Mine	Zebediela	Cement Mining	
	Klipspringer Mine	Zebediela	Diamond Mining	
	Slate Slabs	Mafefe, Mashadi	Slate slabs mining	
	Boynton Mine	Mphahlele	Platinum Mining	
	LONMIN Mine	Hwelereng	Platinum Mining	
	China Nationals Minerals	Mphahlele	Platinum Mining	
	Lesego Mining	Mphahlele	Platinum Mining	
	Aquarius Platinum Mining	Mphahlele	Platinum Mining	
Agri-Business	Grootklip Irrigation Scheme	Along Lepelle River next to Grootklip Citrus & Grapes project	Production of citrus and grapes	±100
	Lebowakgomo hydroponic	Lebowakgomo	Crop Farming	

Sector	Project	Location	Description	Job Creation
	Integrated Goat Farming	Ga Mphahlele	Goat Farming for Purposes of Selling living livestock, goat meat and milk	
	Zebediela citrus juice	Zebediela	Processing of juice	
	Fresh Produce Market	Lebowakgomo	Vegetable market/ distribution	
	Lepelle- Nkumpi Agricultural Marketing Project	Municipal Wide	Mentoring and Capacity Building of Emerging Grain Farmers	
	Bee-hive Farming	Zebediela	Honey Production	
	Chicken Abattoir, broiler chicken farming & processing	Lebowakgomo-	White meat Production	
	Aquaculture	Nkumpi Dam	Fishing	
Tourism	Bewaarkloof Conservancy	Strydpoort mountains/ Mahlatji/ Donkersklooft	Develop as tourist destination	±15
	Protection and Promotion of Heritage Sites	All Wards	Arts, Culture and Heritage	
	Mathabatha Arts Centre	Mashadi	Arts, Culture and Heritage	
	Hospitality facilities	Lebowakgomo and Mafefe	Tourism	
	Mafefe Camp - African Ivory Route	Strydpoort mountains	Community based tourism project	-
	Zebediela Farm Stay and Caravan Park	Zebediela	Tourism	
	Mathabatha Picnic Site	Mathabatha	Tourism	
Manufacturing Project	Textile industry (Cooperatives)	Lebowakgomo	Clothing manufacturing	
	Revitalization of Industrial Area	Lebowakgomo Industrial Area	Infrastructure development and rehabilitation	
Environmental Project	Recycling Project	Within the Municipality/ Makgoba	Waste recycling.	-
	Asbestos mine rehabilitation	Mathabatha/Mafefe Area	Rehabilitation and management of material of infrastructure built from asbestos	
Land Development	Alicanation of sites for medium to large scale commercial activities	Lebowakgomo	Establishment of malls and other shopping centres	
	Servicing of Residential and Business Sites	Lebowakgomo	Development of Residential and Business Sites.	

Sector	Project	Location	Description	Job Creation
	Zebediela Golf Estates	Zebediela	Development of Residential Sites.	
	Game farming and Wild life estates	Lebowakgomo	Development of Residential Sites.	
	Infrastructure Development Plan	Lebowakgomo	Infrastructure Development Plan	
	Land Tenure Upgrading	Lebowakgomo and Mathibela	Tenure Rights Upgrading	
Water	Refurbishment of water reticulation in unit A, B and F Lebowakgomo	Lebowakgomo	Households water services provision	
	Electrification of boreholes pump machines	All boreholes	Electrification of boreholes pump machines	
	Establishment of water earth dams	Along the mountain range	Water harvesting dams	
	Water supply and reticulation	Molapo, Byldrift, Malatane, Khureng, Ntamatisi, Hlakano, Moletlane, Makushwaneng, Thamagane, Motserereng, Seleteng, Mamaolo, Makurung, Dithabaneng, Moseamong, Malakabaneng, Betle, Mahlatjane, Sedimothole, Kgwaripe, Masioneng, Matatane, Mphaaneng, Makweng, Sekgophokgophong, Rakgwatha, Mamogwasha, Mogoto, Rafiri, Mathibela, Seruleng, Mamogwasha, Scheming, Ntamatisi, Matinkana, Madisha Leolo, Madisha Ditoro, Tooseng, Makurung, Molapo	Bulk Water supply and reticulation	
	Water Purification plant	Mafefe	Bulk Water supply	
Household Sanitation	Household Sanitation	Mphaaneng, Mashadi, Bodutlulo, Madikeleng, Matatane, Hlakano, Mogotlane, Scheming, Mogoto, Matjatji, Sekgweng, Mahlarolla, Matome, Motantanyane, Makushwaneng, Rakgwatha Nyakelang, Madisha, Malatane, Mehlaeng, Kgwaripe, Ledwaba, Sehlabeng, Moletlane, Mawaneng, Khureng, Rafiri, Mathibela RDP, Makweng, Gedroogte, Molapo, Phalakwaane, Manaleng, Sefalaolo, Lesetsi, Matinkane, Makaung, Matime, Sahllokwe, Marulaneng, Makgophong, Dithabaneng, Morotse, Malekapane, Makurung Apollo, Lenteng, Moseamong, Mampiki, Moepeng, Makgwathane, Makaepa, Tjjane, Bothonyeng, Makotse Extension, Thamagane, Ramonwane, Kapa, Malakabaneng, Sekgwarapeng, Ngwaname, Mampa, Hlakano	Provision of VIP latrines	
	Upgrading of Lebowakgomo/ Makurung Waste Water Treatment Works	Lebowakgomo	WWTW Upgrading	

Sector	Project	Location	Description	Job Creation
Roads and Storm Water	Storm Water and drainage	Lebowakgomo and Mathibela	Storm Water Control	
	Tarring of internal streets, Unit A, R, S, P, B & F	Lebowakgomo	Surfacing of Roads	
	Tarring of main streets at Mathibela	Mathibela	Surfacing of Roads	
	Tarred road from Makotse to Ledwaba	Ledwaba	Surfacing of Roads	
	Completion of tarred road from Mashite to Sefateng: D4070	Mashite	Surfacing of Roads	
	Tarred road from Mamaolo to Tooseng/Marulaneng/ Magatle D4100	Mamaolo	Surfacing of Roads	
	Tarred road from Lebowakgomo Unit E to Makurung	Makurung	Surfacing of Roads	
	Tarred road from Marulaneng/ Byldrift to Mehlaeng	Byldrift	Surfacing of Roads	
	Road Sides Fencing (Sepitsi to Lebowakgomo Road and Leporogong to Mehlaeng Road)	Mphahlele, Lebowakgomo and Zebediela	Fencing of Road Sides	
	Tarred road to Maseseleng	Maseseleng	Surfacing of Roads	
	Tarred road construction: Maijane to Nkotokwane	Nkotokwane	Surfacing of Roads	
	Tarred road construction Makotse/ Makweng/ Madish 'a Ditoro/ Magatle	Makotse/ Makweng/ Madish 'a Ditoro/ Magatle	Surfacing of Roads	
	Tarred road construction Moletlane / Makweng/ Rakgwatha	Moletlane / Makweng/ Rakgwatha	Surfacing of Roads	
	Tarred road construction Mogodi/ Sekurung/ Mamaolo	Mogodi/ Sekurung/ Mamaolo	Surfacing of Roads	
	Tarred road construction: Sekgophokgophong/ Gedroogte/ Molapo	Sekgophokgophong/ Gedroogte/ Molapo	Surfacing of Roads	
Tarred road construction: Byldrift/Mehlaeng/ Immerpan	Mehlaeng/ Byldrift	Surfacing of Roads		
Tarred road construction: Hweleshaneng/ Seleteng/	Hweleshaneng/ Seleteng/ Maralaleng/ Dithabaneng	Surfacing of Roads		

Sector	Project	Location	Description	Job Creation
	Maralaleng/ Dithabaneng			
	Tarred road construction: Hlakano/ Rafiri	Hlakano	Surfacing of Roads	
	Upgrading of main streets/ access road : Mamaolo/ Mampiki	Mamaolo	Surfacing of Roads	
	Upgrading of main streets/ access road : Ramonwane	Ramonwane	Surfacing of Roads	
	Upgrading of main streets/ access road : Makhuswaneng	Makhuswaneng	Surfacing of Roads	
	Upgrading of main streets/ access road : Khureng	Khureng	Surfacing of Roads	
	Upgrading of main streets/ access road : Sefalaolo/ Makgwathane	Sefalaolo	Surfacing of Roads	
	Upgrading of main streets/ access road : Maijane	Maijane	Surfacing of Roads	
	Upgrading of main streets/ access road :	Malakabaneng, Ngwaname, Mahlaokeng, Masioneng, Mashadi, Makgoba, Maseseleng, Bodutlulo, Serobaneng, Hweleshaneng, Lenting, Motserereng, Malekapane, Tooseng, Tjiane, Morotse, Thamagane, Marulaneng, Byldrift, Makadikadi, Malemati, Seleteng, Maralaleng, Tswaing, Boselakgaka, Mooiplaas, Mogodi, Unit F Taxi Rank, Unit A Catchpit, Mamaolo Hall, Moletlane, Matome, Ledwaba, Seraditona/Rakgwatha, Rafiri, Mawaneng, Hlakano, Malatane/Kgwaripe, Scheming, Immerpan, Malemang, Rockville, Zone S Phase 1, Habakuk/Turfpan/Hwelereng,	Surfacing of Roads	
Bridges	Lehlokwaneng bridge	Lehlokwaneng	Construction of a new Bridge	
	Lesetsi bridge	Lesetsi	Construction of a new Bridge	
	Nkotokwane Bridge	Nkotokwane	Construction of a new Bridge	
	Sehlabeng bridge	Sehlabeng (Mafefe)	Construction of a new Bridge	
	Madipe bridge	Madipe	Construction of a new Bridge	
	Malakabaneng bridge	Malakabaneng	Construction of a new Bridge	
Housing	Social Housing	Lebowakgomo	Provision of social housing for temporary accommodation	
	Middle-high income housing	Lebowakgomo/ Leporogong	Provision of Middle-high income housing	
	Integrated Human Settlement	Lebowakgomo	Provision of low to middle income housing	

Sector	Project	Location	Description	Job Creation
	Low cost (RDP) housing for all areas	Malemang, Sahlokwe, Madilaneng, Seruleng, Kliphuiwel, Motserereng, Scheming, Mawaneng, Matjatji, Kgwaripe, Mahlarolla, Mshongovlle, Tooseng, Lenteng, Marulaneng, Mokgophong, Mamatonya, Hlakano, Mogotlane, Makweng, Sekgweng, Mashadi, Makgoba, Madikeleng, Maseseleng, Bodutlulo, Hweleshaneng, Serobaneng, Molapo, Khureng	Provision of Low cost housing	
Household Electricity	House connections	Makhushwaneng, Madisha Leolo, Sekgophokgophong, Bolahlagomo, Mathibela, Zone F RDP Unit, Lenteng, Maijane, Seleteng, Mehlareng, Mafefe New Stands, Leshwaneng, Mogodi, Staanplaas, Mamaolo, Makgoba, Hweleshaneng, Mphaaneng, Success, Sefalaolo, Matatane, Maseseleng, Serobaneng, Morotse, Malemati, Tjiane, Mamatonya, Matatane, Mphaaneng, Makurung,	Household Electricity connections	
Street Lights	High masts	Seruleng, Bolahlagomo, Sekgophokgophong, Makgophong, Byldrift, Motserereng, Madisha Leolo, Marulaneng, Matome, Mawaneng, Scheming, Matjatji, Rafiri, Mahlarolla, Sehlabeng, Sekgweng, Hlakano, Mogoto New Stands, Ntamatisi, Rakgwatha, Motantanyane, Makushwaneng, Makweng, Madisha Ditoro, Gedroogte, Khureng, Molapo, Mogwashagwasha, Kapa, Mahlatjane Hall, Ngwaname, Ramonwane, Mampa, Motsane, Matsoung, Success, Madikeleng, Lekwareng, Madikeleng, Leporogong, Hwelereng, Makurung, Dithabaneng, Malekapane, Tjiane, Lesetsi, Mamaolo, Malemati, Maijane, Mashite, Nkotokwane, Mogodi Podungwane, Maralaleng, Thamagane, Morotse, Hwelereng, Mamatonya, Harare Park, Lebowakgomo High School, Unit R Park, Unit Q., Mamatonya, Molapo, Khureng, Ramokgotho, Mashegoane, Sekeming, Mashegoane	Public Lights	
	Streets Lights	Lebowakgomo	Public Lights	
Recreational Facilities	Upgrading of Lebowakgomo sport complex and Lebowakgomo stadium	Lebowakgomo	Provision of a Sporting Facility	
	Establishment of Softball Stadium	Seleteng	Provision of a Sporting Facility	
	Revitalization of cultural centre	Lebowakgomo	Revitalization of cultural centre	
	Revitalization of Nokotlou stadium	Mafefe: Kapa	Provision of a Sporting Facility	
	Establishment of parks	All Wards	Establishment of parks	
	Establishment of Youth Centres	Lebowakgomo, Zebediela, Mphahlele, Mafefe, Mathabatha	Youths Facility	
	Establishment of stadium at Zebediela	Zebediela,	Provision of a Sporting Facility	

Sector	Project	Location	Description	Job Creation
	Establishment of sports grounds	Lebowakgomo, Zebediela, Mphahlele, Mafefe, Mathabatha/Makgoba, Makweng	Provision of a Sporting Facility	
Educational Facilities	Classrooms at Patoga	Mphahlele	Provision of Additional classrooms	
	Establishment of a Primary School	Scheming, Mahlarolla	Establishment of a new school	
	Establishment of a High School	Matatane/Mashabashaba/Mamaolo-Makgwathane	Establishment of a new school	
	Establishment of a Primary School at Bolatjane	Bolatjane	Establishment of a new school	
	Classrooms at Mokgapaneng primary	Mphahlele	Provision of Additional classrooms	
	Additional blocks at Nkgalabele Secondary	Zebediela	Provision of Additional classrooms	
	Secondary block at Ramonwane	Ramonwane	Provision of Additional classrooms	
	Four classrooms at Sampse school	Mashite	Provision of Additional classrooms	
	School for disabled at Mafefe	Mafefe	Special School	
	Administration block at Nokotlou H. School	Mafefe	Provision of Administration block	
	Administration block at Matalane P. School	Mafefe Malakabaneng	Provision of Administration block	
	Administration block at Kgalema	Mafefe	Provision of Administration block	
	Administration block at Molotoadi P. School	Mafefe Moshate New Stands	Provision of Administration block	
	Administration block at Ramatsedi. School	Mafefe Motsane	Provision of Administration block	
	1 block each at the following schools: Mokolobane, Ngwanamorei,	Mafefe	Provision of Additional classrooms	
	Reconstruction of Ndlovu Primary School	Ga-Ledwaba	Provision of Additional classrooms	
	Additional classrooms	Tooseng Primary&Secondary/Phutlo/Sethethwa/ Lenting, Sekate, Phalalong, Matome	Provision of Additional classrooms	
	Provide a laboratory at Secondary.	Tooseng	Provision of laboratory	
Administration block at Schools	Chueuekgolo/ Hlagatse/ Morotse/ Rekhutsitse, Morotse, Sekate.	Provision of Administration block		

Sector	Project	Location	Description	Job Creation
		Mashegoane, Mack Semeka, Setuka,		
Community Centres	Thusong Service Centres	Magatle and Mafefe	Integrated social service brought nearer to the people	
	Tribal Authority Offices	Moletlane, Ga-Seloane, GaMathabatha, Mafefe, GaLedwaba	Co-Operative Governance	
	Community halls	Ga- Rafiri, Hweleshaneng, Mathibela,	Integrated social service brought nearer to the people	
	Community halls	Bolahlagomo, Nkotokwane, Mashite	Integrated social service brought nearer to the people	
	Community halls	Malekapane, Tjjane, Bothonyeng, Makweng, Lenting, Mamatonya, Mogoto	Integrated social service brought nearer to the people	
	Centre for Disabled	Khureng	Integrated social service brought nearer to the people	
Health Facilities	Mefefe health centre	Motsane/Dublin	Primary Health Care Services	
	Maijane clinic	Maijane	Primary Health Care Services	
	Nkotokwane clinic	Nkotokwane	Primary Health Care Services	
	Lesetsi clinic	Lesetsi	Primary Health Care Services	
	Mogodi Clinic	Mogodi	Primary Health Care Services	
	Makgoba clinic	Makgoba	Primary Health Care Services	
	Mahlatjane Clinic	Mahlatjane	Primary Health Care Services	
	Hwelereng Clinic	Hwelereng	Primary Health Care Services	
	Construction of a Clinic	Morotse, Thamagane, Tjjane, Hweleshaneng Mashadi	Primary Health Care Services	
	Hlakano Clinic	Hlakano	Primary Health Care Services: Relocation of Zebediela Estates Clinic to Hlakano	
	Makurung/Dithabaneng Clinic	Makurung/Dithabaneng	Primary Health Care Services: Relocation of Dithabaneng Clinic to be at the centre of Makurung and Dithabaneng	
Communication	Cell phone towers for Mogodi, Ga-Mampa, Ramonwane, Motsane villages	Mogodi, Ga-Mampa, Ramonwane, Motsane	Improved cellular phones communication coverage/services network	
Other Community Facilities	Satelite police station at Seleteng	Seleteng	Crime Prevention	
	Upgrading of Mathibela and Magatle cemeteries	Mathibela and Magatle	Community Services	

2.2. CAPITAL PROJECTS BUDGETED FOR IMPLEMENTATION BY LNM FOR 2010/11 TO 2012/13.

Project No.	Project Name	Project Location	EIA Required?	Target	Source funding of	Responsible implementing Department
ELECTRICITY PROJECTS						
LNE- 01	170 Households Electrification	Mashite Maaake (Ward 18)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNE- 02	100 Households Electrification	Makgophong (Ward 17)	YES	June 2011	DME	INFRASTRUCTURE DEVELOPMENT
LNE- 03	Public lighting/ High Mast	-Sodoma-GaMathabatha, (Ward 23) - Zone A Ntseekgopu, - Zone R- Kingdom church(Ward 12) - Zone B 3150/3315(Ward 14) - Zone S St John Church(Ward 12) - CBD(Ward 12) - Zone F Ext- 819(Ward 14) - Rakgwatha-Nyakelang(Ward 6) - Mogotlane- Ramokgotho Primary(Ward 9) - Lesetsi Hall(Ward 18) - Mamaolo Taxi Rank (Ward 20)	YES	June 2011	MIG	INFRASTRUCTURE DEVELOPMENT
LNE- 04	Public Lighting	Lebowakgomo Zone F to A Road(Ward 13 & 12)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNE- 05	83 Households Electrification	Makweng(Ward 7)	YES	June 2011	DME	INFRASTRUCTURE DEVELOPMENT
LNE- 06	Households Electrification	Lebowakgomo Zone P(Ward 12)	YES	June 2011	DME	INFRASTRUCTURE DEVELOPMENT
LNE- 07	340 Households Electrification	Makotse(Ward 15)	YES	June 2011	DME	INFRASTRUCTURE DEVELOPMENT
LNE- 08	150 Households Electrification	Hwelereng(Ward 15)	YES	June 2011	DME	INFRASTRUCTURE DEVELOPMENT
LNE- 09	300 Households Electrification	Magatle Ext(Ward 3)	YES	June 2011	DME	INFRASTRUCTURE DEVELOPMENT

Project No.	Project Name	Project Location	EIA Required?	Target	Source funding of	Responsible implementing Department
LNE- 10	100 Households Electrification	Madish 'a Ditoro (Ward 3&4)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNE- 11	19 Households Electrification	Mahlaokeng(Ward 23)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNE- 12	21 Households Electrification	Matinkana(Ward 18)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNE- 13	250 Households Electrification	Khureng(Ward 1)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNE- 14	600 Households Electrification	Kliphuiwel, Mamogwasha, Ga-Ledwaba, Malatane	YES	June 2012	LNM	INFRASTRUCTURE DEVELOPMENT
	TOTAL					
ROADS & STORMWATER PROJECTS						
LNRS-01	Access Road to Broilers Farm	Sepitsi(Ward 17)	YES	June 2012	LNM	INFRASTRUCTURE DEVELOPMENT
LNRS-02	Surfacing (tarring or paving) of Internal Streets and Storm Water	Lebowakgomo CBD (Ward 12)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNRS-03	Surfacing (tarring or paving) of Internal Streets and Storm Water	Lebowakgomo (Ward 12,13,14,25)	YES	June 2012	MIG	INFRASTRUCTURE DEVELOPMENT
LNRS-04	Surfacing (tarring or paving) of Street and Storm Water	Mathibela(Ward 7)	YES	June 2011	MIG	INFRASTRUCTURE DEVELOPMENT
LNRS-05	Surfacing (tarring or paving) of Main Street and Storm Water	Magatle(Ward 3)	YES	June 2011	LNM	INFRASTRUCTURE DEVELOPMENT
LNRS-06	Access Road to Landfill Site	Lenting(Ward 17)	YES	June 2012	LNM	INFRASTRUCTURE DEVELOPMENT
LNRS-07	Surfacing (tarring or paving) of Access Roads	Municipal Wide	YES	June 2011	LNM	PLANNING AND LED
LNRS-08	Surfacing (tarring) of road	Motsane(Ward 24)	YES	June 2011	CDM	INFRASTRUCTURE DEVELOPMENT
LNRS-09	Surfacing (tarring) of road	Mogodi/ Mamaolo(Ward 20&25)	YES	June 2011	LNM/ MIG	INFRASTRUCTURE DEVELOPMENT
LNRS-10	Design of Critical Roads	Municipal Wide	NO	June 2011	LNM/ MIG	INFRASTRUCTURE DEVELOPMENT
	TOTAL					
BUILDING PROJECTS						
LNBS- 01	Revitalization of Municipal Buildings	Lebowakgomo – cultural	NO	June 2011	LNM	INFRASTRUCTURE

Project No.	Project Name	Project Location	EIA Required?	Target	Source funding	of	Responsible Department	implementing
		centre(Ward 12)					DEVELOPMENT	
LNB- 02	Revitalization of Municipal Buildings (Halls and Ablution)	Show ground(Ward 25)	NO	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
LNB- 03	Revitalization of Municipal Buildings	Lebowakgomo civic hall(Ward 12)	NO	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
LNB- 04	Extension of municipal offices Phase 2 at	Lebowakgomo Civic Centre(Ward 12)	NO	June 2012	LNM		INFRASTRUCTURE DEVELOPMENT	
LNB- 05	Building of Seven Welcome Walls/ Boards	X Seven entrance areas	YES	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
	TOTAL							
PLANNING AND DEVELOPMENT PROJECTS								
LNPd-01	Servicing of Sites	Lebowakgomo Unit B(Ward 14)	YES	June 2011	DBSA/ LNM		LED AND PLANNING	
	TOTAL							
LOCAL ECONOMIC DEVELOPMENT PROJECTS								
LNLED- 01	Provision of Mobile Hawkers Stalls	Lebowakgomo zone A Taxi Rank (Ward 25)	NO	June 2011	LNM		LED AND PLANNING	
	TOTAL							
SPORTS, ARTS, RECREATION & CULTURE PROJECTS								
LNSAC- 01	Refurbishment of Sports Complex/Stadium	Lebowakgomo (Ward 12)	NO	March 2011	CDM		COMMUNITY SERVICES	
LNSAC- 02	Upgrading of Softball Diamond	Seleteng(Ward 21)	YES	June 2011	LNM		COMMUNITY SERVICES	
	TOTAL							
ENVIRONMENTAL MANAGEMENT PROJECTS								
LNEM- 01	Waste Management: Vehicles and Equipment	Institutional	NO	March 2011	CDM		COMMUNITY SERVICES	
LNEM- 02	Refuse Removal Solid Waste Bins	Institutional	NO	March 2011	LNM		COMMUNITY SERVICES	
	TOTAL							
SOCIAL INVESTMENT PROJECTS								
LNSI-01	Cemetery Upgrading & Fence Extension	Lebowakgomo (Ward 14)	YES	June 2011	LNM		COMMUNITY SERVICES	
LNSI- 02	Development of Parks and Greening	Lebowakgomo (Ward	YES	June 2012	LNM		COMMUNITY SERVICES	

Project No.	Project Name	Project Location	EIA Required?	Target	Source funding	of	Responsible Department	implementing
		12,13,14,25)						
LNSI- 03	Community Halls	Mehlareng (Ward 22)	YES	June 2011	MIG		INFRASTRUCTURE DEVELOPMENT	
LNSI- 04	Community Halls	Mathabatha (GaMakgoba) (Ward 27)	YES	June 2011	MIG		INFRASTRUCTURE DEVELOPMENT	
LNSI- 05	Community Halls	Maijane(Ward 19)	YES	June 2011	MIG		INFRASTRUCTURE DEVELOPMENT	
LNSI- 06	Community Halls	Rafiri, Dublin, Hweleshaneng	YES	June 2012	MIG		INFRASTRUCTURE DEVELOPMENT	
LNSI- 07	Community Halls	Hlakano (Ward 09)	YES	June 2012	LNM		INFRASTRUCTURE DEVELOPMENT	
LNSI- 08	Tribal Authority Halls	Moetlane (Ward 11)	YES	June 2011	MIG		INFRASTRUCTURE DEVELOPMENT	
LNSI- 09	Tribal Authority Halls	Ga-Seloane (Ward 22)	YES	June 2012	LNM		INFRASTRUCTURE DEVELOPMENT	
LNSI- 10	Thusong Service Centre	Magatle (Ward 3)	YES	June 2013	LNM		INFRASTRUCTURE DEVELOPMENT	
LNSI- 11	Disabled Centre	Mehlareng (Ward 22)	YES	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
	TOTAL							
	DISASTER MANAGEMENT PROJECTS							
LNDM-01	Disaster Management (Material Assistance and Awareness Campaigns)	All Wards	NO	June 2011	LNM		COMMUNITY SERVICES	
	TOTAL							
INSTITUTIONAL TRANSFORMATION								
LNINS- 01	Purchasing of law enforcement vehicles (Traffic Station)	Institutional	NO	March 2011			COMMUNITY SERVICES	
LNINS- 02	Purchasing of Additional Fleet x 1	Institutional	NO	March 2011	LNM		MM's OFFICE	
LNINS- 03	Paving and Car Ports	Civic Centre(Ward 12)	NO	March 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
LNINS- 04	Palisade Fencing	Civic Centre(Ward 12)	NO	March 2011	LNM		INFRASTRUCTURE DEVELOPMENT	

Project No.	Project Name	Project Location	EIA Required?	Target	Source funding	of	Responsible implementing Department
LNINS- 05	Boreholes: Drilling and Equipping- Municipal Offices	Civic Centre, Cultural Centre, Zone A (Ward 12, 25)	YES	March 2011	LNM		INFRASTRUCTURE DEVELOPMENT
LNINS- 06	Office equipment	Institutional	NO	March 2011			ALL DEPARTMENTS
LNINS- 07	Office furniture	Institutional	NO	March 2011			COOPERATE SERVICES
LNINS- 08	Specialised Vehicles /plant (Graders, Dipper trucks, Front en loader)	Institutional	NO	March 2011	LNM		INFRASTRUCTURE DEVELOPMENT
LNINS- 09	Traffic equipment	Institutional	NO	March 2011	LNM		COMMUNITY SERVICES
LNINS- 10	ICT Disaster Recovery Equipment	Institutional	NO	June 2011	LNM		COOPERATE SERVICES
LNINS- 11	Stores Mobile Offices	Institutional	NO	March 2011	LNM		FINANCE
LNINS- 12	Communication equipment (Sound System)	Institutional	NO	December 2010	LNM		MM 'S OFFICE
LNINS- 13	Traffic Equipment	Institutional	NO	March 2011	LNM		Community Services
LNINS- 14	Integrated Electronic Project Management System/PMS	Institutional	NO	March 2011	LNM		COOPERATE SERVICES
	TOTAL						

2.3. OPERATIONAL PROJECTS BUDGETED FOR IMPLEMENTATION BY LNM.

Project No.	Project Name	Project Location	Target	Source funding	of	Responsible implementing agent
FINANCIAL VIABILITY						
OPEX- 01	Audit Fees	Institutional	June 2011	LNM		FINANCE
OPEX- 02	Debt Collection Agency Fee	Institutional	June 2011	LNM		FINANCE
OPEX-03	Provision for Bad Debt	Institutional	June 2011	LNM		FINANCE
OPEX-04	Valuation Roll	Institutional	June 2011	LNM		FINANCE
	TOTAL					
LOCAL ECONOMIC DEVELOPMENT						
OPEX-06	Base line Study : Socio Economic Analysis	All Wards	June 2012	LNM		LED AND PLANNING
OPEX-07	Cooperatives support	All wards	June 2011	LNM		PLANNING AND LED
OPEX-08	Farmers mentoring and capacity building	All wards	June 2011	LNM		PLANNING AND LED

Project No.	Project Name	Project Location	Target	Source funding	of	Responsible agent	implementing
OPEX-09	Investor's conference	Lebowakgomo Civic Hall	March 2011	LNM		LED AND PLANNING	
OPEX-10	SMME's Support	All Wards	June 2011	LNM		LED AND PLANNING	
OPEX-11	Trade Fairs & Shows	Institutional	March 2011	LNM		LED AND PLANNING	
OPEX-12	Tourism Plan	Institutional	June 2012	LNM		LED AND PLANNING	
TOTAL							
GOOD GOVERNANCE AND PUBLIC PARTICIPATION							
OPEX-13	Audit Committee Expenses	Institutional	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-14	Community Participation	All Wards	June 2011	LNM		CORPORATE SERVICES	
OPEX-15	Communications	Institutional	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-16	IDP Review Processes	All Wards	June 2011	LNM		LED AND PLANNING	
OPEX-17	Ward Committee Support: MSIG	All Wards	June 2011	LNM		CORPORATE SERV	
TOTAL							
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT					June 2011		
OPEX-18	Training	Institutional	June 2011	LNM		CORPORATE SERVICES	
OPEX-19	Advertisements	Institutional	June 2011	LNM		CORPORATE SERVICES	
OPEX-20	Consultants Fees	Institutional	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-21	Licensing : Municipal Fleet	Institutional	June 2011	LNM		CORPORATE SERVICES	
OPEX-22	IT Facilities	Institutional	June 2011	LNM		CORPORATE SERVICES	
OPEX-23	OHS Equipment & Material	Institutional	June 2011	LNM		CORPORATE SERVICES	
OPEX-24	Traffic Uniform & Tags	Institutional	June 2011	LNM		COMMUNITY SERVICES	
OPEX-25	Traffic Expenses	Institutional	June 2011	LNM		COMMUNITY SERVICES	
OPEX-26	Rental of Office Equipment	Institutional	June 2011	LNM		CORPORATE SERVICES	
OPEX-27	Rental of Office Equipment (Plant)	Institutional	June 2011	LNM		CORPORATE SERVICES	
OPEX-28	Printing & Stationary	Institutional	June 2011	LNM		CORPORATE SERVICES	
TOTAL							

Project No.	Project Name	Project Location	Target	Source funding	of	Responsible agent	implementing
SPECIAL PROGRAMMES: COORDINATION							
OPEX-29	Aged	All Wards	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-30	Children	All Wards	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-31	Disability	All Wards	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-32	Gender Issues	All Wards	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-33	HIV & Aids Programmes	All Wards	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
OPEX-34	Youth Programmes:	All Wards	June 2011	LNM		MUNICIPAL MANAGER'S OFFICE	
			TOTAL				
SPATIAL RATIONALE							
OPEX-35	LUMS : Implementation	All Wards	June 2011	LNM		LED AND PLANNING	
OPEX-36	Plans : Town and Regional	Institutional	June 2011	LNM		LED AND PLANNING	
			TOTAL				
REPAIRS AND MAINTENANCE							
OPEX-37	De-bushing	All Wards	June 2011	LNM		COMMUNITY SERVICES	
OPEX-38	Stadium	Lebowakgomo	June 2011	LNM		COMMUNITY SERVICES	
OPEX-39	Municipal Buildings	Lebowakgomo	June 2011	LNM		COMMUNITY SERVICES	
OPEX-40	Roads and Storm Water	All Wards	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
OPEX-41	Roads and Storm Water (Rural Roads)	All Wards	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
OPEX-42	Specialised Vehicles: Roads	Institutional	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
OPEX-42	Specialised Vehicles: Refuse Removal	Institutional	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
OPEX-43	Electricity	All Wards	June 2011	LNM		INFRASTRUCTURE DEVELOPMENT	
OPEX-44	Cattle Pound	Lebowakgomo	June 2011	LNM		COMMUNITY SERVICES	

Project No.	Project Name	Project Location	Target	Source funding of	Responsible implementing agent
OPEX-44	Cattle Pound Management	Lebowakgomo	June 2011	LNM	COMMUNITY SERVICES
OPEX-45	Cemetery	Lebowakgomo	June 2011	LNM	COMMUNITY SERVICES
OPEX-46	Greening: Municipal Premises	Lebowakgomo	June 2011	LNM	COMMUNITY SERVICES
TOTAL					
OPEX-47	Disaster Provision	All Wards	June 2011	LNM	COMMUNITY SERVICES
OPEX-49	Enforcement of By-Laws	All Wards	June 2011	LNM	COMMUNITY SERVICES AND CORPORATE SERVICES
OPEX-50	Free Basic Electricity	All Wards	June 2011	LNM	COMMUNITY SERVICES
OPEX-51	Free Basic Water	All Wards	June 2011	LNM	COMMUNITY SERVICES
OPEX-52	Sports , Arts & Culture	All Wards	June 2011	LNM	COMMUNITY SERVICES
OPEX-53	Public Transport	All Wards	June 2011	LNM	COMMUNITY SERVICES
OPEX-55	Project Management Unit :	Institutional	June 2010	LNM	INFRASTRUCTURE DEVELOPMENT
OPEX-56	Refuse Removal	Lebowakgomo	June 2011	LNM	COMMUNITY SERVICES
OPEX-57	Refuse Removal	Mathibela/ Ragnwatha	June 2011	LNM	COMMUNITY SERVICES
OPEX-57	Security	Municipal Properties	June 2011	LNM	COMMUNITY SERVICES
TOTAL					

2.4. Projects identified and budgeted for implementation by various stakeholders:

Project No.	Project Name	2010/2011	2011/2012	2012/2013	Total (R)	Source of funding	Responsible implementing agent
CAPRICORN DISTRICT MUNICIPALITY							
WATER PROJECTS							
LNW -01	Specon Regional Water Scheme	19,000,000	3,000,000	4,000,000	26,000,000	CDM	CDM
LNW -02	Groothoek RWS: Reticulation: Ledwaba, Matome, Makotse, Motantanyane	2,500,000			2,500,000	CDM	CDM
LNW -03	Groothoek /Stocks RWS: Reticulate Mapatjakeng	4,000,000			4,000,000	CDM	CDM
LNW -04	Groothoek /Stocks RWS: Reticulate Magatle	1,500,000			1,500,000	CDM	CDM

Project No.	Project Name	2010/2011	2011/2012	2012/2013	Total (R)	Source of funding	Responsible agent	implementing
LNW- 05	Groothoek /Specon RWS: Reticulate Sehlabeng and Mashego	1,800,000			1,800,000	CDM	CDM	
LNW -06	Groothoek /Specon RWS: Reticulate Motserereng, Marulaneng and Lenting	2,000,000			2,000,000	CDM	CDM	
LNW -07	Mphahlele RWS: Reticulate: Phoshiri, Rapotela	800,000			800,000	CDM	CDM	
LNW -08	Mphahlele RWS: Reticulate: Staanplaas, Mooiplaas, Mogodi, Molapo Matebele, Malemang	900,000			900,000	CDM	CDM	
LNW -09	Mafeke RWS: Sekgwarapeng, Ngwaname, Mampa (Equip Boreholes)	3,000,000			3,000,000	CDM	CDM	
LNW -10	Mafeke RWS: (Emergency Project)	1,650,000			1,650,000	CDM	CDM	
TOTAL		39,350,000	3,000,000	4,000,000	46,350,000			
SANITATION PROJECTS								
LNSAN-01	Households Sanitation	5,400,000						
LNSAN-02	Upgrading of Lebowakgomo WWTW	7,000,000	5,500,000	5,000,000		CDM	CDM	
TOTAL								
ELECTRICITY PROJECTS								
LNE- 15	Households Electrification (Transfer)	5,000,000			5,000,000	CDM	LNMP	
TOTAL		5,000,000			5,000,000			
ENVIRONMENTAL MANAGEMENT								
LNEM-03	Establishment of Landfill Site	13,875,000			13,875,000	CDM	CDM	
TOTAL		13,875,000			13,875,000			
LOCAL ECONOMIC DEVELOPMENT								
LNLED-02	Mafeke Tourism Camp	500,000			500,000	CDM	CDM	
LNLED-03	Zebediela Estates Feasibility Study	300,000			300,000	CDM	CDM	
TOTAL		800,000			800,000			

Project No.	Project Name	2010/2011	2011/2012	2012/2013	Total (R)	Source of funding	Responsible agent	implementing
ROADS AND STORM WATER PROJECTS								
LNRS-11	Mamaolo/Seleteng to Mashite	10,145,422,68			10,145,422,68	CDM	CDM	
TOTAL		10,145,422,68			10,145,422,68			
ESKOM ELECTRICITY PROJECTS								
LNE- 17	Lekurung (Mosetamong) Households Electrification	520,000			520,000	ESKOM	ESKOM	
LNE- 18	Makaepa Households Electrification	1,700,000			1,700,000	ESKOM	ESKOM	
LNE- 19	Scheming Households Electrification	1,000,000			1,000,000	ESKOM	ESKOM	
LNE- 20	Matjatji Households Electrification	1,000,000			1,000,000	ESKOM	ESKOM	
TOTAL		4,220,000			4,220,000			
ARTS,SPORTS AND CULTURE PROJECTS								
DEPARTMENT OF SPORTS, ARTS, AND CULTURE PROJECTS								
LNSAC-1	Film Show	5,000.00			5,000.00	DSAC	DSAC	
LNSAC-2	Upgrading of Lebowakgomo Community Library	800,000			800,000	DSAC	DSAC	
LNSAC-3	Establishment of One Cricket Club: District	,00			,00	DSAC	DSAC	
LNSAC-4	Coordinate and Support Establishment of District Leagues: Softball, Athletics, Volleyball, Cricket	,00			,00	DSAC	DSAC	
LNSAC-5	Clubs Competitions: Men and Women	300,000			300,000	DSAC	DSAC	
LNSAC-6	Sports Awards: District	,00			,00	DSAC	DSAC	
LNSAC-7	Women and Girls Sports Competition	300,000			300,000	DSAC	DSAC	
LNSAC-8	School Sports Mass Participation (Mashianyane, Molapo Matebele, Sebotse, Moromotse, Piet Aphane, Byldrift, Kgagatlou, Kgalema, Tubake,	360,505	360,505	360,505	1,081,515	DSAC	DSAC	
LNSAC-9	Siyadlala Sports Mass Participation: Indigeneous Games)	458,968	458,968	458,968	1,376,904	DSAC	DSAC	
TOTAL		2,224,473	819,473	819,473	3,863,419			

Project No.	Project Name	2010/2011	2011/2012	2012/2013	Total (R)	Source of funding	Responsible agent	implementing
DoRT/ RAL PROJECTS								
	ROADS UPGRADING FROM GRAVEL TO TAR							
LNRS-11								
LNRS-12								
DEPT. OF LOCAL GOVT. AND HOUSING PROJECTS								
	PLANNING AND DEVELOPMENT PROJECTS							
LNPD-02								
DEPT. OF HEALTH AND SOCIAL DEV. PROJECTS								
	HEALTH AND SOCIAL DEV. PROJECTS							
LNHSD-01								
DEPT. OF AGRICULTURE								
LNLED-04	Mafeke Agricultural Hub	4,000,000.00			4,000,000.00	Dept of Agric	Dept of Agric	
LNLED-05	Mphahlele Land Care	783,000.00			783,000.00	Dept of Agric	Dept of Agric	
LNLED-06	Bjatladi Land Care	50,000			50,000	Dept of Agric	Dept of Agric	
LNLED-07	Kukishanang Food Security	437,020			437,020	Dept of Agric	Dept of Agric	
LNLED-08	Mafeke Wetlands	358,000			358,000	Dept of Agric	Dept of Agric	
TOTAL		6,415,020			6,415,020			
LONMIN MINE								
LNLED-09	SMME Training	100,000.			100,000.	LONMIN	LNM/LONMIN	
LNLED-10	Lebowakgomo Business Support Centre	475,000.			475,000.	LONMIN	LNM/LONMIN	
LNLED-11	Hunadi a' Modipadi	710,000			710,000	LONMIN	LNM/LONMIN	

Project No.	Project Name	2010/2011	2011/2012	2012/2013	Total (R)	Source of funding	Responsible agent	implementing
LNLED-12	Emerging Farmer Support	500,000.			500,000.	LONMIN	LNLM/LONMIN	
	TOTAL	1,785,000			1,785,000			

E. INTEGRATION

1. INTRODUCTION

During the Integration Phase Lepelle-Nkumpi Municipality has to make sure that project proposals are in line with the objectives and strategies that were formulated during the previous phase, with concomitant resources (financial and institutional) and compliance to legal requirements.

The revision of the IDP took into cognisance all sector plans within the municipality to ensure alignment of all municipal functions and programs. The following paragraphs are linkages of key sector plans to the integrated planning.

1.1. THE FOLLOWING IS A LIST OF SECTOR PLANS

1. Performance Management System (Draft)
2. LED Strategy
3. Spatial Development Framework
4. Environmental Management Plan
5. Land Use Management System
6. Risk Management Strategy
7. Communication Strategy
8. Supply Chain Management Policy
9. Integrated Waste Management Plan
10. Revenue Enhancement Strategy
11. Investment Attraction and Marketing Strategy
12. Fraud Prevention Plan
13. Storm Water Master Plan
14. Disaster Recovery Plan
15. Integrated Public Safety Strategy

2. PERFORMANCE MANAGEMENT SYSTEM

2.1 BACKGROUND

Section 38 of the Municipal Systems Act, 2000 stipulates that municipalities must:

(a) Establish a performance management system that is:

- Commensurate with its resources;
- Best suited to its circumstances; and
- In line with the priorities, objectives, indicators and targets contained in its integrated development plan.

(b) Promote a culture of performance management among its political structures, political office bearers, and councillors and its administration

The Lepelle-Nkumpi Municipal Council has a draft performance management system (PMS) that serves as a framework for undertaking its performance management functions and it will hopefully be adopted by council during the financial year.

2.2 IMPLEMENTING PERFORMANCE MANAGEMENT

The draft PMS Policy emphasises that implementing the processes and systems that are needed to operationalise the IDP will determine the ultimate success or failure for the municipality programmes in service delivery.

The following are core aspects of implementing PMS in Lepelle-Nkumpi:

- Plan for performance by clarifying objectives and outputs to be achieved;

- Clarify performance expectations by setting standards and targets for each indicator to assess performance in practice;
- Monitor, measure, assess and evaluate/review performance;

2.3 SETTING KEY PERFORMANCE INDICATORS

In conjunction with the annual cycle of the municipality, the planning, contracting, reviewing and evaluating of indicators will be the essence of indicating whether targets will be met or corrective action be taken to adjust indicators and targets.

Performance indicators were set with communities during budget consultations and are cascaded to each department.

2.4 SETTING TARGETS

Targets form central part of the overall performance management planning, monitoring and evaluation.

2.5 MONITORING THE IDP IMPLEMENTATION

The council Executive Committee monitors IDP implementation on operational level from the SDBIP through quarterly reviews.

2.6 MEASURING PERFORMANCE

It is important that measurements (indicators and targets) have to be monitored, audited, reported and be reviewed on a regular (timeframe) basis when planning for performance starting with senior managers through a balanced scorecard system.

2.7 CONDUCTING PERFORMANCE REVIEWS

In the Performance Management System Framework reference has been made to the level of accountability and responsibility in the review process so that each manager's quarterly performance review is conducted by a supervisor until up to a level where the municipal manager's performance review is done by the council executive committee.

<h2>3. RISK MANAGEMENT AND FRAUD PREVENTION</h2>

Lepelle-Nkumpi Municipality has approved a Risk Management Plan in 2007.

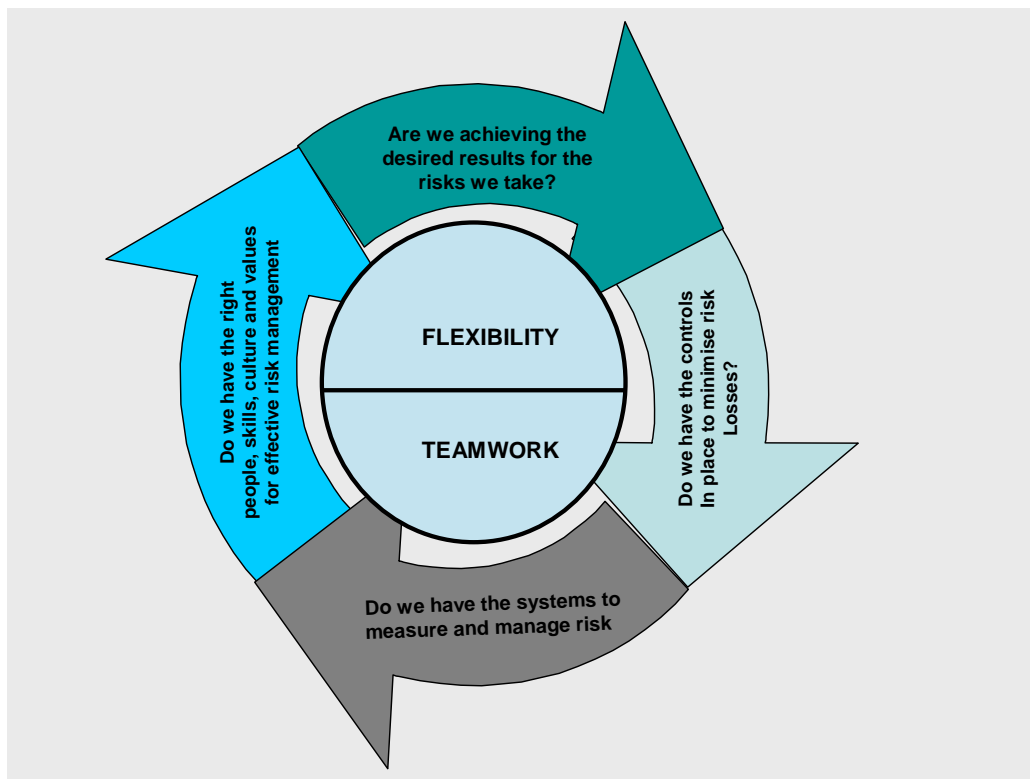
The plan describes the steps and activities that are necessary to manage risks in a municipal setting which are could include the following:

- ❑ Assessing, identifying, evaluating and monitoring or eliminating of actual and potential risks that a specific business within the Municipality may be faced with in achieving its objectives.
- ❑ The process of accepting, reducing, mitigating or eliminating risks by implementing new or improved, appropriate internal controls that contributes to achieving objectives.
- ❑ Eliminating any management controls that no longer serve a risk control function and only stifle efficiency.
- ❑ Identifying opportunities that may otherwise be overlooked and considering exploitation of opportunities previously considered too risky.

The total process of risk management within the Municipality, which includes the related systems of internal control, is the responsibility of the Municipal Manager as the Accounting Officer. Management is accountable to the Municipal Manager for designing, implementing and monitoring the process of risk management, and

integrating it into the day-to-day activities of the Municipality. The internal audit function will provide independent assurance of the effectiveness of risk management and internal control processes.

The risk management strategy addresses the following four areas that are depicted by the diagrammatic representation here below:



3.1. FRAUD PREVENTION PLAN

The municipality has also approved a fraud prevention plan in 2007. It covers issues around fraud risk management; proactive defence of assets; and fraud response plan.

Implementation of the following initiatives will contribute significantly to the reduction of corporate crime:

- Data interrogation
- Fraud awareness training
- Fraud tip-off reporting hot-line
- Forensic controls
- Crime database

4. SPATIAL DEVELOPMENT FRAMEWORK

4.1 INTRODUCTION

One of the requirements of the Municipal Systems Act, 2000 is that municipal IDP's should contain a Spatial Development Framework (SDF). The SDF is the spatial representation of the restructuring and transformation objectives of local government also ensuring that a more sustainable land use pattern and optimum utilization of space are established. A reviewed SDF was approved by council in 2008 financial year.

4.2 PURPOSE OF THE SDF AND ITS RELATIONSHIP WITH A LAND USE MANAGEMENT SYSTEM

The SDF should therefore inform the content of the LUMS, and

- ◆ only be a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development;
- ◆ develop an argument or approach to the development of the area of jurisdiction which is clear enough to allow decision-makers to deal with the unexpected;
- ◆ develop a spatial logic which guides private sector investment;
- ◆ ensure the social, economic and environmental sustainability of the area;
- ◆ establish priorities for public sector development and investment; and
- ◆ identify spatial priorities and places where public-private partnerships are a possibility.

4.2.1 LEBOWAKGOMO DISTRICT GROWTH POINT

This node was identified as a District Growth Point in the Limpopo Spatial Rationale, 2002 and in 2008 as provincial growth point together with other 9 municipalities. Lebowakgomo is the economic hub of the municipal area. This node is constituted by following centres: Lebowakgomo Business Centre, Lebowakgomo Township and Middlekop. Lebowakgomo was proclaimed in terms of the Regulations for the Administration and Control of Townships, 1962 (Proc. No. R293 of 1962) and used to serve as the capital of the former Lebowa government. It has a population of approximately 34 224 people and it has a base of infrastructure, which needs maintenance and upgrading.

4.2.2 MAGATLE MUNICIPAL GROWTH POINT

This growth point has a population of approximately 9665. It has 1614 households and occupies an area of 583hectares. The municipality has to invest on this area and development should be located here as the area is a municipality growth point. Magatle has schools, police stations and other services.

4.2.3 RURAL SETTLEMENTS

The rural area is predominantly an extensive commercial farming area where mixed crop production is the main agricultural practice. The municipality has approximately 109 settlements, which are mostly rural.

4.2.4 STRATEGIC DEVELOPMENT AREAS (SDA's)

Spatial planning should guide the municipality in terms of location of public investment, particularly capital expenditure. The manner in which these programmes are implemented should support the hierarchy of settlements. And in time normalise the existing spatial patterns.

For this reason the Municipality's 2006 SDF identified SDA's which will be the main focus areas for future development residential areas. These areas are actively supported, promoted and development facilitated through;

- Provision of bulk infrastructure
- Active marketing of the areas
- Provision of incentives schemes from prospective developers and
- Compilation of detailed local framework or land use plans for each one of them.

There are three SDA's in the municipality identified as follow, without any order of significance;

- SDA 1: Area between Mashite and Makotse which includes Lebowakgomo, Mamaolo and Seleteng
- SDA 2: Area between Mogoto and Magatle which includes Moletlane and GaNtamatisi
- SDA 3: Areas of Mathabatha and Mafefe

4.3 LAND USE MANAGEMENT SCHEME

The municipality has approved LUMS in the 2007/8 financial year. This is a tighter and operational document of the strategies as set out by the SDF and with the objectives of dealing with the following general conditions of land uses;

- Use of all land in accordance with the land-use zone as determined within the scheme;
- Protection of land and environment;
- Prevention of excavations and boreholes on municipal land;
- Handling and drainage of storm water;
- Placing and development of buildings;
- Building lines, Building restrictions areas and lines of no access;
- Screen walls and fences;
- Maintenance of buildings, gardens and sites;
- Exemption of existing buildings; and
- Buildings used for more than one purpose

5. INFRASTRUCTURE DEVELOPMENT

5.1. INFRASTRUCTURE DEVELOPMENT PLAN

There is a very huge infrastructure development backlog in the municipality. And previous developments were not considerate to issues of mass and bulk infrastructure services. The municipality hopes to develop an engineering and infrastructure supply plan during this financial year.

5.2. STORM WATER CONTROL PLAN

The area of Lepelle- Nkumpi has a natural physical landscaping of mountains and slopes. This therefore puts it in a rather more vulnerable condition to floods strikes, especially in the low lying areas.

A storm water control plan has just been adopted by council in the past financial year 2008/9 and it proposes for prioritisation of the two high risk areas around Mathibela and Lebowakgomo.

5.3 HOUSING PLAN

The municipality has a very huge demand for provision of middle to high income houses, especially around the district growth point of Lebowakgomo. Forward planning should cater for this need and of which parallel to it should be provision of bulk infrastructure that has to do with electricity, water and sewerage infrastructure among others.

Large portion of land in the municipal area is in the hands of traditional leaders and development paths there cannot be determined resolutely by the municipality. This affects mainly, although not restricted to, low cost housing development initiatives which are already exhausting little land available at

Lebowakgomo Township where the municipality has full land control and ownership.

The municipality has planned for development of a housing plan in the near future to deal with the housing problems.

5.4. INTEGRATED WASTE MANAGEMENT PLAN

The National Environmental Management Principles stated in the National Environmental Management Act (NEMA), No. 107.1998 stipulate the following:

- Environmental management must place people and their needs at the forefront of its concern
- Development must be socially, environmentally and economically sustainable.
- Global and international responsibilities relating to the environment must be discharged in national interest
- The environment is held in public trust for the people

The municipality adopted an Integrated Waste Management Plan in year 2004 that assists to properly manage waste from households and other sectors including health institutions and business. The plan is aligned to NEMA and EIAA among others.

5.4.2.1 Improving Existing Waste Management Services

The following waste management aspects/services and associated activities exist within the L-NLM:

- Refuse storage, collection and removal
- Refuse disposal and landfill operations.
- Health Care waste treatment and handling.
- Limited or no system for waste management services revenue collection and tariff structure.
- Waste management organizational structure and administration.

5.4.2.1.3 Refuse Disposal and Landfill Operation

There is currently one main waste disposal site in the L-NLM, namely Lebowakgomo A. The site is not operated and managed in accordance with the Minimum Requirements for Waste Disposal by Landfill, and poses risk to communities and environment. The site is not permitted according to ECA s20 and the classification of the site is GSB.

The magnitude of the risk imposed onto the environment and human health by the site is un-quantified, hence the following are options are suggested.

- Option 1 - Apply for permit to continue land filling
- Option 2 – Apply for permit for closure and rehabilitation

5.4.2.2 Implementing Waste Management Services in L-NLM

Currently, the only domestic / general waste collection services that exist in the Lepelle Nkumpi municipal area are in place in Lebowakgomo and

Mathibela/Rakgwatha. For the majority of the Lepelle Nkumpi municipal area, no waste collection services are provided.

5.4.3 Future Plans

The following are the future plans of the municipality:

- Develop plan to implement waste management services
- Initiate public information, consultation and awareness creation regarding waste management services
- Promotion of inter-governmental departments dialogue and collaboration to address Health Care and Hazardous Waste matters
- Promulgation of by-laws to facilitate implementation of waste management services
- Identify markets for promoting recycling and composting projects
- Initiate service costs for various service points after consultation process

5.6. INTEGRATED LOCAL ECONOMIC DEVELOPMENT PLAN

Lepelle-Nkumpi Municipality Local Economic Development (LED) Strategy, approved in 2007 by council, provides the Municipality with guidelines to create and facilitate economic development, realize the underlying economic development potential, and encourage private sector investment and job creation.

5.6.1. LED STRATEGIES

In light of the key sectors identified in the District, namely Agriculture, Mining, Tourism, and Manufacturing as well as the existing opportunities identified in the Lepelle- Nkumpi Municipality LED strategy, five thrusts were developed through consultation with various role players including government departments, the community, businesses and sectoral workshops. Each of the Thrusts is further comprised of programmes, projects, and development facilitation actions. The programmes identified per thrust aim at creating a critical mass economic development in the Municipality. The successful implementation of the programmes and projects will ensure that more job opportunities are created, skills developed and opportunities created for SMME development. The aims of these programmes are also to address poverty relief and to increase community ownership.

5.6.1.1. PROJECTS AND DEVELOPMENT FACILITATION

THRUST 1: LOCAL BUSINESS SUPPORT AND STIMULUS

- Local marketing and promotion of investment opportunities
- Establish entrepreneurial and small-business support structures
- Industrial strengthening and trade development
-

THRUST 2: RESTRUCTURING AND DIVERSIFYING THE RURAL ECONOMIC BASE

- Capacity building, mentorship, skills training, and youth development
- Social capital renewal and improved access to external markets
- Sustainable farming practices for emerging farmers and youth

THRUST 3: AGRICULTURE SECTOR EXPANSION AND PROMOTION OF LOCAL VALUE ADDING

- Expansion and diversification of existing agricultural products
- Expansion and diversification of existing agricultural products
- Agro-processing industrial development
- Agricultural service and product development
-

THRUST 4: MINING SECTOR EXPANSION AND PROMOTION ALONG VALUE-CHAINS

- Development of joint ventures in mining operations
- Mineral beneficiation and processing
- Mining service and product development

THRUST 5: TOURISM DEVELOPMENT AND PROMOTION

- Creation of clearly identifiable and unique tourism products
- Development of tourism associations and promotion of tourism
- Arts and crafts development and promotion

In light of the key sectors identified in the District, namely Agriculture, Mining, Tourism, and Manufacturing, programmes aimed at creating a critical mass of economic development in the Municipality were identified. The successful implementation of the programmes and projects will ensure more job opportunities are created, skills developed and opportunities created for SMME development.

As such, the following the programmes were prioritized based on availability of information, ease of implementation, and overall economic impact (such as job creation);

- Agro-processing industrial development
- Creation of clearly identifiable and unique tourism products
- Expansion and diversification of existing agricultural products
- Mineral beneficiation and processing
- Local marketing and promotion of investment opportunities
- Development of joint ventures in mining operations

To ensure that the above programmes are implemented the Municipality needs to have enough financial and institutional capacity. Currently the municipality does not possess the required financial and institutional capacity which is key determinants to LED goals realisation. Two management structures are proposed for Lepelle-Nkumpi, namely strengthening of the LED unit and outsourcing projects for implementation.

Implementation of the following projects and actions is needed to be undertaken by the municipality,

Key actions	Location	Estimated capital cost	Progress
Develop investment attraction & LED marketing campaign to create awareness of LED	Throughout the whole municipality	R205 000	Done
Develop database and network of experienced business mentors to support local emerging entrepreneurs	Throughout the whole municipality, but focused on the rural areas	None	Ongoing
Establish Zebediela juice extraction plant	Zebediela	To be undertaken as feasibility study	No progress
Develop goat meat and milk slaughtering, processing, packaging, and marketing plant	Mphahlele	To be undertaken as feasibility study	No progress
Develop white meat (poultry) cluster centred around Lebowakgomo	Lebowakgomo	R5 million	No progress
Develop aquaculture cluster involved with fish processing, freezing, packing, marketing,	Mafefe	R3 million	
Establish small-scale excavation and tile manufacturing of slate slabs in Mafefe	Mafefe	To be undertaken as feasibility study	Feasibility undertaken
Facilitate discussions between potential prospectors, community and Tribal Authorities for formation of joint ventures	Dilkong Corridor	None	Ongoing
Merging and commercialisation of Legalameetse, Wolkberg and Bewaarskloof reserves	Strydpoort mountains	None	Provincial Government
Develop farm-based tourism and recreation	Zebediela	To be undertaken as feasibility study	No progress

6. INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN

The municipality has adopted a plan during the 2009/10 financial year. The plan aims to address the following issues;

- Identify environmental impact, issues, risk and threats.
- Develop measures and strategies to minimize, mitigate and manage these impact, risk and threats.

6.1. ENVIRONMENTAL KEY ISSUES

- Agricultural -crop and livestock- farming and wildlife conservation practices.
- Commissioning of new mining activities.
- Overgrazing -that leads to vegetation composition imbalances and soil erosion.
- Deforestation due to chopping of trees for firewood and poor affordability to access electricity may lead to loss of habitat and sensitive species.
- Shortage of water due to lack of major rivers and poor rainfall.
- Poor water quality due to high concentration of total dissolved solid (TDS) and nitrates.
- Urban sprawl, indiscriminate change of land uses and unplanned settlements.
- Uncontrolled veld fires.

- Air quality threatened by closed asbestos mines in the east.
- Poaching that threatens sensitive and endangered species.
- Loss of biodiversity due to heavy degradation by in places of cultivation, mining and urbanization and as a result of invasion of alien vegetation and indigenous microphyllous trees.
- Climate change.

6.2. MANAGEMENT ACTIONS

Management Actions or mitigation measures are aimed at eliminating, offsetting or reducing adverse environmental impacts and include:

- Avoidance
- Prevention
- Minimization
- Rehabilitation
- Restoration
- Compensation

6.3. ENVIRONMENTAL POLICY STATEMENT AND OBJECTIVES

The Municipality is committed to responsible environmental stewardship and sustainable development through an effective, appropriately resourced and harmonised framework that:

- Integrates environmental considerations into planning and development.
- Undertakes all activities in a sustainable manner to prevent and mitigate negative environmental impacts.
- Remedies impacts on the environment that were caused through previous activities.
- Proactively identifies and manages environmental aspects in order to minimize waste, emission and effluent releases, optimize resource consumption, mitigate impacts on climate change, rehabilitate disturbed land and protect biodiversity and cultural heritage.
- Sets objectives and targets to ensure continued improvement in environmental performance, protection and management.
- Ensures accountability is taken for environmental degradation through monitoring and enforcement of all applicable legislation and other requirement to which the country subscribes(i.e. conventions and treaties)

7. FINANCIAL PLAN

7.1. INTRODUCTION

The IDP and budget review were integrated throughout the process and the municipal budget is informed by the identified programs and expressed needs of the community and responsive to national imperatives and mandate.

7.2. BUDGET 2010/11

The detailed capital and operational budgets for the 2010/11 financial year are attached per Annexure A here below.

7.3. TARIFF BASE

A detailed tariff structure reviewed for 2010/11 is attached hereto as an annexure

F. ADOPTION PHASE

The 2010/2011 Reviewed Integrated Development Plan was adopted by a legally constituted council meeting of Lepelle-Nkumpi municipality held on the 10th June 2010 in terms of council resolution number 7.3.1.03/2010.

ANNEXURE A. 2009/10 BUDGET

ANNEXURE B: TARIFF STRUCTURE

ANNEXURE D: MUNICIPAL WARDS

Ward	Councillor	Villages
1	Mmako Ramasela Francinah	Khureng Seruleng Klipheuwel
2	Masola Matjatji	Gedroogte Ga-Molapo
3	Kekana Nkofu David	Magatle Mapatjakeng Madisha-Ditoro South
4	Kekana Thede Dorcas	Makhushwaneng Madisha-Leolo Motserereng Madisha-Ditoro North
5	Nkhuna Makhotswa Jan	Bolahlagomo Sekgophokgophong Mamogwasha
6	Matlala Ramolokwane Paulina	Ga-Rakgwatha(Part of) Motantanyane Matome
7	Mathabatha Mmakoma Dortina	Mathibela Makweng Rakgwatha (Part of)
8	Kekana Mathibela Japhiter	Mogoto
9	Kekana Malesela Alfred	Hlakano Ga- Mogotlane(Part of)/ Mahlarolla Sekweng
10	Mokhondo Maishibe Dorcas	Zebediela Estate Sehlabeng Manaileng
11	Kekana Tebogo Gladys	Moletlane Ga- Mogotlane(Part of) Mawaneng Scheming
12	Mogale Queen Ramadimetje	Lebowakgomo Part of Unit A (Part of) Lebowakgomo Unit S Lebowakgomo unit P/Q
13	Koma Makgaba Elijah	Lebowakgomo Unit A (Part of) Lebowakgomo Unit R
14	Mashita Kgabo Daniel Jacob	Lebowakgomo Unit B Lebowakgomo Unit F Ga-Ledwaba
15	Mashiloane Mokganyetji Agnes	Makotse Hwelereng Makurung
16	Mphahlele Masedile Richard	Tooseng Malemati/Bothonyeng Malekapane Tjiane
17	Mphahlele Ramadimetja Beatrice	Makgopong (Part of) Marulaneng Lenting Morotse Mamatonya
18	Kgomoeswana Mokhine Prince	Mashite

		Lesetsi Nkotokwane Tswaing / Lehlokwaneng Matinkane
19	Ntsoane Mahlasela Rosina	Maijane Seleteng (Part of) Matime
20	Mphahlele Ramaredi Patricia	Mamaolo Sefalaolo Maretlwaneng Sekurung
21	Makgahlela Mamashele Bethuel	Seleteng (Part of) Phalakwane Bolatjane
22	Phogole Maloke Jane	Makgopong – (Part of) Kgwaripe Byldrift Mehlareng Malatane/Seloane
23	Mampa Sekube Geoffrey	Mphaaneng Ramonwane Mathabatha Moshate Mahlatjane Mahlaokeng
24	Mphofela Sabulone Mabatane	Ga-Mampa Kapa - Mafefe Dubling -Ngwaname Motsane Mashushu
25	Ledwaba Lesiba Ephriam	Staanplaas Mooiplaas Malemang Mogodi Lebowakgomo Zone A (Part of)
26	Mphahlele Mogomonthla Fatima	Dithabaneng Maralaleng Thamagane Makurung Apollo
27	Mashatole Selinah Rappaahle	Madikeleng Ga Makgoba Hweleshaneng Maseseleng, Mathabatha (Part of) Bodutlulo Serobaneng