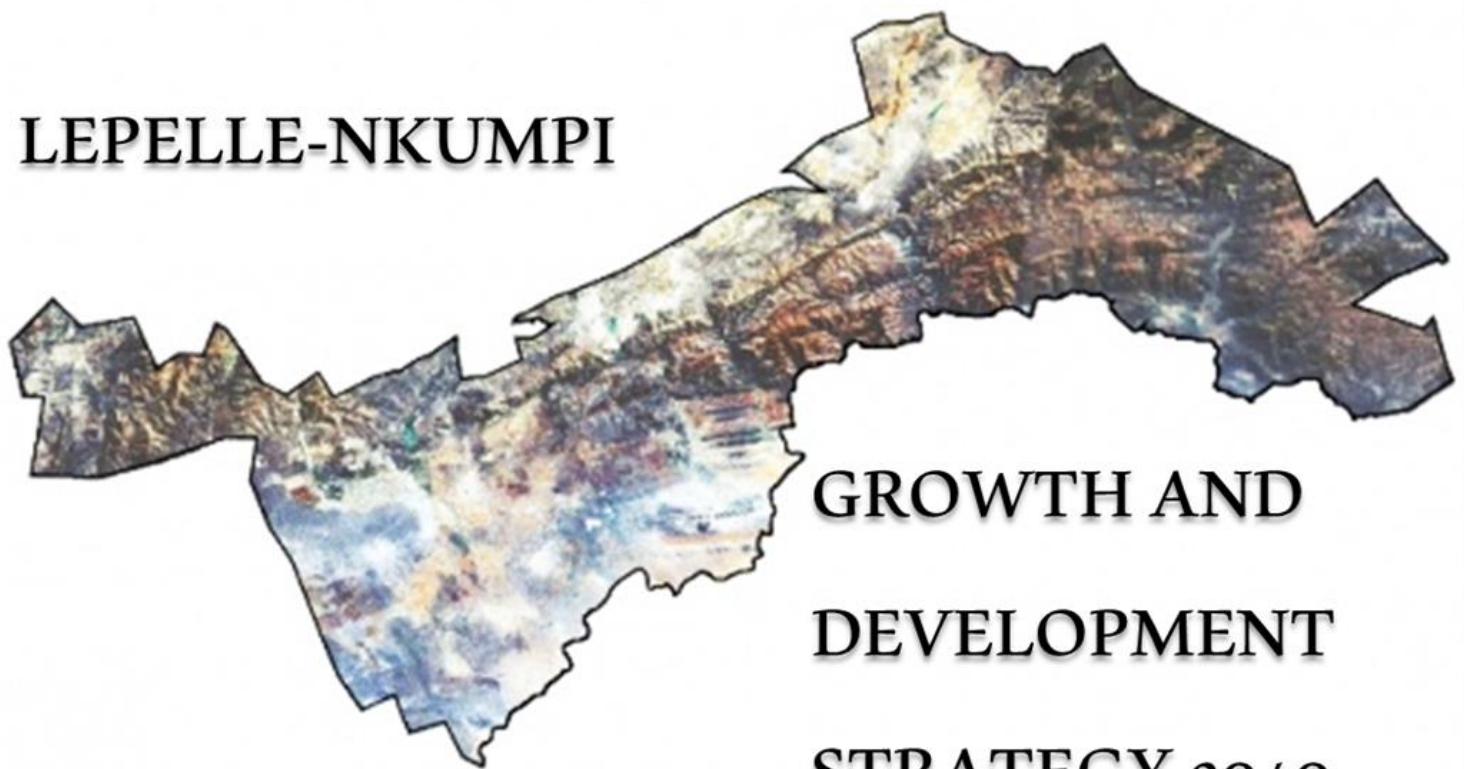




**LEPELLE-NKUMPI**  
**LOCAL MUNICIPALITY**



**LEPELLE-NKUMPI**



**GROWTH AND  
DEVELOPMENT  
STRATEGY 2040**

March 2019

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**Celebrate Development Diversity**



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## Executive Summary

## 1. Introduction

### 1.1. Background

Lepelle-Nkumpi is a local municipality located in the Capricorn District in Limpopo, 55km south of Polokwane. Apart from Polokwane, it shares its borders with several local municipalities such as Mogalakwena and Makhuduthamaga. The Municipality is divided into 29 wards, with four of the wards around one of the growth points of the District, Lebowa kgomo, where all sittings of the Provincial Legislature take place.



The vision for the Lepelle-Nkumpi Local Municipality is “to be a financially viable municipality, geared towards the improvement of quality of life of the people by providing sustainable services”.

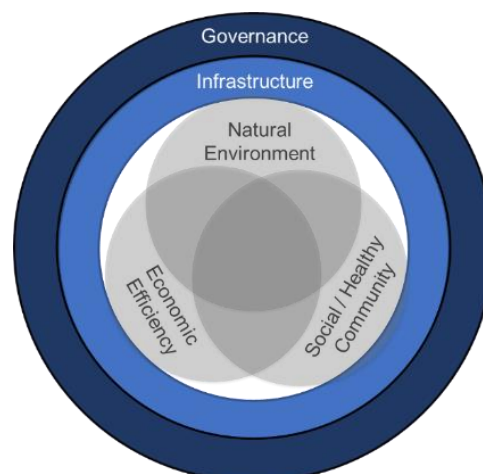
The mission of the Municipality is “to effectively and efficiently provide quality basic services and thus make a significant contribution to social and economic development of the community”.

One of the key considerations about the Municipality is that it is predominantly rural with a large percentage of the Municipality comprising traditional land. A drawback of a predominantly rural area is high levels of poverty formed because of poverty pockets throughout the area, which may indicate that there is a lack of economic activity that can facilitate growth and lead to the development of the Municipality. The importance of developing new infrastructure and the rehabilitation of the existing infrastructure becomes crucial as it enables economic development and accommodates social development, encouraging improvement in the quality of life for the constituents of the Municipality. It is also accompanied by appropriate land use management since development also forms part of the spatial and environmental considerations of a municipality.

### 1.2. Aim and Purpose of the GDS

The Growth and Development Strategy (GDS) is intended to give proper integrated development planning for the Municipality, as well as serve as a guide for a common vision and purpose for local government, the private sector and the constituents of the Municipality. It focuses on providing fast-track, high-impact interventions that can catalyse growth and align development in Lepelle-Nkumpi with the development of the National Development Plan (NDP).

The GDS provides a reference framework for all plans, strategies and policies for the development of the Municipality. The reference framework is centred on sustainable development, which focuses on “meeting the needs of the present generation without compromising the ability of future generations to meet their needs”.





It is anchored on three pillars which are human well-being, environmental integrity and economic efficiency. These pillars must be supported by good governance and infrastructure development to achieve the vision of the Municipality.

The GDS will focus on addressing the vital needs of the Municipality, and serve as the core strategy to enable Lepelle-Nkumpi to improve the following Key Performance Areas (KPAs) that are guided by the mission as well as Provincial and National focus areas:

- Basic Services and Infrastructure Development
- Community Empowerment
- Economic Development
- Institutional Transformation

These key performance areas will be investigated throughout the compilation of the GDS and will form part of the pathways to prosperity for Lepelle-Nkumpi.

### 1.3. Document Structure

The structure of the document is outlined as follows:

**Chapter 2** addresses the policy framework within which the GDS is situated, with specific reference to the national policies that contextualise the GDS for the municipality, provincial and district policies which provide strategic direction within the Limpopo province and the Capricorn District Municipality (CDM) respectively, as well as existing local policies that inform municipal plans and strategies such as the GDS.

**Chapter 3** provides an overview of the current realities in Lepelle-Nkumpi through the analysis of the development profile, which include a Social Demographic Profile, an Infrastructure Profile, an Economic Profile, a Governance Profile and a Natural Environment Profile. A SWOT analysis will be conducted to summarise the findings of the analysis.

**Chapter 4** addresses the development of strategic framework, investigating the pathways to prosperity along with the growth paths and catalytic projects essential for achieving the set pathways with vision 2040 in mind. The outcomes and timelines for each pathway are shown leading up to 2040. The chapter is concluded by monitoring and evaluation guidelines.



## 2. Policy Framework

### 2.1. National Policies

#### 2.1.1. The Constitution of the Republic of South Africa

The most important legislation is the Constitution of the Republic of South Africa (Act 108 of 1996). Section 152 (1) outlines the objectives of local government as follows:

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

The Constitution further outlines the functions that a local municipality must comply with in Schedule 4b and Schedule 5b as set out in Section 155(6)(a) and (7).

**Implications for Lepelle-Nkumpi Municipality:** Lepelle-Nkumpi Municipality is constitutionally mandated to comply with the objectives set out in the Constitution. The GDS strategy should be focused on addressing the mandated objectives, with specific reference to the functions outlined in Schedule 4b and Schedule 5b that form part of the objectives outlined.

#### 2.1.2. National Development Plan (NDP)

The NDP 2030 is the “blueprint” for development of the country and aims to eliminate poverty and reduce inequality by 2030. The plan sets a target of reducing the unemployment rate and seeks to increase GDP almost threefold to achieve an increased GDP per capita of R110 000 per person by 2030 (at constant prices).

The strategic framework for the NDP is based on the following development priorities which are:

1. To promote an inclusive and labour absorbing economy
2. To increase capital spending, specifically on infrastructure
3. To transition into a low-carbon economy
4. To create an inclusive and integrated rural economy
5. To reverse apartheid constraints through spatial planning
6. To improve the quality of healthcare for all South Africans
7. To invest in quality healthcare for all South Africans
8. To develop a robust social security system
9. To build safer communities and reduce crime
10. To reform the public sector
11. To fight corruption in government
12. To transform society and unite the country

**Implications for Lepelle-Nkumpi Municipality:** The NDP guides decision-making in all spheres of government. The directives provided in the NDP must be integrated into the GDS for Lepelle-Nkumpi Municipality. It is envisioned that by implementing the strategic guidelines and directives outlined in the NDP, Lepelle-Nkumpi Municipality will be on the path to achieving the goals of the NDP.

#### 2.1.3. Municipal Demarcation Act

The Municipal Demarcation Act of 1998 (Act 27 of 1998) provides for criteria and procedures for the determination of municipal boundaries by an independent authority and provides for matters connected to it. It also delineates the objectives of demarcation (Section 24) as well as factors to be taken into account (Section 25) when demarcation decision-making is required.

The Act was incorporated into a study where Urban-Econ was appointed by the Municipal Demarcation Board to assess municipalities on their compliance to demarcation objectives. Several variables were identified to address each part of the legislation in both Section 24 and Section 25 of the Act. Key indicators were identified as the enablers for municipalities to achieve their objectives and may have an influence on the sustainability of a municipality. These indicators included, amongst others, the ability to generate own revenue through the collection of rates and taxes, as well as having better connectivity and accessibility to economic opportunities.

**Implications for Lepelle-Nkumpi Municipality:** Section 24 of the Municipal Demarcation Act provides municipalities with a set of objectives with which Lepelle-Nkumpi must also comply, as well as the consideration of the factors from Section 25 that are essential for attaining the objectives. The objectives and factors to consider, as stated in the Act, affect the sustainability of Lepelle-Nkumpi Local Municipality. The GDS will incorporate the findings of the study conducted by Urban-Econ to better position the municipality towards achieving its vision and actively engage in its mission.

#### 2.1.4. New Growth Path (NGP)

The NGP is a broad framework that sets out a vision and identifies key areas where jobs can be created. Furthermore, the NGP seeks to address the issues surrounding unemployment, inequality, and poverty through strategy implementation relating to job creation. Government seeks to achieve this objective through restructuring the South African economy to achieve labour absorption and accelerated economic growth. Towards achieving this objective, Government intends to:

- Identify areas where employment creation is possible on a large scale because of substantial changes in conditions in South Africa and globally
- Develop a policy package to facilitate employment creation in these areas, through
  - A comprehensive drive to enhance competitiveness and social equity,
  - Systemic changes to mobilise domestic investment around certain activities, and
  - Strong social dialogue to encourage growth in employment-creating activities

The New Growth Path prioritises sectors in which employment will be created which include:

- The agricultural value chains
- The mining value chains
- The Green economy
- Manufacturing sector
- Tourism and services

**Implications for Lepelle-Nkumpi Municipality:** The New Growth Path is predicated on the importance of job creation. It is therefore important that these priorities inform recommendations and guidelines provided for the GDS Strategy in terms of creating sustainable and decent employment opportunities for the constituents of the Municipality as well as create growth opportunities within the Municipality.

#### 2.1.5. Spatial Planning and Land Use and Management Act (SPLUMA)

The Spatial Planning and Land Use Management Act provides a uniform system of regulating land development throughout South Africa. According to the Act, municipalities are the key stakeholders in the implementation of spatial planning and land use management as per the various provisions of the act.

The key provisions of this legislation for municipalities include:

- A uniform, effective and comprehensive system of spatial planning and land use management for the Republic;
- A system of spatial planning and land-use management that promotes social and economic inclusion;
- Common development principles, norms and standards to inform land development;
- Sustainable and efficient use of land to be key consideration when making decisions involving land development;
- Cooperative government and intergovernmental relations across all the spheres of government; and
- Readdressing the imbalances of the past and ensuring that there is equity in the application of spatial development planning and land use management systems.

Therefore, in accordance with the SPLUMA, municipalities are expected to:

- Within 5 years of SPLUMA coming into operation, municipalities are required to prepare and adopt land use schemes which will replace the current zoning/town planning schemes. Land use schemes must give effect to Municipal Spatial Development Frameworks;
- Municipalities shall receive and consider all land development applications as the authority of first instance;
- Municipalities must establish Municipal Planning Tribunals (comprising of municipal officials and suitably qualified external persons appointed by Council) to take decisions on development applications;
- Two or more municipalities may, in writing, agree to establish a joint Municipal Planning Tribunal. A district municipality may, with agreement of the local municipalities within the area

of the district municipality, establish a Municipal Planning Tribunal to reserve and dispose of land development applications and land use applications within the district municipal area. Municipalities should therefore undertake an assessment of the volume and complexity of land development applications that they deal with, as well as their capacity to determine the most effective and efficient institutional arrangements to dispose of land development applications;

- Notwithstanding the requirement above, a municipality may authorise that certain land use and land development applications may be disposed of by an official employed in the municipality. This will require a review of the system of delegations in the municipality as well as categorisation of land development applications to be considered by an official and those to be referred to the Municipal Planning Tribunal; and
- The executive committee or executive mayor of the municipality or a committee of councillors appointed by the Municipal Planning Tribunal may be lodged in terms of Section 62 of the Municipal Systems Act.

**Implications for Lepelle-Nkumpi Municipality:** Considering the information above, Lepelle-Nkumpi must adhere to the key provisions of SPLUMA that seek to promote efficient and effective spatial planning and land-use management practices. The implementation of all plans in the Municipality should align with the SPLUMA development principles (spatial justice, spatial sustainability, spatial resilience and good administration).

#### 2.1.6. National Spatial Development Perspective (NSDP)

The NSDP provides a framework that envisions the future development of the national spatial economy. It aims to reconfigure apartheid spatial relations and implement spatial priorities that meet the Constitutional imperatives of providing basic services and alleviating poverty and inequality. The plan makes available a set of principles and mechanisms for guiding infrastructure investment and serves as a tool for identifying key priority areas in achieving positive spatial outcomes.

For the government to achieve its broad national development targets, interventions need to consider spatial differences that could inhibit or promote growth. The NSDP recommends that government should:

- Promote improved service delivery and essential social transfers
- Focus public investment on human capital development
- Use land and agrarian reform as key thrust to facilitate access to vital development services
- Work on expanding functional linkages between rural areas and major centres to improve market access, skills availability and financial capital

The NSDP also acknowledges the fact that each sphere of government has its own Municipal development tasks and related area of jurisdiction. The NSDP provides guidance on the principles that should underpin the strategic approach relating to spatial development and management in the province.

**Implications for Lepelle-Nkumpi Municipality:** Aligning the Lepelle-Nkumpi Municipality GDS with the NSDP will enable the local municipality to identify areas of social and economic significance with the view of focusing on government investment and development interventions which ensure maximum and sustainable impact. Furthermore, the plan will provide a common platform for structured dialogue through capitalising on complementarities and facilitating consistent and focused decision-making.

## 2.2. Provincial Policies

### 2.2.1. Limpopo Provincial Growth and Development Strategy (LPGDS)

The LPGDS offers a vision for development that reflects the development priorities in terms of social needs and competitive economic growth potential of the province, and consistent with national development imperatives. In addition, LPGDS guides and coordinates the allocation of national, provincial and local resources, as well as private sector investment, to achieve sustainable development outcomes. The Provincial Government Development Plan identified seven provincial-specific clusters with development potential:

- Platinum mining cluster on the Dilokong Corridor between Polokwane and Burgersfort (Sekhukhune district) and in the Waterberg district
- Coal mining and petrochemical cluster at Lephalale on the East-West Corridor (Waterberg district)
- Fruit and vegetable (horticulture) cluster in Vhembe, Mopani and Bohlabela
- Logistics cluster in Polokwane (Capricorn district)
- Red and white meat cluster on all the corridors (all districts)
- Eight tourism sub-clusters at several high-potential destinations
- Forestry cluster in the Mopani and Vhembe Districts

**Implication for Lepelle-Nkumpi Municipality:** The LPGDS is a policy of government which seeks to encourage social and economic development through private initiatives. The increase in investment from a local and foreign perspective into the region will have a significant impact on economic prosperity and the living standards of the residents in the Lepelle-Nkumpi Municipality area.

### 2.2.2. Limpopo Development Plan (LDP)

The LDP is an ongoing journey to eliminate poverty, reduce inequality and improve the quality of life of citizens as visualised in the National Development Plan. The province needs to institutionalise long-term planning, integration and coordination to realise development objectives. The essence of the LDP is to improve standards of living and to reduce poverty, unemployment and unacceptable levels of inequality. To achieve development objectives, the province seeks to improve on sustainable economic development, social infrastructure and institutional development with emphasis on transformation.

With regards to economic prosperity and transformation, the LDP plan will focus on primary sector development, tourism and manufacturing as well as empowering the SMME sector and cooperatives. In terms of enhancing development, the focus will be placed on horticulture, meat, forest and tourism clusters to promote development in the rural areas.

**Implications for Lepelle-Nkumpi Municipality:** The GDS for Lepelle-Nkumpi Municipality needs to be aligned with the LDP to ensure appropriate measures are in place for fostering social cohesion geared towards a vibrant, self-reliant and mutually supportive society, as well as social and economic development, in a sustainable manner.

### 2.2.3. Limpopo Spatial Development Framework

The Limpopo Spatial Development Framework discusses the implications of the former government's economic and social policies on the spatial development and settlement patterns of the various Districts of the Limpopo Province. The framework also outlines the legal and policy environment that has existed since the replacement of the former government's decentralisation policies in 1994. The Municipal Act of 2000 requires all local authorities in South Africa to engage in forward planning for the short, medium and long term using Integrated Development Plans (IDP) that incorporate spatial planning.

The Spatial Rational is a proposed framework for classifying settlements based on the nature of their population and their potential for economic growth. Settlements are classified as:

- Provincial growth points (PGP)
- District growth points (DGP)
- Municipal growth point (MGP)
- Second order settlements (Population Concentration Points)
- Third order settlements (Local Service Points)
- Fourth order settlements (Village Service Areas)
- Fifth order settlements (Small Settlements)

**Implications for Lepelle-Nkumpi Municipality:** The GDS will take into consideration the provincial spatial development framework as it promotes improving the standard of living by addressing issues of poverty, inequality and unemployment. This can be achieved through sustainable development and transformation of the province which will have an impact on the Municipality.

## 2.3. District Policies

### 2.3.1. Capricorn District Municipality Growth and Development Strategy

The CDM GDS was developed on the basis of guiding the long-term development of the district and recognises economic growth as an imperative, but also recognises that socio-economic development is required to foster inclusive growth.

The CDM GDS identified five key levers essential for sustainable growth:

- Spatial, land and environmental development
- Infrastructure development
- Education and skills development
- Economic growth and development
- Good governance

The CDM GDS also identified several Key Strategic Priorities to counter development challenges faced by the district. These include, amongst other Key Strategic Priorities:

- Obtaining access to land for development
- Protecting, managing and enhancing natural/ environmental assets
- Sustainable resource management and use
- Promotion of economic and social infrastructure
- Management and maintenance of infrastructure
- Upgrading the existing road network to improve accessibility and linkages between core areas and rural areas
- Promotion of Integrated Human Settlements
- Good governance and partnership
- Financial Viability and Municipal Transformation and Organisational Development

**Implications for Lepelle-Nkumpi Municipality:** The GDS for Lepelle-Nkumpi Local Municipality must incorporate the CDM GDS as it serves as a guide for planning within the district. The Key Strategic Priorities outlined in the CDM GDS address several issues that Lepelle-Nkumpi Local Municipality is facing with regards to sustainable development of social and economic factors.

### 2.3.2. Capricorn District Municipality Integrated Development Plan

The Capricorn District Municipality Integrated Development Plan seeks to improve the coordination and integration of planning, budgeting, and development within the Capricorn District Municipality. According to the Municipal Systems Act of 2000, the IDP is used by local municipalities as a method to plan and provide a framework for the future development in their areas, to improve the quality of life of its people and to achieve good long-term development. The Capricorn Integrated Development Plan further identifies key development priority issues for the district which will provide opportunities for rural development. These include:

- Health and dignity
- Secure living conditions
- Education at early childhood
- Financial security
- Good governance



The IDP had identified several priority issues for each local municipality. The issues listed for Lepelle-Nkumpi Local Municipality include:

- Water and sanitation
- Roads, storm water control & public transport
- Land & housing
- Economic development
- Environmental & Waste Management
- Health & welfare facilities
- Electricity
- Educational facilities
- Safety & security
- Communication facilities
- Sports, arts, culture & recreational facilities
- Emergency & disaster management

The IDP also mentions the following key challenges for Lepelle-Nkumpi Local Municipality:

- 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

**Implication for Lepelle-Nkumpi Municipality:** The Capricorn District IDP acts as a broad business plan for the Capricorn District. The IDP will improve the coordination and integration of planning, budgeting, and development for Lepelle-Nkumpi Local Municipality which will result in economic prosperity and economic linkages in the area. It will also improve social planning and assist in sustainable development for the GDS for the Municipality.

### 2.3.3. Capricorn District Municipality Tourism Growth Strategy

The Tourism Growth Strategy for Capricorn seeks to address the tourism development gaps and opportunities identified in the area. The strategy suggests that Lepelle-Nkumpi echoes the all-time roles of the Olifants and Nkumpi rivers as the life-giving sources to the area. The area comprises the Wolkberg Wilderness Area and Lekgalameetse Nature Reserve in the Drakensberg mountain range.

Table 1 shows the significant tourism attractions for each local municipality within the Capricorn District. It should be noted that Aganang Local Municipality was disestablished in 2016 and merged into Blouberg Local Municipality, Molemole Local Municipality and Polokwane Municipality.

Table 1: Significant Tourist Attractions per Local Municipality in Capricorn District Municipality

Polokwane Municipality	
<ul style="list-style-type: none"> <li>• City of Polokwane</li> <li>• Polokwane Tourism Information Office</li> <li>• Civic Plaza</li> <li>• Polokwane Cultural History Museum</li> <li>• Hugh Exton Photographic Museum</li> <li>• Melted Guns Memorial</li> <li>• Bakone Malapa Open Air Museum</li> <li>• Moletjie Nature Reserve</li> <li>• Polokwane International Airport and Logistics Hub</li> <li>• Roman Catholic Church</li> <li>• Polokwane Art Museum</li> <li>• Zanna Bird and Reptile Park</li> <li>• Polokwane Game Reserve</li> <li>• Peter Mokaba Stadium</li> <li>• Polokwane Bird Sanctuary</li> <li>• The Industrial Art Park</li> </ul>	<ul style="list-style-type: none"> <li>• Anglo-Boer War Concentration Camp Monument</li> <li>• Mapungubwe Arts Festival</li> <li>• Meropa Casino and Entertainment World</li> <li>• The Game Reserve at the Ranch Hotel</li> <li>• Eersteling Monument</li> <li>• Savannah Mall</li> <li>• Farmyard Trading Post &amp; Mikes Kitchen</li> <li>• The University of Limpopo</li> <li>• Mall of the North</li> <li>• Polokwane Gold Club</li> <li>• Louis Trichard 'Trekroete' Monument</li> <li>• Donkey statue</li> <li>• Marula Festival</li> <li>• Gemco Art Gallery</li> <li>• The Old Fort- Marabastad</li> <li>• Eloff Gallery</li> <li>• Chuene Resort</li> </ul>
Lepelle-Nkumpi Municipality	
<ul style="list-style-type: none"> <li>• Zebediela Citrus Estate</li> <li>• Provincial Legislature Buildings – Lebowakgomo</li> <li>• Segwaigwai Cableway</li> <li>• Lekgalameetse Nature Reserve</li> </ul>	<ul style="list-style-type: none"> <li>• Wolkberg Wilderness</li> <li>• Sefagafaga Magic Tree</li> <li>• Mafefe Traditional History</li> <li>• Cape Colony Vulture at Ga-Mathabatha</li> </ul>
Molemole Municipality	
<ul style="list-style-type: none"> <li>• Motumo Trading Post</li> <li>• Tropic of Capricorn Monument</li> </ul>	<ul style="list-style-type: none"> <li>• Machaka Nature Reserve</li> <li>• Annual Potato Festival</li> </ul>
Aganang Municipality	
<ul style="list-style-type: none"> <li>• Mogoshi Mountain – Ga Matlala</li> <li>• Ngopane Pinnacle – Ga Mashashane</li> </ul>	<ul style="list-style-type: none"> <li>• Percy Fyfe Nature Reserve</li> </ul>

Blouberg Municipality	
<ul style="list-style-type: none"> <li>• Blouberg Nature Reserve (World's largest colony of Cape Vultures)</li> <li>• Blouberg Mountain</li> <li>• Maleboho Nature Reserve</li> <li>• Makgabeng Plateau and Rock Art</li> <li>• Devilliersdale Natural Canyons</li> <li>• Blouberg Conservation Education Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Statue and Battlefields of Chief Maleboho of Bahananwa</li> <li>• Leipzig German Mission</li> <li>• Helena Franz Lutheran Church</li> <li>• 1903 Prison Camp at Beaulay</li> </ul>

SOURCE: (CAPRICORN DISTRICT MUNICIPALITY, 2015)

The strategy also mentions that Lepelle-Nkumpi Local Municipality forms part of the Platinum Mining Cluster on the Dilokong Corridor and that mining is a strategic sector for the Municipality with the potential to act as the economic catalyst to stimulate growth.

**Implications for Lepelle-Nkumpi Municipality:** Linking tourism development is key to ensuring that the benefits of a local tourism development accrue to the local economy. Lepelle-Nkumpi Local Municipality shows potential for tourism development which points out that development of infrastructure is important to unlock the municipality to achieve its vision.

#### 2.3.4. Capricorn District Spatial Development Plan

The purpose of the Capricorn Spatial Development Framework is to evaluate the position of the District Municipality from a national and provincial perspective and to serve as a guide for the respective local municipalities to ensure spatial development links with the overall perspective of the district. The Capricorn SDF proposes focussed development primarily around these nodal points which include:

- Blouberg LM: Senwabarwana and Matlala
- Aganang LM: Chloe, Setumong and Bakone
- Molemole LM: Between Mogwadi and Mphakane, and Ga-Ramokgopha
- Polokwane LM: Mankweng
- Lepelle-Nkumpi: Lebowakgomo, Mphahlele and Mahlatjane/ Mafefe

The SDF was drafted in accordance with thirteen principles of which the seventh principle aims to promote extensive commercial farming and subsistence farming activities in the district. Principle 10 seeks to concentrate industrial and agro-processing activities around the Polokwane/ Seshego cluster and at Zebediela. Key areas for economic growth that have been identified and include agriculture, tourism and mining in the Capricorn District Municipality.

**Implication for Lepelle-Nkumpi Municipality:** The GDS should be aligned with the SDF which identifies potential growth nodal points such as Lebowakgomo in Lepelle-Nkumpi LM, which has the potential to develop Lebowakgomo industrial park in the area.

## 2.4. Local Policies

### 2.4.1. Lepelle-Nkumpi Local Economic Development

The LED Strategy for Lepelle-Nkumpi forms part of the municipality's overall strategic plan, which seeks to promote viable local economic activities that benefit the local population, through the creation of direct and indirect employment. According to of Section 152 of the Constitution (1996: 84), local government should promote social and economic development of communities and find sustainable ways to meet their needs and improve the quality of their lives. The LED Strategy investigates economic opportunities for broadening the local economic base to address the creation of employment opportunities and the resultant positive spin-off effects.

The Strategy is based on the underlying principle that there is a gap between the existing levels of development in Lepelle-Nkumpi Local Municipality and the potential level of development. In this regard the Strategy provides the municipality with:

- A strategically focused local economic development profile
- Identification of the development potential of the municipality
- Constraints to development in the municipality
- Opportunities for SMME development in the municipality
- Strategies to enhance co-ordination, integration and participation
- A local economic development plan
- Business opportunities that are sustainable

**Implications for Lepelle-Nkumpi Municipality:** Lepelle-Nkumpi Municipality holds significant potential, and thus further development and expanding of the agriculture sector should be supported as it has the potential to inject into the local economy along with tourism potential within the municipality. Economic development plays a crucial role in sustainable development as it links with social and environmental factors supported by infrastructure development and good governance. These form the sustainability model for the growth and development strategy (GDS).

### 2.4.2. Lepelle-Nkumpi Spatial Development Framework

The SDF for Lepelle-Nkumpi sets guidelines for land use management and the councils local economic development goals with reference to SPLUMA. The SDF attempts to influence the overall spatial distribution of current and future land use within a municipality to give effect to the vision, goals and objectives of the Municipal Integrated development Plan (IDP). According to the Municipal Systems Act of 2000 (Act 32 of 2000), an SDF must include the provision of basic guidelines for a land use management system for the municipality.

The development principles for Lepelle-Nkumpi municipality are primarily based on the SPLUMA principles for development as contemplated in Chapter 2 namely:

- Spatial justice
- Spatial sustainability
- Efficiency
- Spatial resilience
- Good administration

To refine the growth points for the municipality and further explore the unique opportunities within urban and rural development areas, the SDF for Lepelle-Nkumpi is based on six development principles which include:

- Achieving a sustainable balance between urban and rural development, conservation, mineral resources and agriculture
- Ensuring sustainable human settlements and viable communities by promoting and creating compact urban settlements
- Providing for rural development in a sustainable manner and ensuring that residents in rural areas have adequate access to a quality life and equal protection of their environment
- Strengthening the economic activity within the municipal area
- Utilising the economic and development potential created by natural resources such as nature conservation areas and the biosphere
- Utilising the existing main road system of transport routes as functional links between nodal points in support of spatial patterns and economic activity within the municipality

**Implications for Lepelle-Nkumpi Municipality:** The GDS integrates the SDF as it addresses sustainable development principles that form the core of the strategy. The SDF encourages integration, environmental and socio-economic sustainability in the local economy, wherein the residents have adequate access to a quality of life.

#### 2.4.3. Lepelle-Nkumpi Integrated Development Plan (IDP)

The IDP vision and mission of the Lepelle-Nkumpi Municipality is to become a financially viable municipality which is geared towards improving the quality of life and providing sustainable services for people in the area. The IDP addresses multiple aspects through the inclusion of several plans that affect the sustainability of the municipality which includes environmental, social and economic factors since it serves as a comprehensive strategic business plan for the municipality. These factors are accompanied by infrastructure development and issues relating to governance.

The key priorities areas for the municipality include water and sanitation, roads and storm water, employment, land and housing, and community and sport facilities. The IDP also identifies key development opportunities for several issues facing Lepelle-Nkumpi which are essential to unlocking the overall potential for the municipality.

**Implications for Lepelle-Nkumpi Municipality:** The IDP sets out projects and strategies to address multiple issues that affect the sustainability of the municipality. In this regard, the IDP for Lepelle-Nkumpi will incorporate the GDS as it is the reference strategy towards sustainable development.

### 3. Development Profiling

The section will focus on the development profiling of Lepelle-Nkumpi Local Municipality with profiles to describe the governance of the municipality, the demographic trends, the existing infrastructure, the economic trends and related activity, and the profile of the natural environment of Lepelle-Nkumpi. The profiles mentioned are the pillars that support sustainable development.

The GDS aims to give proper integrated development planning for the municipality and serve as a guide for a common vision and purpose for local government, the private sector and the constituents of the municipality. The strategy is anchored on the sustainable development model which acknowledges sustainable development as development that meets the present generational needs without compromising future generations from meeting their needs (Department of Environmental Affairs, 2016).

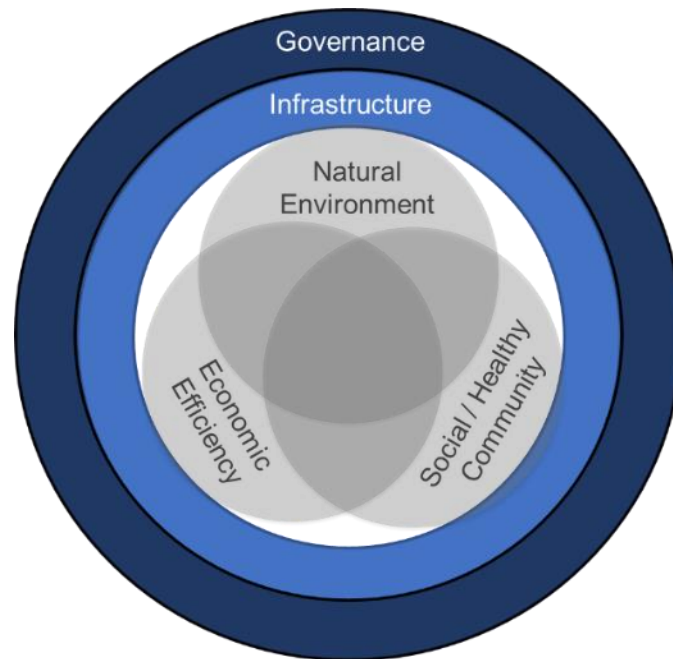
The sustainable development model employed for the GDS for Lepelle-Nkumpi Local Municipality fosters a holistic development approach which synchronises with the sustainable development goals (United Nations, 2016) and the outcomes set out in the NDP.

The components of the sustainability model for the GDS are illustrated in Figure 1. The model focuses on the development of three core pillars:

- Natural environment
- Economic efficiency
- Social/healthy community

These pillars are supported by infrastructure development and governance which envelops overall development in the area. These support pillars are vital in achieving long-term growth and municipal development sustainability.

Figure 1: Lepelle-Nkumpi GDS Sustainable Development Model



SOURCE: (URBAN-ECON, 2018)

The core of the model revolves around the development of the community pillar, economy pillar and the natural environment pillar. The development of the community essentially addresses grassroots movements that promote social fairness and counter disruptions that potentially threaten the well-being of the people and the environment, with the goal to achieve good social well-being. Economic development addresses the efficient and effective use of resources available that will assist in achieving economic growth that does not harm the environment and the constituents thereof. The development of the environment addresses environmental management issues as well as land use management to protect the environment and its natural resources. Sustainable development occurs when all three pillars work in unison (Grossman, 2012).

The development of the abovementioned pillars must be strategically supported by the development and maintenance of infrastructure as well as good governance that guides the process of decision-making and the implementation of the appropriate policies. Good governance and the infrastructure development have the potential to unlock extensive growth in a region by creating an enabling environment for the development of the three pillars, which highlights that infrastructure development and good governance have a pivotal role in steering development and unlocking better growth potential.



The sustainability model depicted in Figure 1 considers the key components that directly affect growth and development in Lepelle-Nkumpi Local Municipality. Each pillar was carefully explored using development profiling to address matters pertaining to governance, demographic trends, infrastructure, the economy, and the environment of the Municipality. The development profiles will assist in identifying the strengths, weaknesses, opportunities and threats of the Municipality that will be used to inform the strategy along with the key findings from the community surveys.

The model also considers the UN 17 sustainable development goals, which are summarised in Figure 2.

Figure 2: UN Sustainable Development Goals



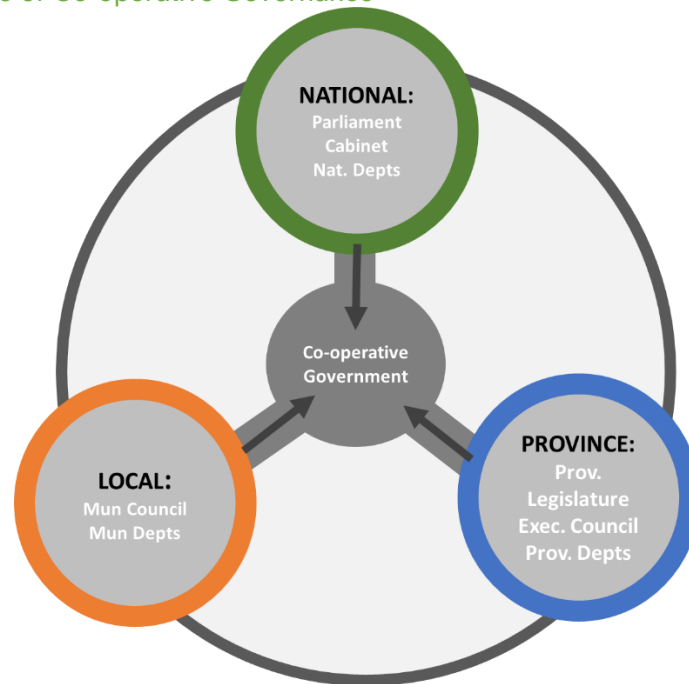
SOURCE: (UNITED NATIONS, 2016)

### 3.1. Governance Profile

Governance is anchored on Section 152(1) of the Constitution of South Africa which outlines the objectives of local government. It is also guided by several legislative Acts, including the Municipal Demarcation Act, which outlines demarcation objectives for local municipalities in Section 24 as well as factors that must be considered to comply with in Section 25.

South Africa has three spheres of government, namely National, Provincial and Local government. These spheres are distinctive, inter-related and inter-dependent as stated in the Constitution. The spheres operate in accordance to the provisions made in the Constitution as well as laws and policies provided by National government. They interlink to provide a co-operate government, as illustrated in Figure 3.

Figure 3: Three Spheres of Co-operative Governance



SOURCE: (EDUCATION AND TRAINING UNIT (ETU), 2009)

Each sphere of government has responsibilities to ensure that the relevant powers and functions are performed. Local government responsibilities include (Education and Training Unit (ETU), 2009):

- Establishing a council where decisions are made, and municipal officials and staff are employed who implement the work of the municipality.
- The Council is made up of elected members who approve policies and by-laws for their area. The Council must pass a budget for its municipality each year. They must also decide on development plans and service delivery for their municipal area.
- The work of the Council is co-ordinated by a Mayor who is elected by the Council. The Mayor is assisted by councillors in an Executive Committee (elected by council) or a Mayoral Committee (appointed by the mayor). The Mayor together with the Executive or Mayoral Committee also oversees the work of the Municipal Manager and department heads. In some very small municipalities, the whole Council forms the executive – this is called a Plenary Executive.
- The work of the municipality is done by the municipal administration that is headed by the Municipal Manager and other officials. S/he is responsible for employing staff and co-ordinating them to implement all programmes approved by council.
- In local municipalities, half the councillors are elected through a proportional representation ballot, where voters vote for a party. The other half are elected as ward councillors by the residents in each ward.

The key functions that should be performed by a local municipality are highlighted in Schedule 4B and Schedule 5B of the Constitution.

### 3.1.1. Our Governance

The section analyses critical governance components within the context of Lepelle-Nkumpi Local Municipality using information provided by National Treasury as the primary source. A key consideration is that governance should mirror the principles of good governance to ensure a strengthened institutional body that can perform its duties and comply with all the legislation pertaining to local governance.

The principles of good governance are given as the following (Council of Europe, 2008):

1. Fair Conduct of Elections, Representation and Participation
2. Responsiveness
3. Efficiency and Effectiveness
4. Openness and Transparency
5. Rule of Law
6. Ethical Conduct
7. Competence and Capacity
8. Innovation and Openness to Change
9. Sustainability and Long-term Orientation
10. Sound Financial Management
11. Human Rights, Cultural Diversity and Social Cohesion
12. Accountability

The key implication of applying good governance principles is that the needs of all communities within the region can be catered for and ultimately empowers the constituents of the Municipality through providing constant engagement with the people of the region.

Along with the principles above, government officials should also adhere to the Batho Pele principles which align with the Constitution. The Batho Pele principles aim to improve the life of all South Africans by putting people first, and are given as follows (Department of Public Service and Administration, 2018):

- |                      |                              |
|----------------------|------------------------------|
| 1. Consultation      | 5. Information               |
| 2. Service Standards | 6. Openness and Transparency |
| 3. Access            | 7. Redress                   |
| 4. Courtesy          | 8. Value for Money           |

These principles require officials to be polite, transparent and to deliver good service to the public. The principles are crucial in addressing the developmental challenges facing the country.

### 3.1.1.1. Powers and Functions of Lepelle-Nkumpi Local Municipality

Table 2 illustrates the powers and functions of Lepelle-Nkumpi Local Municipality along with the department responsible for the respective powers and functions as published in the Limpopo Provincial Government Notice No. 307 of 2000 (Lepelle-Nkumpi Local Municipality, 2018).

**Table 2: Powers and Functions of Lepelle-Nkumpi Local Municipality**

Powers and Functions	Responsible Department
The provision and maintenance of child care facilities	Community Services
Development of local tourism	Planning and LED
Municipal planning	Planning and LED
Municipal public transport	Community Services/Planning and LED
Municipal public works	Community Services
Storm water management systems	Infrastructure Development
Administer trading regulations	Planning and LED
Provision and maintenance of water and sanitation	Infrastructure Development
Administer billboards and display of advertisement in public areas	Planning and LED
Administer cemeteries, funeral parlours and crematoria	Community Services
Cleansing;	Community Services
Control of public nuisances	Community Services
Control of undertaking that sell liquor to the public	Planning and LED
Ensure the provision of facilities for the accommodation, care and burial of animals	Community Services
Fencing and fences	Infrastructure Development
Licensing of dogs	Community Services
Licensing and control of undertakings that sell food to the public	Planning and LED
Administer and maintenance of local amenities	Community Services
Development and maintenance of local sport facilities	Community Services
Develop and administer markets	Planning and LED

Powers and Functions	Responsible Department
Development and maintenance of municipal parks and recreation	Community Services
Regulate noise pollution	Community Services
Administer Pounds	Community Services
Development and maintenance of public places	Community Services
Refuse removal, refuse dumps and solid waste disposal	Community Services
Administer street trading	Planning and LED
Provision of municipal health services.	Community Services
Solid waste disposal sites	Community Services
Municipal roads	Infrastructure Development
Cemeteries and crematoria	Community Services
Promotion of local tourism and	Planning and LED
Municipal public works relating to any of the above functions or any other functions assigned to the local municipality.	Community Services

Table 3 shows additional powers and functions as given in Schedule 4B and Schedule 5B of the Constitution. The department responsible for these powers and functions were obtained through stakeholder engagement with municipal officers.

**Table 3: Other Powers and Functions as per the Constitution**

Powers and Functions	Responsible Department
Air pollution	Capricorn District Municipality
Building regulations	Planning and LED
Electricity and gas reticulation	Eskom
Firefighting services	Capricorn District Municipality
Municipal Abattoirs	LEDET
Street lighting	Infrastructure Development
Traffic and parking	Community Services

The Municipality does not have any municipal airports as well as pontoons, ferries, jetties, piers and harbours.

### 3.1.2. Diagnostics

#### 3.1.2.1. Municipal Capacity

A local municipality needs staff members to operate and perform their municipal functions. Managerial and staff vacancies are good indicators to highlight the inability of a municipality to perform its municipal functions and achieve the municipal objectives.

In 2017, Lepelle-Nkumpi had about 228 staff members with about 14 vacant positions. Among its District Locals, the Municipality had the second highest number of staff members, following Polokwane which had about 2 100 staff members. The Municipality had the second lowest vacancies following Molemole which had no vacancies.

Lepelle-Nkumpi had about six (6) managerial positions in total for 2017, which was similar to that of Blouberg and Molemole, while Polokwane had about 10 positions in total. Lepelle-Nkumpi had the lowest managerial vacancy rate of 50% relative to its District Locals, with Polokwane having the highest managerial vacancy rate of about 70%.

The vacancy rates for staff and managers are summarised in Table 4 for Lepelle-Nkumpi and its District Locals. Ideally, there should be a zero vacancy rate with all positions filled by the appropriate personnel.

**Table 4: Staff and Managerial Vacancy Rate for Lepelle-Nkumpi and District Locals (2017)**

	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Staff Vacancy Rate	6,1%	16,5%	0,0%	17,4%
Managerial Vacancy Rate	50,0%	66,7%	66,7%	70,0%

SOURCE: (QUANTEC, 2018)

Every five years, South Africa holds local elections where ward councillors are elected to represent the local community within their local government.

In 2017, Lepelle-Nkumpi had about 59 councillors of which the majority were part-time and about four councillors were employed full time. There were no vacancies for councillors in the Municipality. Accessibility to councillors based on the area size of Lepelle-Nkumpi (3 454.78 km<sup>2</sup>) illustrates that each councillor covers about 58.56km<sup>2</sup>, indicating that each councillor had a relatively large portion of the region to cover and therefore are not easily accessible. Accessibility based on the population size in 2017 (about 238 771 people) illustrates that each councillor was responsible for about 4 047 people, indicating that councillors are not easily accessible.

The Municipality had the second highest number of councillors within the District following Polokwane. However, Lepelle-Nkumpi had the least number of full-time councillors and the second highest part-time councillors as illustrated in Table 5.

Table 5: Number of Councillors for Lepelle-Nkumpi and its District Locals (2017)

	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Total	60	45	31	89
Full-time	4	9	5	12
Part-time	56	36	26	77

SOURCE: (QUANTEC, 2018)

### 3.1.2.2. Municipal Planning

Integrated development planning is essential for development in a municipality as it allows for better land use management for the municipality. Updating the integrated development plan (IDP) helps with aligning municipal plans for development with availability of land and knowledge of the existing use of the municipal area.

Since 2013, Lepelle-Nkumpi had made it a priority to update its IDP annually and was the only municipality in Capricorn District that had shown consistency in updating its plan. Among the District Locals, Blouberg updated their IDP the least followed by Polokwane as illustrated in Table 6. Lepelle-Nkumpi has demonstrated the ideal outcome for the updating of the IDP each year presented in Table 6.

Table 6: IDP Annual Update for Lepelle-Nkumpi and its District Locals

IDP Updated:	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
2013	Yes	Yes	Yes	Yes
2014	Yes	No	Yes	Yes
2015	Yes	No	Yes	No
2016	Yes	No	No	No
2017	Yes	No	No	No

SOURCE: (QUANTEC, 2018)

### 3.1.2.3. Audit Reports

Lepelle-Nkumpi Local Municipality had consecutively received four qualified audit report outcomes over the respective financial years. These audit report outcomes illustrate that the Municipality had deviated slightly from the Generally Recognised Accounting Practices (GRAP) used by the Auditor-General when assessing the Municipality. Although the outcomes are not perceived well, they are not sufficiently serious to warrant an adverse or disclaimer opinion.

The Municipality complies the least to audit opinion requirements as it was the only municipality within the Capricorn District to have had consecutive qualified audit outcomes over the four financial years used. The best compliant municipality was Molemole, which received three unqualified audit outcomes over the 2014/2015, 2015/2016 and 2016/2017 financial years, followed by Polokwane which had received two unqualified audit outcomes in the 2014/2015 and 2015/2016 financial years.

Table 7 summarises the audit report outcomes as presented by the Auditor-General for Lepelle-Nkumpi and its District Locals. The ideal finding is the 'unqualified audit outcome' which Lepelle-Nkumpi has failed to achieve.



Table 7: Audit Report Outcomes for Lepelle-Nkumpi and its District Locals

Audit Outcomes	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
2013-2014	Qualified	Unqualified	Qualified	Qualified
2014-2015	Qualified	Qualified	Unqualified	Unqualified
2015-2016	Qualified	Qualified	Unqualified	Unqualified
2016-2017	Qualified	Qualified	Unqualified	Qualified

SOURCE: (NATIONAL TREASURY, 2018)

#### 3.1.2.4. Municipal Income and Expenditure

Figure 4 shows the income sources for the Municipality for the audited actual expenditure from 2014 to 2017 and the original budget for the 2017/2018 year. Most of the income stems from government transfers and grants which make up between 40% and 60% of the income. The figure also shows that the Municipality generates its own revenue through agency services, property rates, and interest and investments. The revenue generated makes up a relatively small share of the income received by the Municipality, indicating that the Municipality was reliant on grants and transfers from other spheres of government.

The ideal scenario regarding income sources is to have the Municipality generating the majority of its income mainly through rates and taxes with other categories (such as interest and investments) adding onto the income. As demonstrated in Figure 4, the Municipality is reliant on transfers from other spheres of government and does not generate sufficient income in its own capacity.

Figure 4: Lepelle-Nkumpi Income Sources



SOURCE: (NATIONAL TREASURY, 2018)

An integral component to assist the Municipality in becoming financially viable is the Revenue Enhancement Strategy which serves as the turnaround strategy to improve the financial performance of the Municipality. The strategy aims to identify gaps and weaknesses in the financial recovery of the Municipality. It also develops a clear roadmap to minimise the existing gaps as well as increase the revenue base of the Municipality.

The Revenue Enhancement Strategy highlights five key focus areas that are envisioned to enhance the management of revenue. These focus areas have been summarised in Table 8 along with the strategic inventions for the respective focus area.

Table 8: Focus Areas of the Revenue Enhancement Strategy

Focus Areas	Identified Gaps	Strategic Intervention
Completeness of Revenue	Billing inconsistencies	Reconciliation of valuation roll and billing
	Low collection rates	Effective debt collection and credit control measures
	Lack of effective credit control	Update credit control SLA with Capricorn Update Credit Control Policy Enforce Credit Control
Elimination of Revenue Leakages	Matching of SG report, deeds data and valuation roll	Source deeds information for properties in SG spatial data but not in valuation roll to identify registered properties that need to be valued and billed Re-survey land not built according to general plan, value and register the properties and start billing Audit consumption patterns of water to identify exceptions to be audited for possible zoning changes
	Tariff setting	Develop cost reflective tariffs structure accommodative to consumers and the municipality
	Rental Management	Develop and maintain the contract register Revise the escalation and duration terms of the contracts to be market related

Focus Areas	Identified Gaps	Strategic Intervention
Elimination of Revenue Leakages	Water and Sanitation	<p>Take over the operation and maintenance of WTW's and WWTW's to justify better commission from CDM</p> <p>Improve current SLA between LNM and CDM to reflect effort associated with services provision</p> <p>Migrate to a WSA role over a long-term period</p> <p>Improve coverage for Water and Sanitation services provision within LNM</p>
	Electricity	<p>Take over electricity reticulation and service provision for the area under LNM jurisdiction</p> <p>Develop and implement Energy Master Plan</p>
Alternative Revenue Sources	Traffic fines not adequately completed	Training of Traffic Officers on the issuing of valid fines
	No escalation clauses in the rental contracts and amounts on contracts are not specific	Review and revise all existing contracts
	Inadequate enforcement of By-Laws e.g. no restrictions on arrear accounts, no penalties vote exists	Enforce all By - Laws to increase its revenue coverage
	By-laws: low reconnection fee	Revise and align reconnection fee with credit control and debt collection by-laws
Data Management	Data validation - Accuracy and completeness of data	Data cleansing

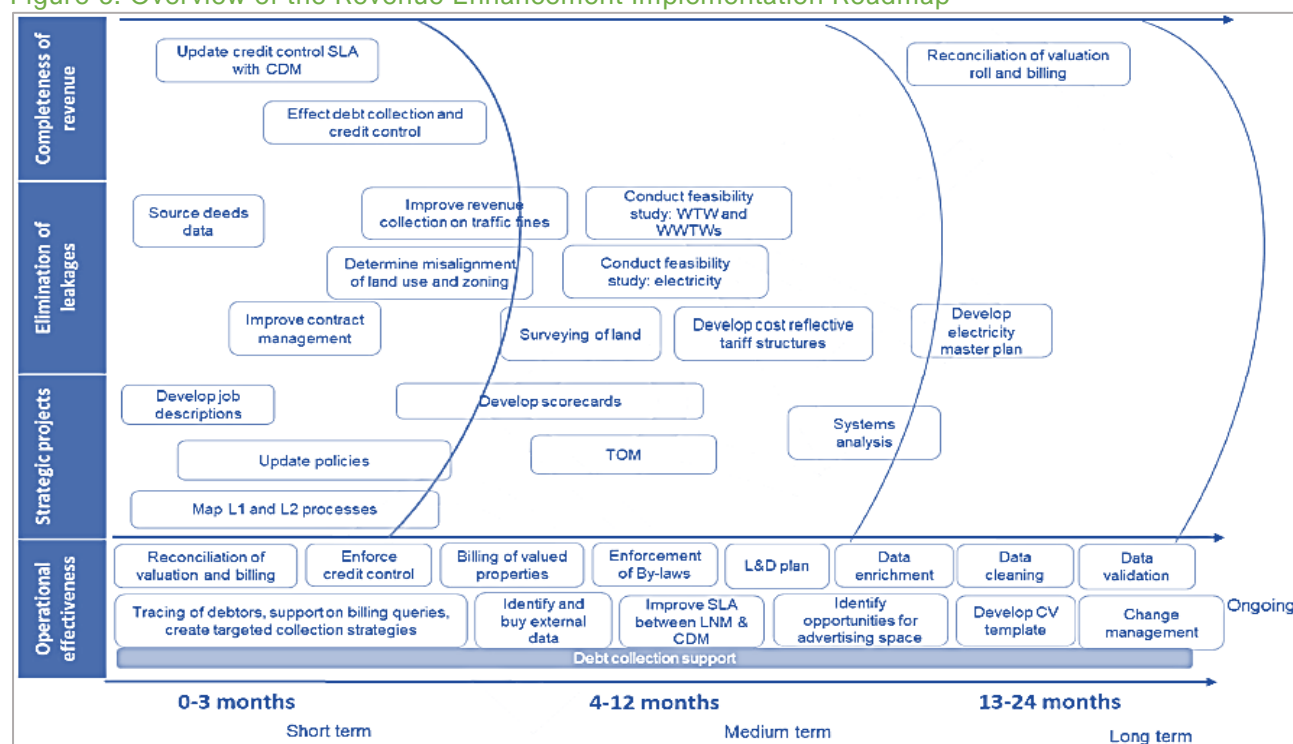
Focus Areas	Identified Gaps	Strategic Intervention
Data Management	Data segmentation - Lack of data granularity	Review data extraction rules
	Data enrichment - Lack of useful external data	Buy useful external data
Organisational Enablers (including policies, strategy, processes, people and supporting IT systems)	Structure	Design and align the revenue division operating model
	Staff and skills	Operational effectiveness support Develop job descriptions Conduct a skills audit Develop scorecard for each Revenue Divisional role cascading from the CFO
	Property rates policy: The policy reflects shortcomings in relation to applicability to the municipal environment	Review property rates policy and incorporate salient points
	Credit control policy: No reflection on customer care	Revise credit control and debt control and customer care in line with relevant legislation
	Tariff policy: No relationship with tariff structure could be ascertained	Alignment of Tariff policy and tariff structure with Municipal Property Rates Act (MPRA).
	Indigent policy: The policy is silent on key areas such as registration process coupled with lack of alignment to National regulations	Redrafting of Indigent Policy and align with regulations
	Bad debts policy: The policy does not cover the procedures for bad debt write offs and recovery of irrecoverable debts.	Alignment of Bad debts and write-off policy to reflect objective of recoverability of debt.

Focus Areas	Identified Gaps	Strategic Intervention
Organisational Enablers (including policies, strategy, processes, people and supporting IT systems)	Processes - Current procedure manual high level and not mapped according to best practice	Map process maps for revenue division
Organisational Enablers (including policies, strategy, processes, people and supporting IT systems)	IT Applications:  Current inputs into applications are manual and prone to human error  Under capacitation to verify inputs  Venus system is partially compliant with mSCOA requirements	Automate IT application inputs  Implement IT system that is fully mSCOA compliant
	IT Applications: Operational effectiveness	Change management (to ensure successful implementation of any new initiatives)

SOURCE: (LEPELLE-NKUMPI LOCAL MUNICIPALITY, 2018)

The Revenue Enhancement Strategy also provides an overview of the implementation roadmap which is depicted in Figure 5.

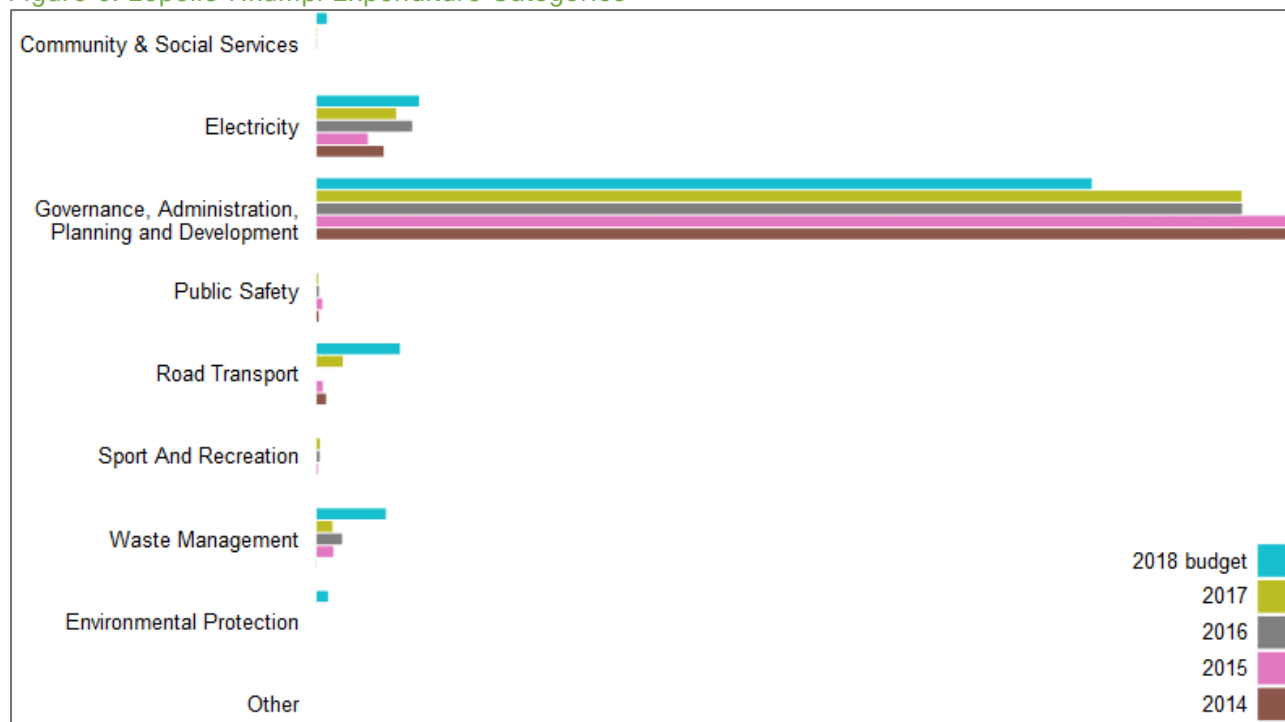
Figure 5: Overview of the Revenue Enhancement Implementation Roadmap



SOURCE: (LEPELLE-NKUMPI LOCAL MUNICIPALITY, 2018)

Figure 6 shows an overview of the expenditure by the Municipality for the audited actual expenditure from 2014 to 2017 and the original budget for the 2017/2018 year. The bulk of the spending was on governance and administrative matters which made up more than 70% of the expenditure each financial year shown. The figure shows that the other expenditure categories must be given attention to attain balanced long-term growth and sustainable development. This is not an ideal situation as the Municipality does not budget accordingly, mainly focussing on internal institutional expenditure. The expenditure pattern does not speak to addressing the external issues of the Municipality.

Figure 6: Lepelle-Nkumpi Expenditure Categories



SOURCE: (NATIONAL TREASURY, 2018)

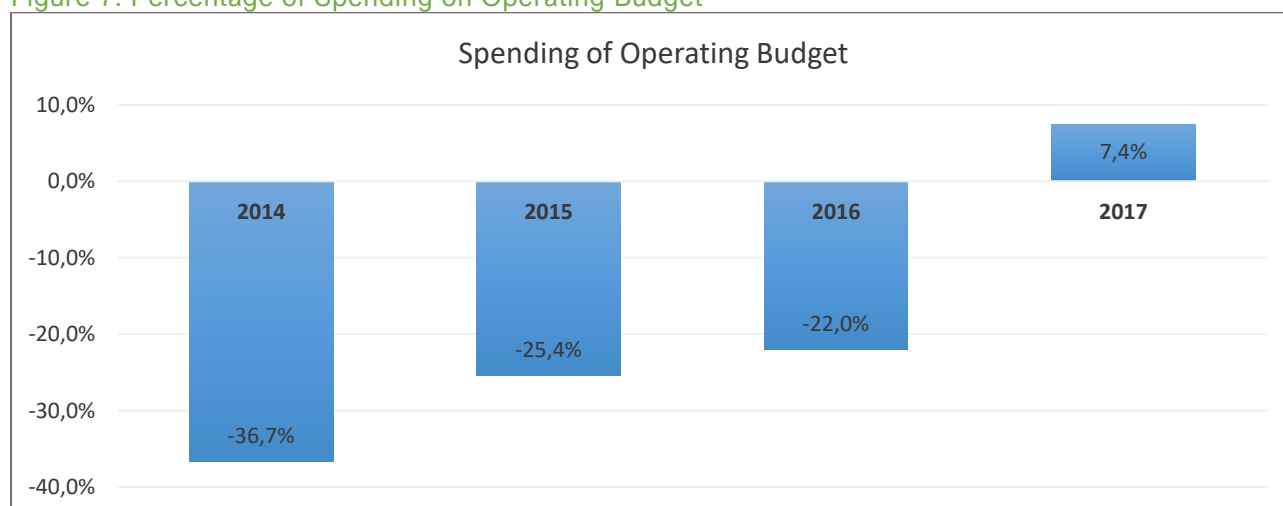
### 3.1.2.5. Spending of Operating Budget

The percentage of spending of operating budget summarises the day-to-day spending on operating expenses experienced by municipalities, which indicates the operating controls of the municipality. Spending (underspending or overspending) up to 5% is condoned by treasury requirements, whereas spending that exceeds 15% is seen as high risk (National Treasury, 2018).

Lepelle-Nkumpi had been shown to spend less than the budgeted operating expenditure over the previous financial years, with an exception for the 2016/2017 year where the Municipality slightly overspent on its operating budget as shown in Figure 7.



Figure 7: Percentage of Spending on Operating Budget



SOURCE: (NATIONAL TREASURY, 2018)

Table 9 summarises the percentage of spending of operating budget for Lepelle-Nkumpi and its District Locals. The table shows that Lepelle-Nkumpi had predominantly underspent its allocated budget compared to its District Locals.

Table 9: Percent of Spending of Operating Budget for Lepelle-Nkumpi and District Locals

% Spending of Operating Budget	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
2013-2014	-36,7%	45,2%	0,9%	13,0%
2014-2015	-25,4%	24,5%	13,0%	25,5%
2015-2016	-22,0%	-4,9%	13,1%	21,7%
2016-2017	7,4%	-11,0%	39,4%	18,1%

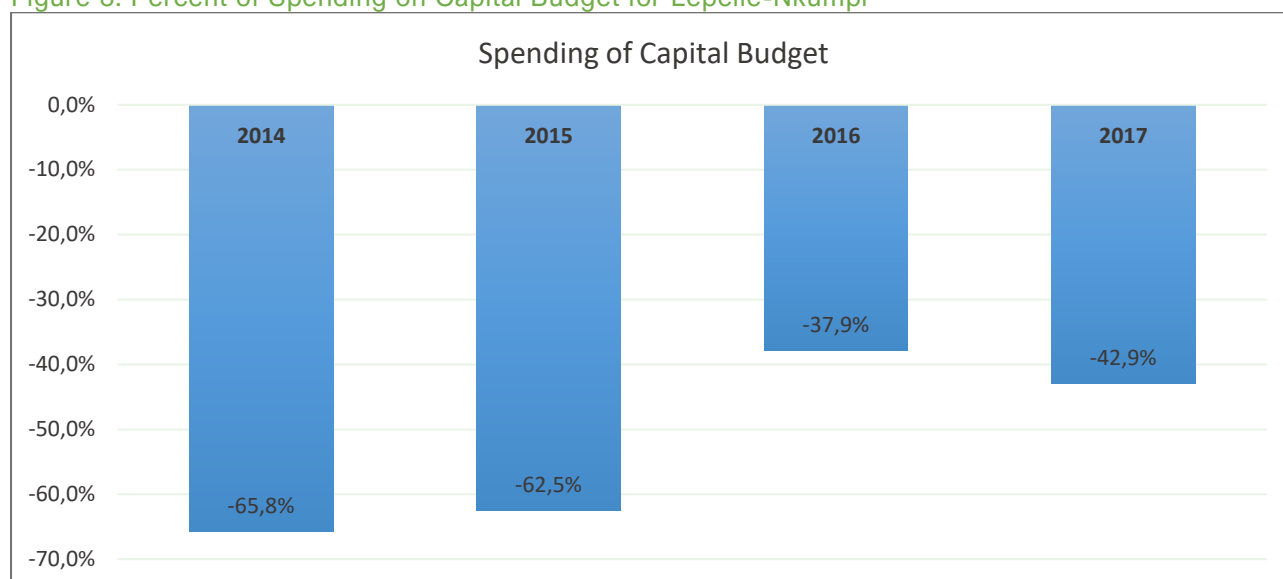
SOURCE: (NATIONAL TREASURY, 2018)

### 3.1.2.6. Spending on Capital Budget

The percentage of spending on capital budget includes expenditure on infrastructure projects and the delivery of basic services. Underspensing of the capital budget may indicate that a municipality lacks resources to manage large infrastructure projects and may result in a low provision of services to the communities in the region. Municipalities are expected to spend at least 95% of the allocated capital budget.

Figure 8 illustrates that Lepelle-Nkumpi consecutively underspent the allocated capital budget for the four financial years in the figure. The spending pattern indicates a warning that infrastructure projects are not occurring in the Municipality and that the Municipality may lack the resources to undertake such projects. This budget is crucial for infrastructure development.

Figure 8: Percent of Spending on Capital Budget for Lepelle-Nkumpi



SOURCE: (NATIONAL TREASURY, 2018)

Table 10 summaries the percent of spending on operating budget for Lepelle-Nkumpi and its District Locals. The table shows that Lepelle-Nkumpi had predominantly underspent its allocated budget compared to its District Locals.

Table 10: Percent of Spending of Capital Budget for Lepelle-Nkumpi and District Locals

% Spending of Capital Budget	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
2013-2014	-65,8%	-36,7%	-43,9%	-24,5%
2014-2015	-62,5%	-25,7%	-67,1%	-22,7%
2015-2016	-37,9%	13,8%	-72,5%	-6,0%
2016-2017	-42,9%	-20,2%	-52,9%	-20,4%

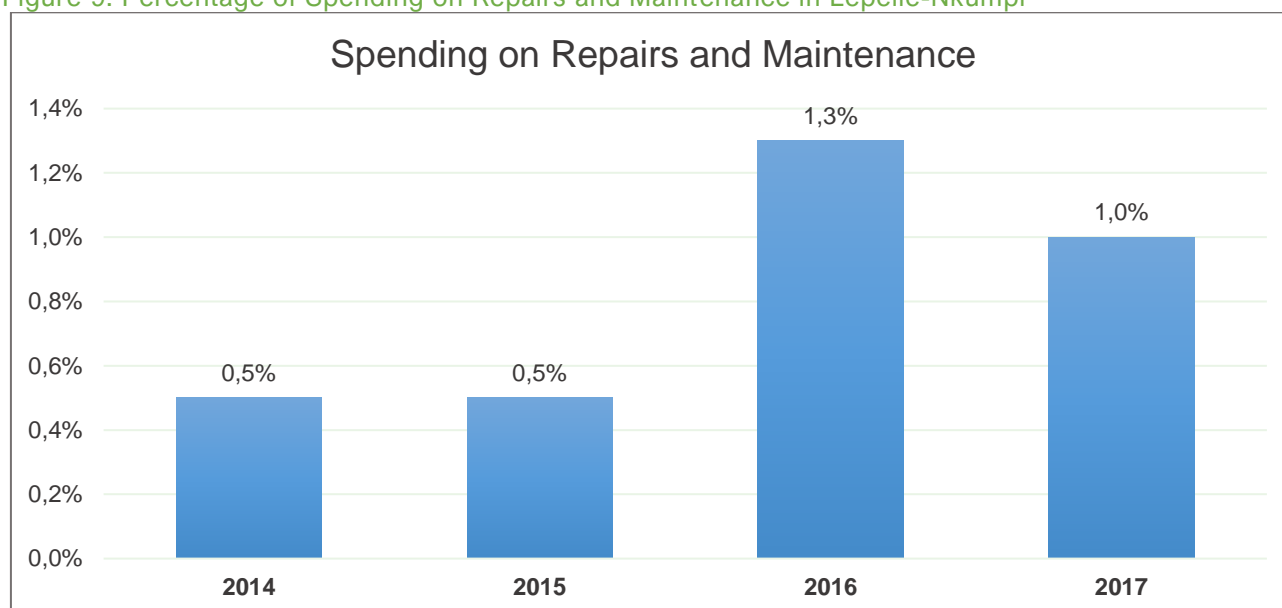
SOURCE: (NATIONAL TREASURY, 2018)

### 3.1.2.7. Spending on Repairs and Maintenance

Spending on repairs and maintenance relates to infrastructure maintenance to ensure consistency in the delivery of services. The requirement for repairs and maintenance from National Treasury is at least 8% expenditure of the value of property, plant and equipment.

Figure 9 illustrates that Lepelle-Nkumpi had underspent on infrastructure repairs and maintenance for 2014 to 2017, averaging less than 1% over the period. This implies that very little repairs and maintenance takes place in the Municipality which restricts further implementation of infrastructure as it is not likely to receive the required level of repairs and maintenance.

Figure 9: Percentage of Spending on Repairs and Maintenance in Lepelle-Nkumpi



SOURCE: (NATIONAL TREASURY, 2018)

Table 11 summarises the percentage of spending on repairs and maintenance for Lepelle-Nkumpi and its District Locals. The table shows that Lepelle-Nkumpi had predominantly underspent its allocated budget compared to its District Locals.

Table 11: Percent of Spending of Repairs and Maintenance for Lepelle-Nkumpi and District Locals

% Spending of Repairs and Maintenance	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
2013-2014	0,5%	0,1%	1,1%	1,8%
2014-2015	0,5%	0,3%	2,2%	1,8%
2015-2016	1,3%	0,7%	3,9%	0,0%
2016-2017	1,0%	0,6%	0,0%	0,0%

SOURCE: (NATIONAL TREASURY, 2018)

### 3.1.3. Key Findings and Issues

The governance profile has highlighted several key findings and issues for Lepelle-Nkumpi through the competitive analysis against the local municipalities within the Capricorn District:

- Lepelle-Nkumpi had vacancies for both staff and managers with a relatively high managerial vacancy rate, which affected the performance of municipal functions as per the Constitution.
- All councillor positions were filled, noting that most of the councillors were employed on a part-time basis.
- The Integrated Development Plan (IDP) was updated annually for the last five consecutive financial years. Lepelle-Nkumpi was the only municipality in Capricorn with a consecutive update of the IDP for the period mentioned.
- The Municipality does not meet the ideal outcomes for several indicators in the profile and needs to address these issues.

- The Municipality had received a “qualified” audit outcome for the last four financial years, which was the worst out of the District Locals.
- Most of the income for the Municipality stemmed from other spheres of government in the form of transfers and grants.
- The Municipality generates a small share of its own revenue as a proportion of total income through property rates, service chargers and interest and investments.
- A large proportion of expenditure in the Municipality was directed towards Governance, Administration, Planning and Development. Other expenditure categories (public safety, road and transport, sports and recreation, waste management, environmental protection) received a small proportion of expenditure.
- The operating budget had seen underspending for the last four financial years but had shown some improvements over the period.
- The capital budget had also seen severe underspending averaging about 42.9% for the last four financial years, indicating a lack in large capital projects (infrastructure development).
- The Municipality underspends on repairs and maintenance and had averaged about 0.83% over the last four financial years. Spending on repairs and maintenance is crucial for the long-term development of the Municipality and sustainability of municipal assets.

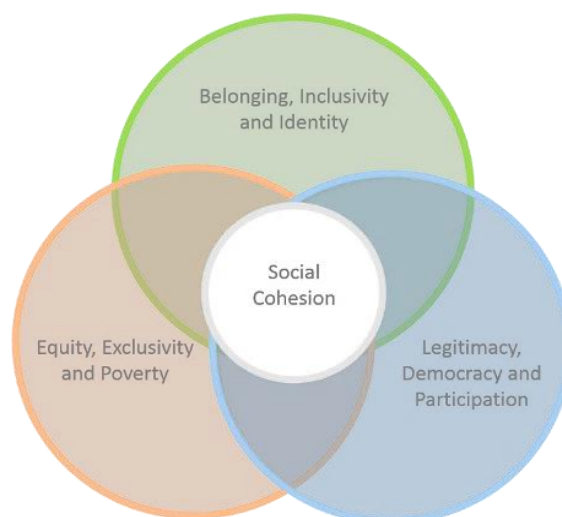
### 3.2. Social Demographic Profile

The demographic profile analyses the demographics of Lepelle-Nkumpi, making use of a competitive analysis relative to the other local municipalities within the Capricorn District.

#### 3.2.1. Our People

The section will reflect on the changes in demographic indicators through the analysis of trends and spatial analysis on select indicators where information was available. The section also delves into social issues that affect the community such as education, health, income inequality and safety and security. These aforementioned factors are crucial in achieving social cohesion along with the factors illustrated in Figure 10.

Figure 10: Social Cohesion Framework



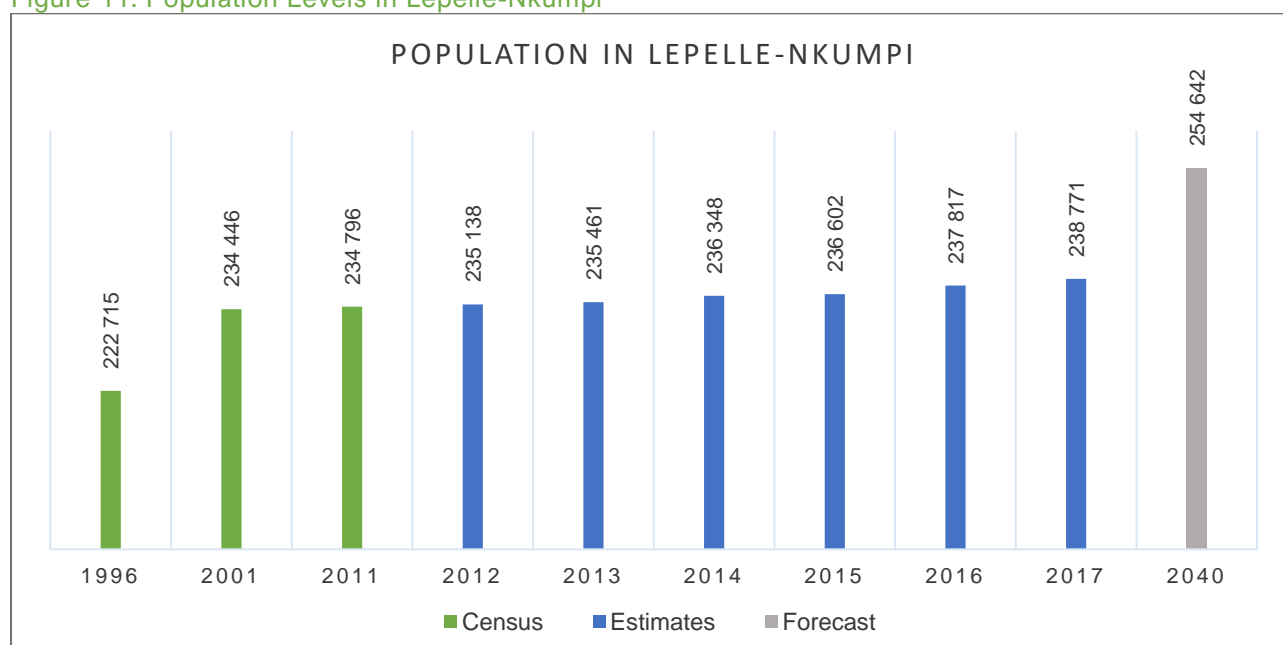
SOURCE: (URBAN-ECON, 2014)

### 3.2.2. Diagnostics

#### 3.2.2.1. Population

The population in Lepelle-Nkumpi Local Municipality increased from about 222 715 in 1996 to about 238 771 in 2017 as illustrated in Figure 11. The population grew at about 0,35% annually between the census years (1996-2011) and expanded by 0,28% annually from 2011 to 2017. The forecast shows that the population will reach about 254 642 people by 2040 given the growth rate of 0,28%.

Figure 11: Population Levels in Lepelle-Nkumpi



SOURCE: (QUANTEC, 2018)

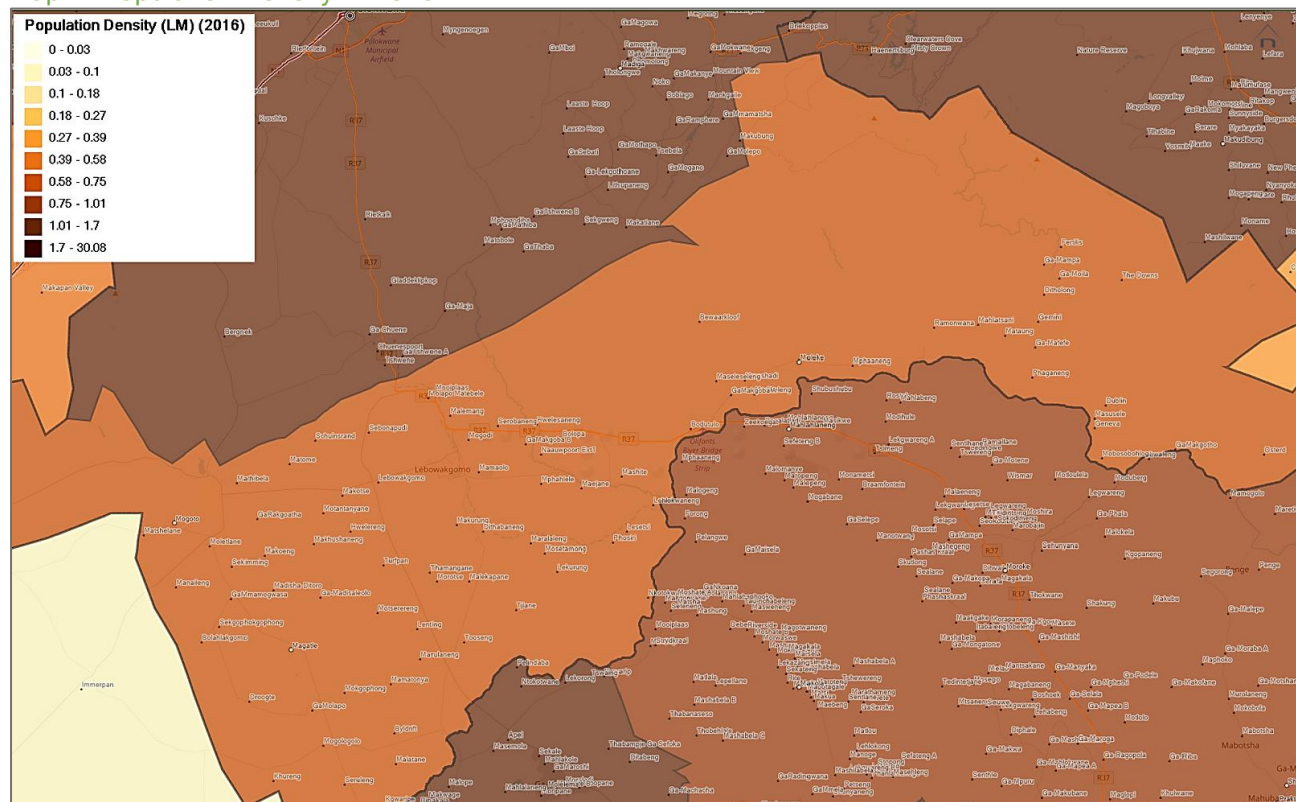
The population levels amongst the District Locals ranged from about 114 563 to 631 670 in 2017, which indicates that Lepelle-Nkumpi Local Municipality's population was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the largest population while Molemole had the smallest population.

The annual population growth rate amongst the District Locals ranged between about -16,48% and 27,98% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's annual population growth rate was at the upper end of the range, giving it a rank of 2 compared to the District Locals. The population in Polokwane experienced the biggest growth, while the population in Molemole experienced the lowest growth.

### 3.2.2.2. Population Density

The population density in Lepelle-Nkumpi Local Municipality increased from about 68,55 people per km<sup>2</sup> in 2013 to about 71,07 people per km<sup>2</sup> in 2017 at an annual growth rate of about 0,91% per annum. Map 1 shows that in 2016, the Municipality was relatively less dense than the surrounding areas.

Map 1: Population Density in 2016



SOURCE: (MAPABLE®, 2018)

Population density amongst the District Locals ranged from about 18,84 people per km<sup>2</sup> to 175,87 people per km<sup>2</sup> in 2017, which indicates that Lepelle-Nkumpi Local Municipality's density was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the largest population density, while Blouberg had the smallest population density.

The annual population density growth rate amongst the District Locals ranged between about 0,69% and 1,57% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's annual population density growth rate was at the lower end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Polokwane's population density experienced the biggest growth, while Blouberg's population density experienced the lowest growth.

### 3.2.2.3. Population by Race

The racial profile provides a breakdown of the race with which the inhabitants of the area associate themselves. The racial profile of Lepelle-Nkumpi Local Municipality indicates that the area has predominantly black residents. The racial breakdown of the population within the area was about 99,86% black residents, 0,08% white residents, 0,03% coloured residents and 0,03% Indian/Asian residents in 2017.

Table 12 summarises the population statistics above for 2017, showing the rank of Lepelle-Nkumpi Local Municipality relative to the District Locals. The table also illustrates the statistics of each local municipality in terms of the size and the growth, where growth was measured from 2013 to 2017.

Table 12: Population Overview for Lepelle-Nkumpi and District Locals

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Population	2	238 771	169 926	114 563	631 670
Population Growth	2	0,35%	-7,83%	-16,48%	27,98%
Population Density	2	71,07	18,84	35,14	175,87
Population Density Growth	3	0,91%	0,69%	0,96%	1,57%

SOURCE: (QUANTEC, 2018)

### 3.2.2.4. Age-Gender Distribution and Vulnerable Groups

The age-gender distribution profile provides a breakdown of the gender of the inhabitants of the area within age categories. Three age groupings are of importance within this section, namely 0-14 year olds which represents the youth, 15-64 year olds which represents the working age population, and 65+ years old which represents the aged.

### 3.2.2.5. Age Groups

The age-gender profile of Lepelle-Nkumpi Local Municipality indicates that the area had about 36,50% youth, 55,68% working age and 7,82% aged in 2017.

The District Locals' proportion of youth ranged between about 29,50% and 39,65% in 2017, which indicates that the proportion of youth population for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Blouberg had the largest proportion of youth population, while Polokwane had the lowest proportion of youth population.



The District Locals' proportion of working-age population ranged between about 53,02% and 65,33% in 2017, which indicates that the proportion of working-age population for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Polokwane had the largest proportion of working-age population, while Blouberg had the lowest proportion of working-age population.

The District Locals' proportion of the aged ranged between about 5,16% and 7,55% in 2017, which indicates that the proportion of the aged population for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 1 compared to the District Locals. The municipality had the largest proportion of the aged population, while Polokwane had the lowest proportion of the aged population.

**Table 13: Age-Group Overview for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Youth Population %	2	36,50%	39,65%	35,16%	29,50%
Working Age Population %	3	55,68%	53,02%	57,30%	65,33%
Aged Population %	1	7,82%	7,34%	7,55%	5,16%

SOURCE: (QUANTEC, 2018)

### 3.2.2.6. Gender

The age-gender profile of Lepelle-Nkumpi Local Municipality indicates that the area has more females than males, with about 55,98% of the population being female and about 44,02% being male in 2017. Within the three age groupings, the youth-gender breakdown was about 18,02% female and 18,48% male, the working-age-gender breakdown was about 30,94% female and 24,74% male and the aged-gender breakdown was about 5,34% female and 2,48% male.

Table 14 shows the gender profile for Lepelle-Nkumpi, along with the annual growth rate between 2013 and 2017. The table also illustrates the forecasted gender sizes given the growth rate.

**Table 14: Gender Profile for Lepelle-Nkumpi**

	2013	2014	2015	2016	2017	ARG	2040
Female	129 417	130 357	130 851	132 099	133 665	0,81%	160 947
Male	106 044	105 991	105 751	105 718	105 106	-0,22%	93 695

SOURCE: (QUANTEC, 2018)

The District Locals' age-gender profiles indicate that the proportion of females within these municipalities ranged between about 51,16% and 54,23% in 2017, which indicates that the proportion of the females for Lepelle-Nkumpi Local Municipality was at the upper end of the range. Amongst the District Locals, Lepelle-Nkumpi had the highest proportion of females, while Polokwane had the lowest proportion of females.

The District Locals' youth-gender profiles indicate that the proportion of females within this age segment ranged between about 14,58% and 19,31% in 2017, which indicates that the proportion

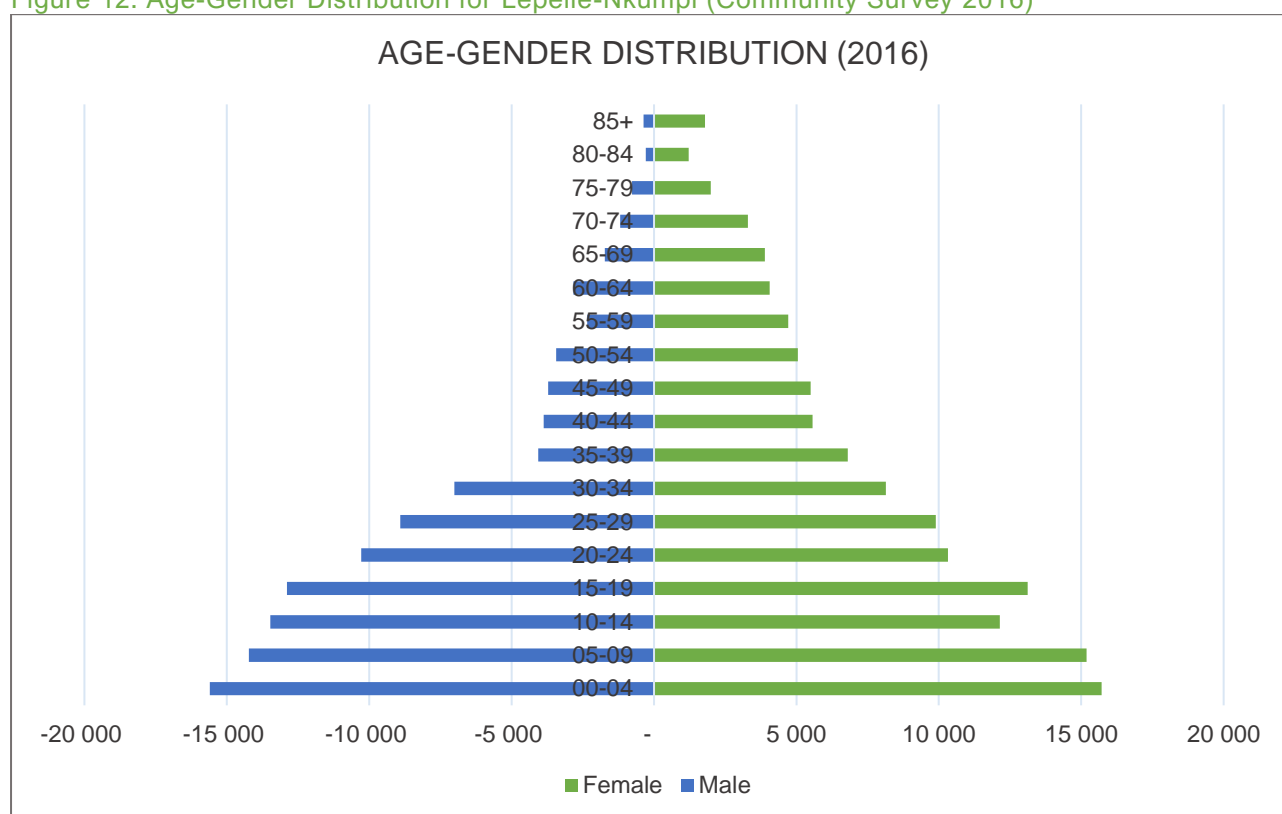
of the females within this age segment for Lepelle-Nkumpi Local Municipality was at the upper end of the range. Amongst the District Locals, Blouberg had the highest proportion of females within the youth segment, while Polokwane had the lowest proportion of females in the youth segment.

The District Locals' working-age-gender profiles indicate that the proportion of females within this age segment ranged between about 30,02% and 33,18% in 2017, which indicates that the proportion of the females within this age segment for Lepelle-Nkumpi Local Municipality was at the upper end of the range. Amongst the District Locals, Polokwane had the highest proportion of females within the working-age segment, while Blouberg had the lowest proportion of females in the working age segment.

The District Locals' aged-gender profiles indicate that the proportion of females within this age segment ranged between about 3,40% and 5,13% in 2017, which indicates that the proportion of the females within this age segment for Lepelle-Nkumpi Local Municipality was at the upper end of the range. Amongst the District Locals, Lepelle-Nkumpi had the highest proportion of females within the aged segment, while Polokwane had the lowest proportion of females in the aged segment.

Figure 12 shows the age-gender distribution in Lepelle-Nkumpi. The figure shows that a significantly large portion (about 56,3%) of the population was within the working age population (15 years – 64 years) while the youth (less than 15 years) made up 36,7% of the population. The proportion of aged population was relatively small, making up 7% of the population.

Figure 12: Age-Gender Distribution for Lepelle-Nkumpi (Community Survey 2016)



SOURCE: (STATISTICS SOUTH AFRICA, 2016)

Table 15 provides an overview of the information above for Lepelle-Nkumpi and the District Locals. The table also shows the rank for Lepelle-Nkumpi relative to the District Locals.

Table 15: Gender Overview for Lepelle-Nkumpi and District Locals

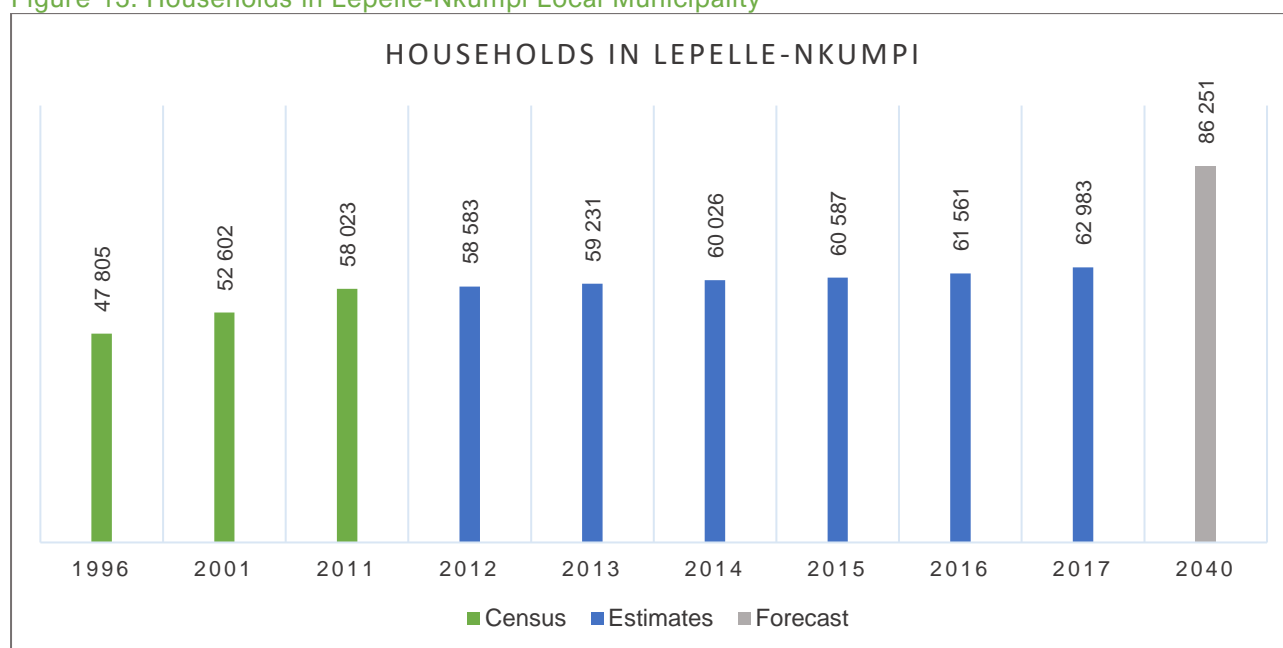
2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Female	1	54,30%	54,23%	53,54%	51,16%
Youth	2	18,02%	19,31%	17,27%	14,58%
Working Age	3	30,94%	30,02%	31,15%	33,18%
Aged	1	5,34%	4,89%	5,13%	3,40%
Male	4	45,70%	45,77%	46,46%	48,84%
Youth	2	18,48%	20,33%	17,89%	14,93%
Working Age	3	24,74%	22,99%	26,15%	32,15%
Aged	1	2,48%	2,44%	2,42%	1,76%

SOURCE: (QUANTEC, 2018)

### 3.2.2.7. Households

The number of households in Lepelle-Nkumpi Local Municipality increased from about 47 805 in 1996 to about 62 983 in 2017 as illustrated in Figure 13. The number of households in the Municipality increased at an annual growth rate of 1,30% between 1996 and 2011. From 2011 to 2017, household numbers grew annually by 1,38% over the period. The forecast of the number of households in the Municipality at the 1,38% annual growth rates is estimated at about 86 251 households by 2040.

Figure 13: Households in Lepelle-Nkumpi Local Municipality



SOURCE: (QUANTEC, 2018)

The number of households among the District Locals ranged about 32 359 and 185 551 in 2017, which indicates that Lepelle-Nkumpi Local Municipality's number of households was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most households while Molemole had the least number of households.

The annual household growth rate amongst the competitors ranged between about 1,28% and 1,85% per annum between 2013 and 2017. This indicates that the annual household growth rate for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, households for Polokwane experienced the biggest growth, while households in Molemole experienced the lowest growth.

#### 3.2.2.8. Household Density

Household density is a measure by which the intensity of the land is occupied by a group of people, often a family, who dwell under the same roof or occupy a housing unit, represented as the number of households per square kilometre. The household density in Lepelle-Nkumpi Local Municipality increased from about 17,10 people per km<sup>2</sup> in 2013 to about 18,19 people per km<sup>2</sup> in 2017 at an annual growth rate of about 1,55% per annum.

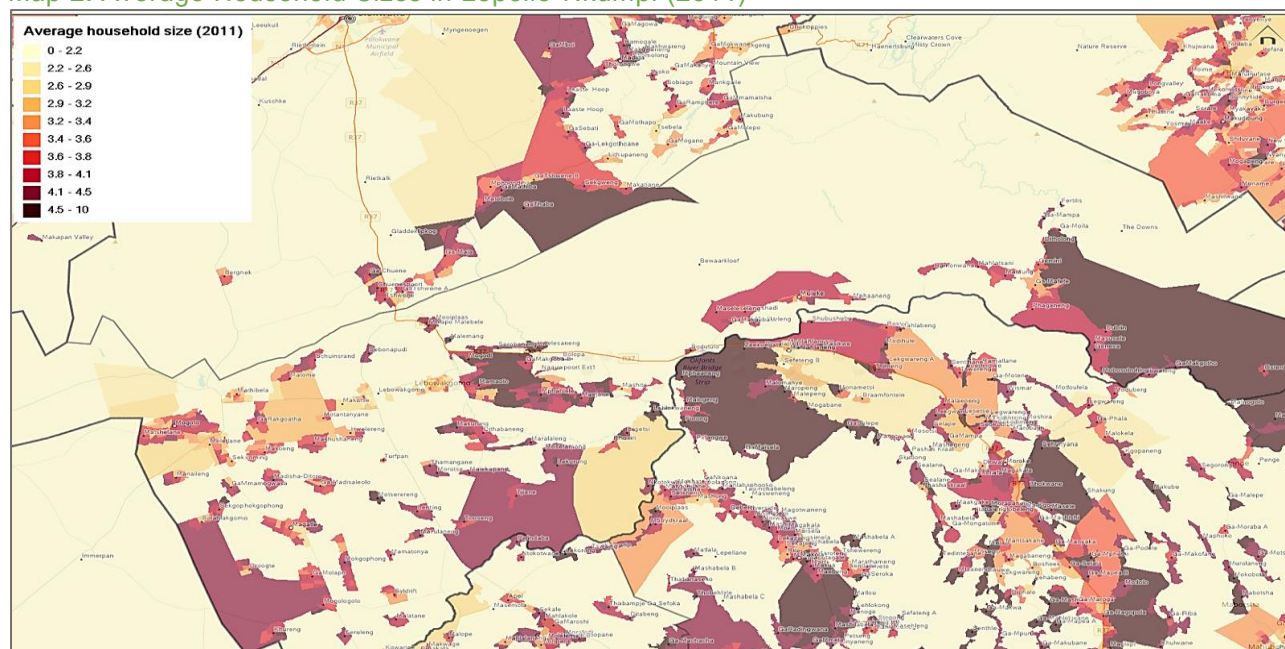
The District Locals' household density ranged between about 4,72 households per km<sup>2</sup> and about 49,27 households per km<sup>2</sup> in 2017, which indicates that household density for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the largest household density, while Blouberg had the smallest household density.

The annual household density growth rate amongst the competitors ranged between about 1,28% and 1,85% per annum between 2013 and 2017. This indicates that the annual household density growth rate for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, households in Polokwane experienced the biggest population density growth, while Molemole experienced the lowest growth.

### 3.2.2.9. Average Household Size

The household size in Lepelle-Nkumpi Local Municipality decreased from about 4,01 in 2013 to about 3,91 in 2017 at an annual growth rate of about -0,63% per annum.

Map 2: Average Household Sizes in Lepelle-Nkumpi (2011)



SOURCE: (MAPABLE®, 2018)

The District Locals' average household sizes ranged between 3,57 and 3,99 in 2017, which indicates that average household size for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Blouberg had the largest average household size, while Polokwane had the lowest average household size.

The annual average household size growth rate amongst the competitor's ranged between about -0,67% and -0,27% per annum between 2013 and 2017. This indicates that the annual household growth rate for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, average household size for Polokwane experienced the biggest growth, while Blouberg experienced the lowest growth.

Table 16 provides an overview of the household statistics for Lepelle-Nkumpi Local Municipality and the District Locals within the Capricorn District in 2017. The table also provides the rank for Lepelle-Nkumpi relative to its District Locals.

Table 16: Household Overview for Lepelle-Nkumpi and District Locals

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Households	2	62 983	43 671	32 359	185 551
Household Growth	2	1,55%	1,37%	1,28%	1,85%
Household Density	2	18,19	4,72	9,67	49,27
Household Density Growth	2	1,55%	1,37%	1,28%	1,85%
Average Household Size	2	3,91	3,99	3,63	3,57
Average Household Size Growth	3	-0,63%	-0,67%	-0,32%	-0,27%

SOURCE: (QUANTEC, 2018)

### 3.2.2.10. Dependency Ratios

The dependency ratio can be shown as a child-dependency ratio, aged-dependency ratio or total dependency ratio. The child-dependency ratio illustrates the number of youth per 100 working-age population, while the aged-dependency ratio illustrates the number of aged per 100 working-age population. The total-dependency ratio is a ratio between those typically not in the labour force and those typically in the labour force which is normally shown as a ratio between the sum of the number of youth and the aged per 100 working-age population.

Lepelle-Nkumpi Local Municipality had a total-dependency ratio of about 79,59 dependents per 100 working-age population in 2017. This was divided into 65,55 child dependents per 100 working-age population and 14,04 aged dependents per 100 working aged population. The dependency ratios saw a slight increase when comparing the 2017 estimates with the actual figures from the Community Survey 2016 which showed (Statistics South Africa, 2016):

- Child dependency was 65,15 per 100 working-age population
- Aged dependency was 12,48 per 100 working-age population
- Total dependency was 77,64 per 100 working-age population

The District Locals' total-dependency ratio ranged between about 53,07 and 88,62 in 2017, which indicates that the proportion of youth and aged population were Lepelle-Nkumpi Local Municipality at the lower end of the range. Amongst the District Locals, Blouberg had the highest total-dependency ratio, while Polokwane had the lowest total-dependency ratio.

The District Locals' child-dependency ratio ranged between about 45,16 and 74,79 in 2017, which indicates that the proportion of youth population for Lepelle-Nkumpi Local Municipality was at the lower end of the range. Amongst the District Locals, Blouberg had the highest child-dependency ratio, while Polokwane had the lowest child-dependency ratio.



The District Locals' aged-dependency ratio ranged between about 7,90 and 13,84 in 2017, which indicates that the proportion of the aged population for Lepelle-Nkumpi Local Municipality was at the lower end of the range. Amongst the District Locals, Lepelle-Nkumpi had the highest aged-dependency ratio, while Polokwane had the lowest aged-dependency ratio.

The information above has been summarised in Table 17 which shows the statistics for Lepelle-Nkumpi and its District Locals for 2017. The table also provides a rank for Lepelle-Nkumpi relative to the District Locals. The ideal scenario regarding dependency ratios would result in lower dependency ratios as the Municipality would have a higher proportion of working-age people and employment opportunities for these people.

**Table 17: Dependency Ratios for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Total Dependency	3	79,59	88,62	74,53	53,07
Child Dependency	3	65,55	74,79	61,36	45,16
Aged Dependency	4	14,04	13,84	13,17	7,90

SOURCE: (QUANTEC, 2018)

### 3.2.2.11. Education: Adults with Grade 12

Adults with Grade 12 education consist of individuals who have obtained basic education qualifications by completing 12 years of schooling. It reflects the acquisition of basic and required skills for the economy.

The education profile of Lepelle-Nkumpi Local Municipality indicates that the adult population with at least Grade 12 had increased from about 17,74% in 2013 to about 18,51% in 2017, increasing at an annual rate of about 1,07%.

The District Locals' adult population with Grade 12 rates ranged between about 10,78% and 29,38% in 2017, which indicates that adult population with Grade 12 rate for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the highest adult population with Grade 12 rate, while Blouberg had the lowest adult population with Grade 12 rate.

The District Locals' annual adult population with Grade 12 growth rates ranged between about 0,88% and 1,12%, which indicates that the annual adult population with Grade 12 rate for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Molemole had the highest annual adult population with Grade 12 growth rate, while Polokwane had the lowest annual adult population with Grade 12 growth rate.

### 3.2.2.12. Education: Adults with Tertiary Education

Adults with tertiary education consist of individuals who have obtained higher education qualifications. This consists of certificates, degrees and diplomas issued by an accredited institution.

The education profile of Lepelle-Nkumpi Local Municipality indicates that the proportion of adult population with tertiary education had increased from about 4,41% in 2013 to about 4,69% in 2017 at an annual growth rate of about 1,53%.

The District Locals' proportion of adult population with tertiary education ranged between about 2,07% and 8,43% in 2017, which indicates that the proportion of adult population with tertiary education for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the highest proportion of adult population with tertiary education, while Blouberg had the lowest proportion of adult population with tertiary education.

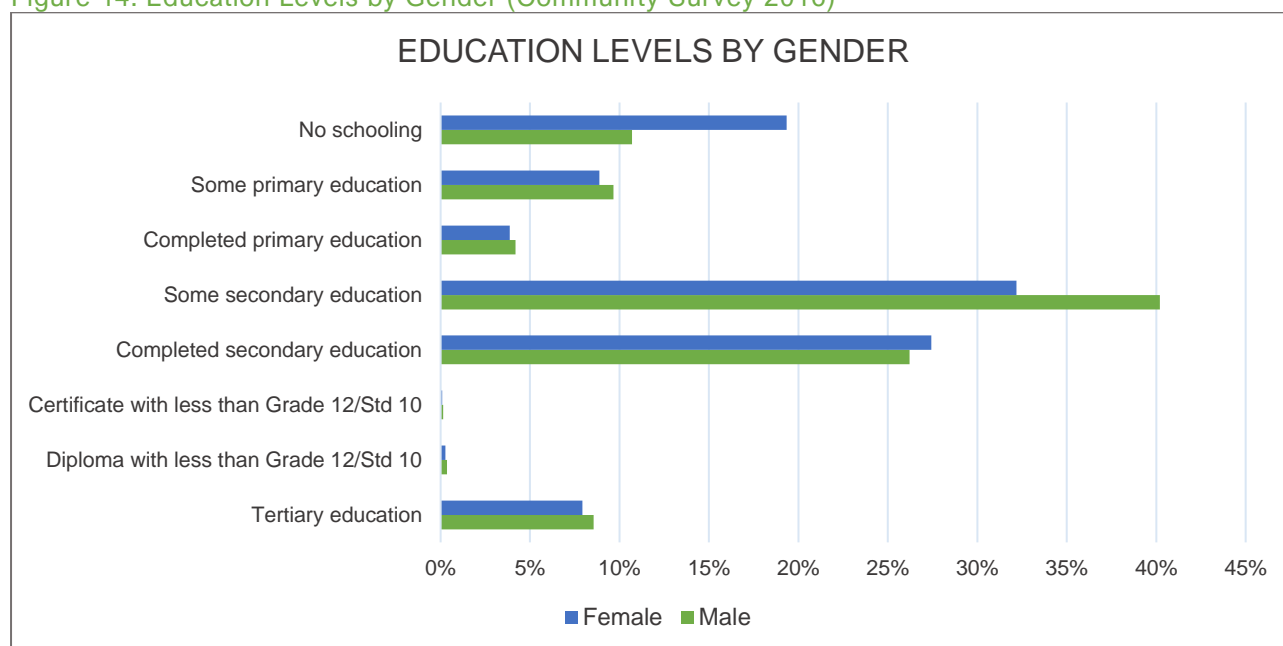
The District Locals' annual change in proportion of adult with tertiary education ranged between about 1,32% and 1,64%, which indicates that the annual change in proportion of adult with tertiary education Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the highest annual change in proportion of adults with tertiary education, while Blouberg had the lowest annual change in proportion of adults with tertiary education.

Figure 14 provides the education levels by gender in Lepelle-Nkumpi Local Municipality that resulted from the Community Survey conducted in 2016. The figure shows that the majority of adults (about 32% female adults and 40% male adults) had some secondary education, while about 27% of female adults and 26% of male adults had completed secondary education.

It is essential to note that about 19,35% of the adult female population and about 10,69% of the adult male population had no schooling. The finding indicates that 15,78% of the adult population (about 19 151 adults) lacked formalised education and potentially indicates an educational gap for these adults as well as a potential lack in basic skills development.



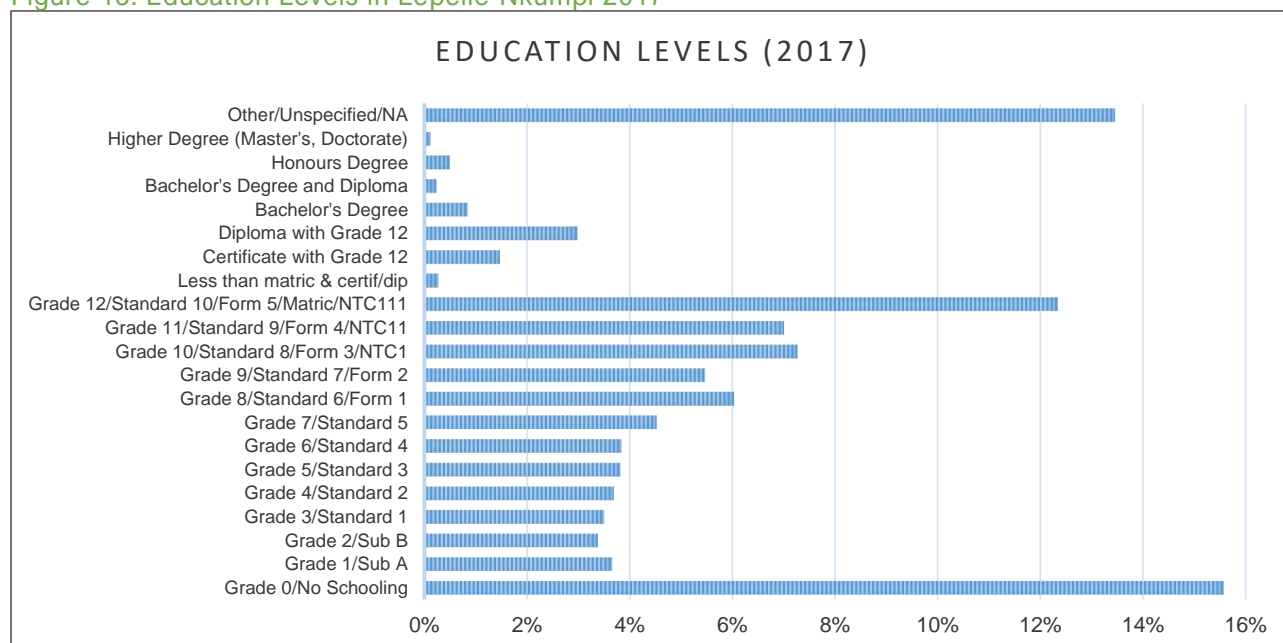
Figure 14: Education Levels by Gender (Community Survey 2016)



SOURCE: (STATISTICS SOUTH AFRICA, 2016)

Figure 15 shows the detailed synopsis of education levels in Lepelle-Nkumpi in 2017 by category as an estimated percentage of total schooling in the Municipality. The figure shows that higher education categories were a significantly low percentage of total schooling whereas the “Grade 0/No schooling” and “Other/Unspecified/NA” categories were a large percentage of total schooling respectively.

Figure 15: Education Levels in Lepelle-Nkumpi 2017



SOURCE: (QUANTEC, 2018)

Several skills have been identified as lacking in the Municipality which are necessary for the intermediate development of the Municipality. These skills have been summarised in Table 18. It should be noted that in-depth research should be done to identify the local skills base as well as the skills needs of the developing economy.

**Table 18: Potential Skills Needs in Lepelle-Nkumpi Local Municipality**

Major Occupation Group	Occupation Examples per Group
Farming, Fishing and Forestry Occupations	<ul style="list-style-type: none"> <li>• Agricultural workers and animal breeders</li> <li>• Agricultural equipment operators</li> <li>• Forest, conservation and logging workers</li> <li>• Graders and sorters of agricultural products</li> </ul>
Construction and Extraction Occupations	<ul style="list-style-type: none"> <li>• Brick masons, block masons and stone masons</li> <li>• Carpenters</li> <li>• Construction labourers and equipment operators</li> <li>• Electricians, plumbers, painters and roofers</li> <li>• Construction and building inspectors</li> <li>• Structural iron and steel workers</li> </ul>
Community and Social Service Occupations	<ul style="list-style-type: none"> <li>• Counsellors</li> <li>• Social workers</li> <li>• Religious workers</li> <li>• Miscellaneous community and social service specialists</li> </ul>
Arts, Design, Entertainment, Sports and Media Occupations	<ul style="list-style-type: none"> <li>• Arts and related workers</li> <li>• Entertainers and performers, sports and related workers</li> <li>• Media and communication workers</li> </ul>
Installation, Maintenance and Repair Occupations	<ul style="list-style-type: none"> <li>• Electrical and electronic equipment mechanics, installers and repairs</li> <li>• Vehicle and mobile equipment mechanics, installers and repairs</li> <li>• Other installation, maintenance and repairs occupations</li> </ul>

Major Occupation Group	Occupation Examples per Group
Food Preparation and Serving Related Occupations	<ul style="list-style-type: none"> <li>• Cooks and food preparation workers</li> <li>• Food and beverage serving workers</li> <li>• Other food preparations and serving related workers</li> </ul>

SOURCE: (BUREAU OF LABOR STATISTICS, 2018)

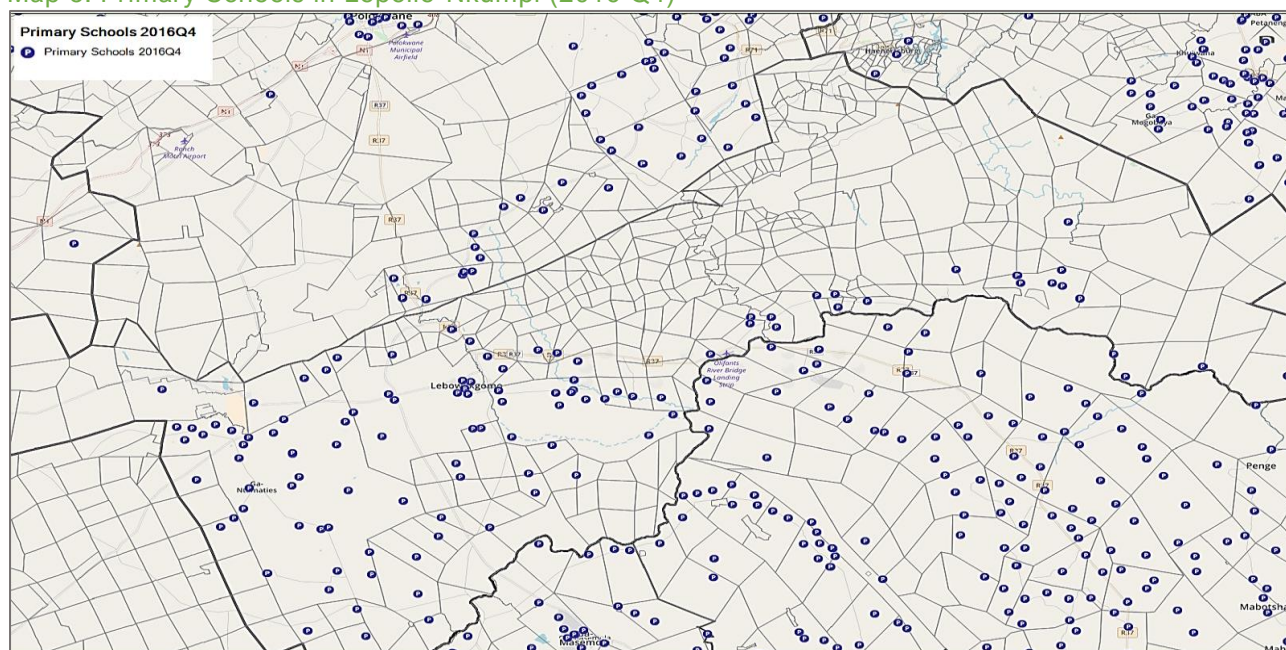
### 3.2.2.13. Education: Number of Schools

Schools are essential educational institutions within the area that are designed to provide learning spaces and learning environments for the teaching of students (or "pupils") under the direction of teachers.

The number of schools in Lepelle-Nkumpi Local Municipality was about 189 in 2015. This translates into one facility for about 454 youth population and covering about 18,33 km<sup>2</sup> in Lepelle-Nkumpi Local Municipality. It is essential to note that there are only two libraries in the Municipality.

Map 3 illustrates the distribution of primary schools in Lepelle-Nkumpi for the fourth quarter of 2016. The majority of schools were predominantly on the western side of the Municipality with a low number of primary schools on the eastern side.

Map 3: Primary Schools in Lepelle-Nkumpi (2016 Q4)

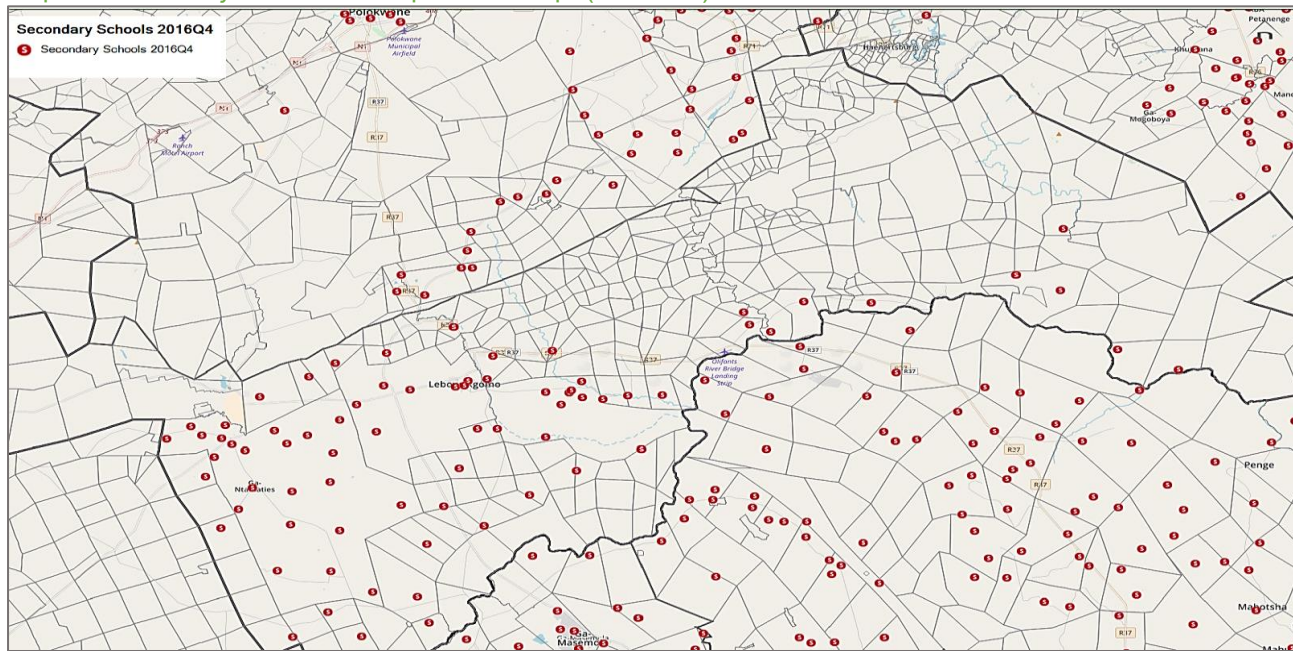


SOURCE: (MAPABLE®, 2018)

Map 4 shows the distribution of secondary schools in the fourth quarter of 2016 which highlights a similar distribution as Map 3. Map 4 illustrates that there was a lack of secondary school facilities on the eastern side by the end of 2016 with only a handful of schools as seen on the map. It should be noted that accessibility on the eastern side is limited and that it is a mountain area, and therefore there was significantly less activity than on the eastern side.



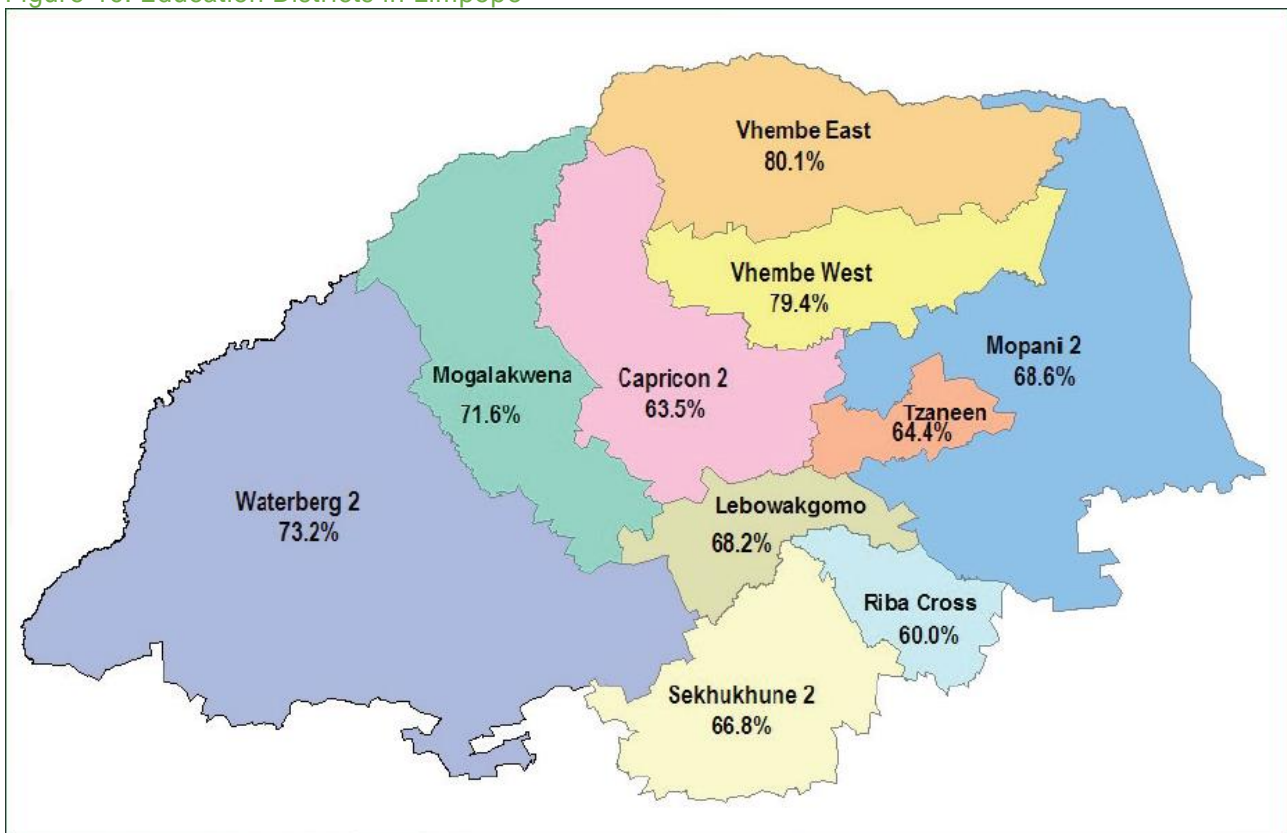
Map 4: Secondary Schools in Lepelle-Nkumpi (2016 Q4)



SOURCE: (MAPABLE®, 2018)

The education districts in Limpopo are presented in Figure 16. Most schools in Lepelle-Nkumpi Local Municipality are located within the Lebogakgomo Education District as seen in the figure.

Figure 16: Education Districts in Limpopo



SOURCE: (DEPARTMENT OF BASIC EDUCATION, 2019)

Secondary schools in the Municipality had vastly differing matric pass rates between 2016 and 2018. During the period, there were several outcomes observed which are summarised in Table 19. The results show that the average pass rate over the period was less than 70%, with the lowest pass rate of 4,50% in 2016. In 2018, about seven schools saw a matric pass rate of 100% which showed an improvement from 2016 (about four schools) and 2017 (about 3 schools). There was only one school with a 100% matric pass rate in 2016, 2017 and 2018 which was the Northern Muslim School.

**Table 19: Matric Pass Rates for Secondary Schools in the Lebowakgomo Education District**

	% Achieved (2016)	% Achieved (2017)	% Achieved (2018)
<b>Lowest Pass Rate</b>	4,5	15,0	8,8
<b>Average Pass Rate</b>	63,0	58,9	65,4
<b>Highest Pass Rate</b>	100,0	100,0	100,0

SOURCE: (DEPARTMENT OF BASIC EDUCATION, 2019)

A further analysis of schools shows that about 23,30% of secondary schools had a pass rate that was less than 50% while about 11,93% of school had a pass rate that was more than 90% in 2018. The aforementioned findings show an improvement from 2016 and 2017.

**Table 20: Summary of Secondary School Performance in the Lebowakgomo Education District**

	2016	2017	2018
<b>Proportion of Schools with less than 50% Pass Rate</b>	27,43%	31,43%	23,30%
<b>Proportion of Schools with more than 90% Pass Rate</b>	9,71%	5,71%	11,93%

SOURCE: (DEPARTMENT OF BASIC EDUCATION, 2019)

A list of all the schools within the Lebowakgomo Education District can be found in Table 58 in Annexure A of this document. The table also provides the quintile and the matric pass rates for each school.

The number of schools within the neighbouring areas ranged between about 81 and 290, which indicates that the number of schools for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the most schools, while Molemole had the least schools.

The number of youth population per school within the neighbouring areas ranged between about 391 and 645, which indicates that the population per school for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the largest youth population per school, while Blouberg had the lowest youth population per school.

The coverage per school within the neighbouring areas ranged between about 12,99 km<sup>2</sup> and 55,38 km<sup>2</sup>, which indicates that the coverage per school for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Blouberg had the highest coverage per school, while Polokwane had the lowest coverage per school.

Table 21 summaries the education statistics for Lepelle-Nkumpi Local Municipality and the District Locals. The table also shows the ranking for Lepelle-Nkumpi relative to the District Locals.

Table 21: Education Overview for Lepelle-Nkumpi and District Locals

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Adults with at least Grade 12	2	18,51%	10,78%	15,68%	29,38%
Adults with at least Grade 12 Growth Rate	2	1,07%	0,92%	1,12%	0,88%
Adults with Tertiary	2	4,69%	2,07%	3,66%	8,43%
Adults with Tertiary Growth Rate	2	1,53%	1,32%	1,43%	1,64%
Number of schools	2	189	167	81	290
Youth population per school	2	454,03	391,44	490,11	644,87
Coverage per school	2	18,33	55,38	41,32	12,99

SOURCE: (QUANTEC, 2018)

Skills development and knowledge transfers are crucial in the assisting with growth of the Municipality and should be prioritised for the sustainability of the Municipality. Apart from the development of skills, the Municipality must also attract a skilled workforce and retain these skills to ensure continuation of consistent growth and development of all pillars presented in the sustainability model.

### 3.2.2.14. HIV/AIDS

HIV/AIDS can be broken down into HIV infections and AIDS deaths. HIV infections refers to refers to the number of people that are infected with the virus over an annual period, which is expressed as HIV infections per 1 000 people. AIDS deaths refer to the number of people that die because of AIDS, which is expressed per 10 000 people.

The health profile of Lepelle-Nkumpi Local Municipality indicates that the HIV infection rate increased from about 68 out of every 1,000 people in 2013 to about 75 out of every 1,000 people in 2017, increasing at an annual growth rate of about 2,26%. AIDS deaths in Lepelle-Nkumpi Local Municipality had increased from about 22 people out of every 10 000 in 2013 to about 27 people in 2017, increasing at an annual growth rate of 4,76%.

The HIV infection rate for the District Locals ranged between about 69 people and 87 people out of every 1 000 in 2017, which indicates that the HIV infection rate for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Polokwane had the largest HIV infection rate, while Blouberg had the lowest HIV infection rate.

The District Locals' HIV infection annual growth rates ranged between about 2,02% and 2,49% for the same period, which indicates that the HIV infection growth rate for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Polokwane had the highest HIV infection growth rate, while Blouberg had the lowest HIV infection growth rate.

The AIDS-related deaths among the District Locals ranged between about 24 people and 30 people per 10 000 people in 2017, which indicates that the AIDS-related deaths for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Polokwane had the most AIDS-related deaths, while Blouberg had the least AIDS-related deaths.

The AIDS-related deaths annual growth rates among the District Locals ranged between about 4,58% and 4,89%, which indicates that the AIDS-related deaths growth rate for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Polokwane had the highest AIDS-related deaths growth rate, while Blouberg had the lowest AIDS-related deaths growth rate.

Table 22 shows the HIV infections on a National, Provincial and District level as well as the Municipal's HIV infections per 1 000 people. As illustrated in the table, Lepelle-Nkumpi's infection rate is lower than the district, province and the Nation. However, the rate is rather high and can be improved through the relevant interventions such as health awareness programmes.

**Table 22: HIV Infections (per 1 000 people) at a National, Provincial and District Level**

	2001	2011	2017
South Africa	94	133	137
Limpopo	53	80	84
Capricorn	51	78	81
Lepelle-Nkumpi	48	73	75

SOURCE: (QUANTEC, 2018)

### 3.2.2.15. Mortality Rate, Crude Death Rate & Other Deaths

Crude death rate is the measure of the number of deaths per year in a population, or group. Infant mortality rate is the number of deaths of young children, typically those less than one year of age. Other deaths are the number of deaths that occur within an area over a period that are not crude deaths.

The health profile of Lepelle-Nkumpi Local Municipality indicates that the crude death rate increased slightly between 2013 and 2017 to about 11 out of every 1000 people, increasing at an annual growth rate of about 0,64%. Other deaths in Lepelle-Nkumpi Local Municipality had increased from about 8 out of every 1 000 people in 2013 to about 9 people in 2017 at an annual growth rate of 0,20%.

The crude deaths among the District Locals ranged between about 9 people and 11 people out of every 1 000 in 2017, which indicates that crude deaths in Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 4. Amongst the District Locals, Lepelle-Nkumpi had the highest crude deaths, while Polokwane had the least crude deaths.

The crude deaths annual growth rates among the District Locals ranged between about 0,53% and 0,87%, which indicates that growth of crude deaths in Lepelle-Nkumpi Local Municipality rate was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Polokwane had the highest growth rate in crude deaths, while Molemole had lowest growth rate.

The other deaths for District Locals ranged between about 7 people and 8 people out of every 1 000 in 2017, which indicates that other deaths in Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 4. Amongst the District Locals, Lepelle-Nkumpi had the most other deaths, while Polokwane had the least other deaths.

The other deaths annual growth rates for the District Locals ranged between about -0,12% and 0,13%, which indicates that other deaths growth rate for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 4. Amongst the District Locals, Lepelle-Nkumpi had the highest other death growth rate, while Polokwane had the lowest other deaths growth rate.

Table 23 shows the summary of the health statistics presented above for Lepelle-Nkumpi Local Municipality and the District Locals for 2017. The table also shows the rank for Lepelle-Nkumpi relative to the District Locals.

**Table 23: Health Overview for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
HIV Infections per 1 000 people	3	75	69	74	87
HIV Infections per 1 000 people Growth Rate	3	2,26%	2,02%	2,15%	2,49%
AIDS Deaths per 10 000 people	3	27	24	26	30
AIDS Deaths per 10 000 people Growth Rate	3	4,76%	4,58%	4,65%	4,89%
Crude Death Rate per 1 000 people	4	11	10	11	9
Crude Death Rate per 1 000 people Growth Rate	3	0,64%	0,55%	0,53%	0,87%
Other Deaths per 1 000 people	4	9	8	8	7



2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Other Deaths per 1 000 people Growth Rate	4	0,20%	0,13%	0,06%	-0,12%

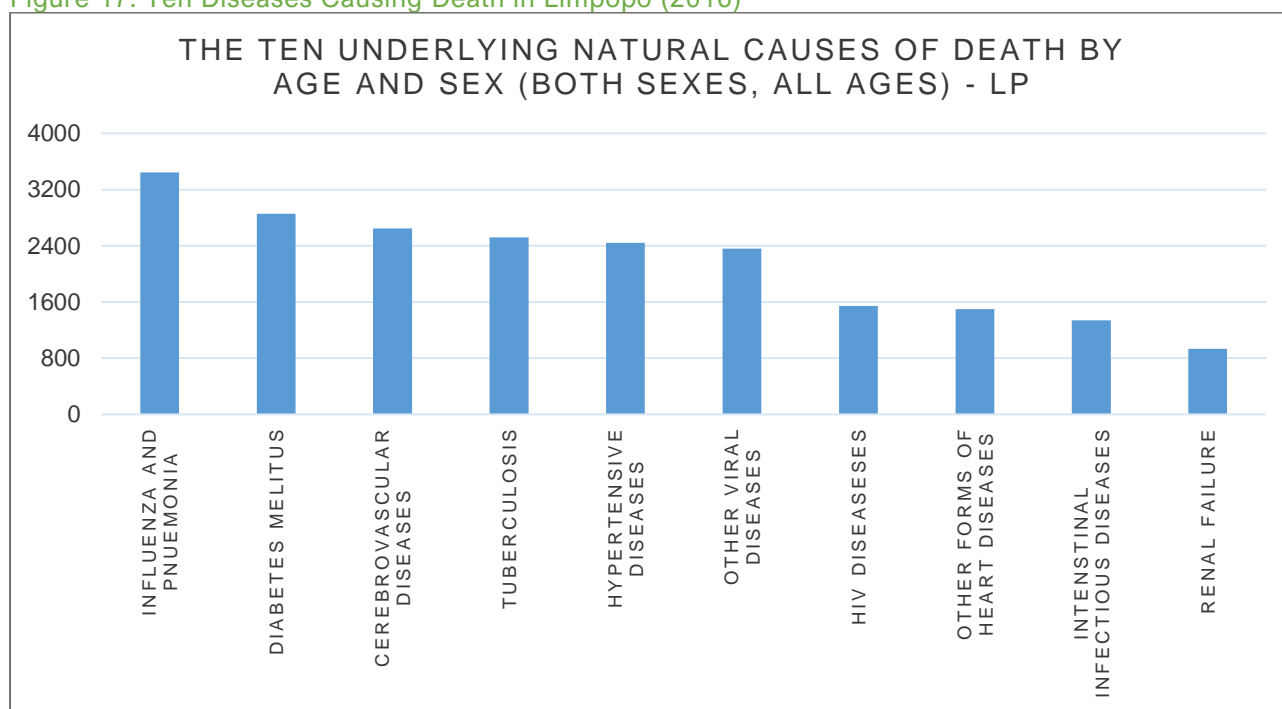
SOURCE: (QUANTEC, 2018)

Limpopo had several diseases that were responsible for deaths in the province which include:

- Influenza and Pneumonia
- Diabetes mellitus
- Cerebrovascular diseases
- Tuberculosis
- Hypertensive diseases
- Other viral diseases
- HIV diseases
- Other forms of heart disease
- Intestinal infectious diseases
- Renal failure

Figure 17 shows the number of deaths caused by each disease for all genders and ages in Limpopo. The figure shows that influenza and pneumonia are the leading causes of death in the Province even though there are annual influenza vaccinations.

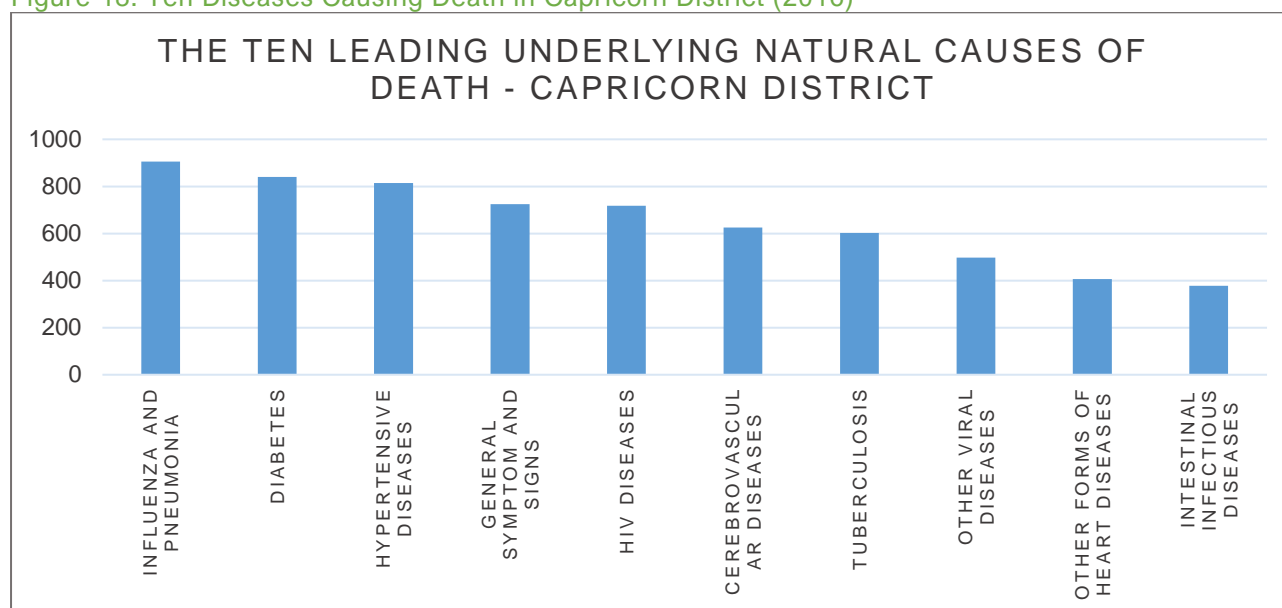
Figure 17: Ten Diseases Causing Death in Limpopo (2016)



SOURCE: (FINDINGS FROM DEATH NOTIFICATIONS, 2016)

Similarly, Figure 18 shows the ten leading causes of mortality in the Capricorn District in 2016. The diseases identified show a slight difference with those of the Province with an exception for the two leading diseases (influenza and diabetes).

Figure 18: Ten Diseases Causing Death in Capricorn District (2016)



SOURCE: (FINDINGS FROM DEATH NOTIFICATIONS, 2016)

### 3.2.2.16. Clinics

Clinics refer to an establishment or hospital department where outpatients are given medical treatment or advice, especially of a specialist nature. The number of clinics in Lepelle-Nkumpi Local Municipality was about 22 in 2016. This translates into one facility for about 10 810 people and covering about 157 km<sup>2</sup> in Lepelle-Nkumpi Local Municipality in 2016.

The number of clinics within the neighbouring District areas ranged between about 10 and 32, which indicates that the number of clinics for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the most clinics while Molemole had the least clinics.

The population per clinic within the neighbouring areas ranged between about 8 084 and 19 486, which indicates that population per clinic for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the largest population per clinic while Blouberg had the lowest.

The coverage per clinic within the neighbouring areas ranged between about 117,69 km<sup>2</sup> and 440,39 km<sup>2</sup>, which indicates that coverage per clinic for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Blouberg had the highest coverage per clinic while Polokwane had the lowest.

### 3.2.2.17. Emergency Medical Services

Emergency Medical Services (EMS) refers to the treatment and transport of people in crisis health situations that may be life-threatening. The number of EMS facilities in Lepelle-Nkumpi Local Municipality was about 2 in 2016. This translates into one facility for about 118 909 people and covering about 1731,72382 km<sup>2</sup> in Lepelle-Nkumpi Local Municipality in 2016.

The number of EMS facilities within the neighbouring areas ranged between about 2 and 3, which indicates that the number of EMS facilities for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 2. Amongst the District Locals, Blouberg had the most EMS facilities while Lepelle-Nkumpi and the other local municipalities had the least EMS facilities.

The number of people per EMS facility within the District Locals' area ranged between about 56 591 and 311 778, which indicates that the population per EMS facility for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Polokwane had the largest population per EMS facility while Blouberg had the lowest population per clinic EMS facility.

The coverage per EMS facility within the District Locals' area ranged between about 1 673,66 km<sup>2</sup> and 3 082,71 km<sup>2</sup>, which indicates that coverage per EMS facility for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Blouberg had the highest coverage per EMS facility, while Molemole had the lowest coverage per EMS facility.

Table 24 summarises the health facility information presented above. It also indicates Lepelle-Nkumpi's rank relative to its District Locals.

**Table 24: Health Facilities Overview for Lepelle-Nkumpi and District Locals**

2016	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
No. of Clinics	2	22	21	10	32
Population per Clinic	2	10 810	8 084	11 430	19 486
Coverage per Clinic (km <sup>2</sup> )	2	157,43	440,39	334,73	117,69
No. of EMS Stations	2	2	3	2	2
Population per Clinic	3	118 909	56 591	57 150	311 778
Coverage per Clinic (km <sup>2</sup> )	2	1 731,72	3 082,71	1 673,66	1 882,99

SOURCE: (QUANTEC, 2018)

Map 5 shows the spatial distribution of health facilities in 2017. As seen in the map, there are very few health facilities within Lepelle-Nkumpi which are predominantly on the western side. The map illustrates the need for health facilities, especially on the eastern side, to cater to the health needs of the communities within the borders of the Municipality.

The map includes the following clinics and mobile services:

- Malatane
- Magatle
- Zebediela Estates
- Mogoto
- Moletlane
- Groothoek

- Rakgwatha
- Ledwaba
- Zone B
- Mamaolo/ Zone A
- Hwelereng
- Tooseng
- Dithabaneng
- Malemati
- Mphahlele
- Mashite
- Mathabatha
- Mafefe

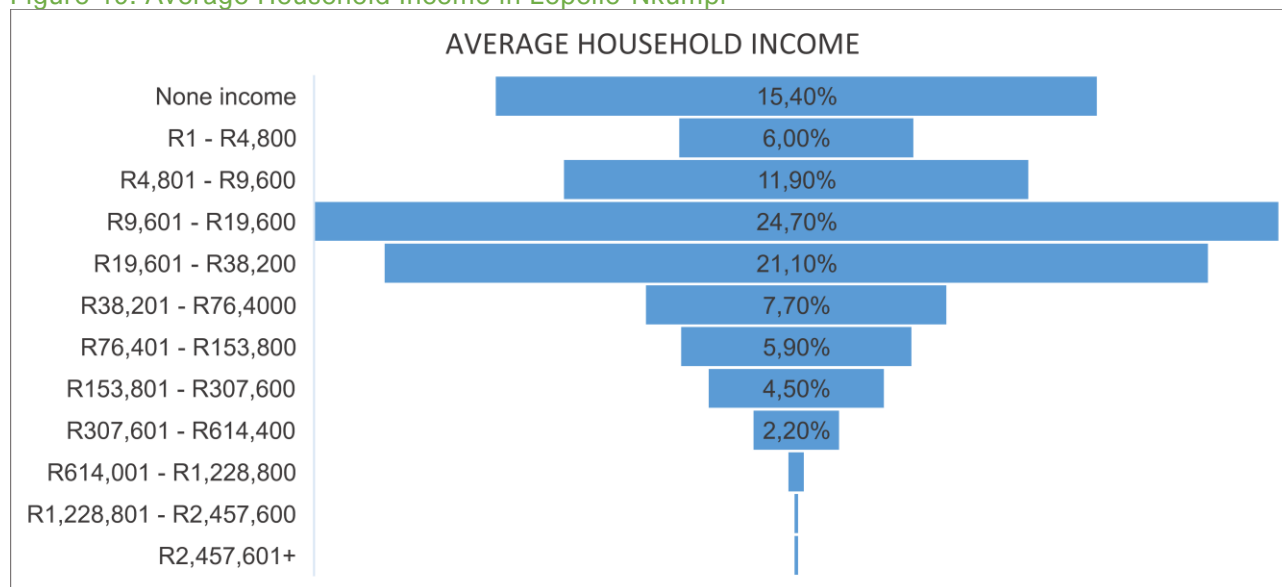
SOURCE: (MAPABLE®, 2018)

Map 6 illustrates the distribution of hospitals in the Municipality. The map shows that the hospitals are only on the western side of the Municipality. It is important to note that Lepelle-Nkumpi has the Zebediela and Lebowa kgomo hospitals along with the Thabamopo tertiary hospital.

[illegible]

### 3.2.2.18. Gini Coefficient

Figure 19: Average Household Income in Lepelle-Nkumpi



[58]

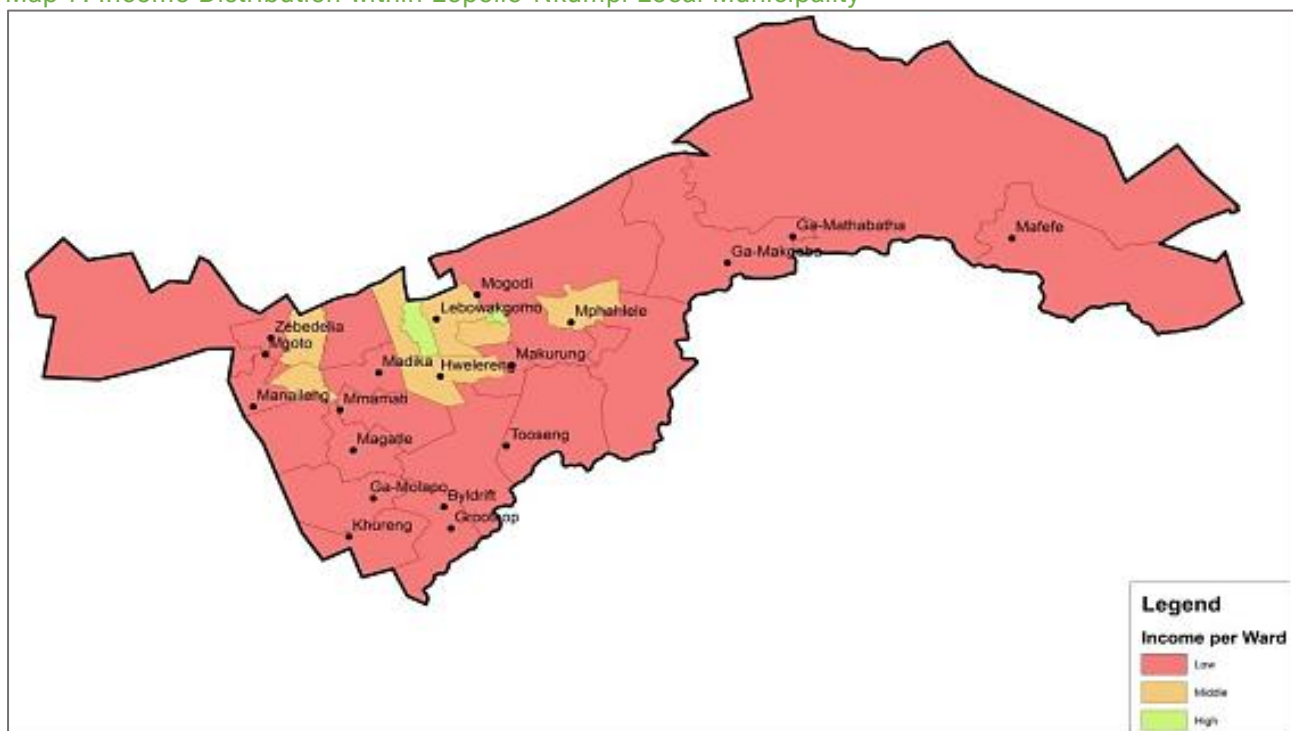


A third of the households in the Municipality had no income or relatively low income. These households relied on transfers and grants from government to assist in improving their standard of living. The South African Social Security Agency (SASSA) is mandated by the South African Social Security Agency Act of 2004 to “ensure the provision of comprehensive social security services against vulnerability and poverty within the constitutional legislative framework”. SASSA is responsible for the administration of seven social grants aimed at people who are vulnerable to poverty, therefore in need of support from the state. The seven social grants are given below with the monthly amount for each grant payable from April 2019 (Staff, 2017):

- Care Dependency Grant (R1 780 per month)
- Child Support Grant (R420 per month)
- Disability Grant (R1 780 per month)
- Foster Child Grant (R1 000 per month)
- Grant-in-Aid (R410 per month)
- Older Person’s Grant (R1 780 per month)
- War Veteran’s Grant (R1 790 per month)

Map 7 considers the spatial distribution of income in the Municipality. It shows that the majority of the people in Lepelle-Nkumpi are low income earners, and the town region earns medium to high income.

Map 7: Income Distribution within Lepelle-Nkumpi Local Municipality



SOURCE: (LEPELLE-NKUMPI MUNICIPALITY, 2018)

The District Locals' average Gini coefficient ranged between about 0,48 and 0,52 for 2017. This indicates that the Gini coefficient for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Blouberg had the best (lowest) Gini coefficient, while Molemole had the worst (highest) Gini coefficient.

The annual Gini coefficient change for Lepelle-Nkumpi Local Municipality's District Locals ranged between -0,68% and 0,33% per annum between 2013 and 2017. This indicates that the Gini coefficient for Lepelle-Nkumpi Local Municipality change was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, the Gini coefficient for Molemole increased the most, while the Gini coefficient for Polokwane increased the least.

Table 25 summarises the information stated above for Lepelle-Nkumpi and its District Locals. The table also provides the rank for Lepelle-Nkumpi relative to its District Locals.

**Table 25: Gini Coefficient for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Gini Coefficient	3	0,52	0,48	0,52	0,51
Gini Annual Growth	2	-0,28%	-0,67%	0,33%	-0,68%

SOURCE: (QUANTEC, 2018)

### 3.2.2.19. Safety and Security

A crime is defined as the number of serious offenses per 10 000 population. The serious offences include crimes against a person such as assault and robbery, as well as contact-related crimes such as arson and malicious damage to property which relates to property related crime.

A high number of serious criminal offences may indicate a lack of law enforcement and lower safety and security within the area. High crime levels tend to hinder economic progression for the constituency of an area.

The number of crimes reported per 10 000 people in Lepelle-Nkumpi Local Municipality had increased from about 197 reported crimes in 2013 to about 253 reported crimes in 2017 at an annual growth rate of about 6,45%.

The number of murders reported per 10 000 in Lepelle-Nkumpi Local Municipality had increased from about 1,7 in 2013 to about 2,1 in 2017 at an annual growth rate of about 4,91%.

The number of reported crimes per 10 000 among the District Locals ranged between about 128 incidents to 417 reported incidents in 2017, which indicates that reported crimes in Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Molemole had the most crimes reported while Blouberg had the least crimes reported.

The District Locals' reported crime growth rate ranged between about 3,44% and 9,42% between 2013 and 2017, which indicates that the crime rate for Lepelle-Nkumpi Local Municipality reported was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Blouberg had the most crimes reported per 10 000 population while Molemole had the least crimes reported.

The number of reported murders per 10 000 people among the District Locals ranged between about 1 reported incident to 2 reported incidents in 2017, which indicates that reported murders for Lepelle-Nkumpi Local Municipality was at the lower end of the range, giving it a rank of 3. Amongst the District Locals, Molemole had the most murders reported while Blouberg had the least murders reported.

The District Locals' reported murder growth rates ranged between about -7,96% and 12,85% between 2013 and 2017, which indicates that reported murder rate for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Molemole had the highest murder rate per 10 000 population while Blouberg had the lowest murder rate.

Table 26 provides a summary for the crime statistics discussed above for Lepelle-Nkumpi and its District Locals. The table also provides a ranking for Lepelle-Nkumpi relative to its District Locals.

**Table 26: Crime Overview for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
No. of crimes reported	2	253	128	417	304
Crimes reported growth rate	3	6,45%	9,42%	3,44%	4,05%
No. of murders reported	3	2	1	2	2
No. of murders reported growth rate	2	4,91%	-7,96%	12,85%	7,80%

SOURCE: (QUANTEC, 2018)

Table 27 shows the types of crimes for 2015 to 2017. The table includes the number of crimes per type of crime as well as the percentage thereof of serious crimes. The table shows that the three most recurring crimes in the Municipality over the aforementioned period include other theft (theft not related to the categories used in the table), drug related crimes and burglary at residential premises respectively.



Table 27: Types of Crime Incidences within Lepelle-Nkumpi Local Municipality (2015 – 2017)

	Number of Crimes			Percentage of Serious Crimes		
	2015	2016	2017	2015	2016	2017
Serious Crimes	5 000	5 250	5 229			
Murder	36	43	45	0,72%	0,82%	0,86%
Sexual Offences	186	181	169	3,71%	3,45%	3,23%
Attempted Murder	28	37	34	0,56%	0,71%	0,65%
Assault with The Intent to Inflict Bodily Harm	533	668	536	10,65%	12,73%	10,26%
Common Assault	303	293	249	6,07%	5,58%	4,76%
Common Robbery	145	146	131	2,89%	2,77%	2,51%
Robbery with Aggravating Circumstances	273	341	257	5,46%	6,49%	4,92%
Arson	13	20	11	0,26%	0,38%	0,22%
Malicious Damage to Property	332	326	292	6,64%	6,21%	5,57%
Burglary at Residential Premises	604	679	569	12,08%	12,93%	10,88%
Burglary at Non-Residential Premises	272	341	275	5,44%	6,50%	5,27%
Theft of Motor Vehicle and Motor Cycle	26	28	41	0,53%	0,53%	0,79%
Theft Out of Or from Motor Vehicle	104	120	137	2,08%	2,29%	2,63%
Stock Theft	132	105	134	2,63%	2,01%	2,57%
All Theft Not Mentioned Elsewhere	798	806	804	15,96%	15,35%	15,38%
Commercial Crime	93	87	111	1,85%	1,66%	2,13%
Shoplifting	175	128	136	3,49%	2,44%	2,60%
Illegal Possession of Firearms and Ammunition	20	15	14	0,39%	0,28%	0,27%
Drug Related Crime	733	639	923	14,66%	12,16%	17,66%
Driving Under the Influence of Alcohol or Drugs	149	247	312	2,98%	4,70%	5,96%
Sexual Offences Detected as A Result of Police Action	48	1	47	0,96%	0,02%	0,90%

SOURCE: (QUANTEC, 2018)

Table 28 provides the four police stations in Lepelle-Nkumpi Local Municipality as well as the contact details.

Table 28: SAPS Station Name and Contact Details

Name of Police Station	Location of Station	Contact Details
<b>Zebediela Police Station</b>	R518 Road, Zebediela, 0628	Phone: 015 642 1500 Fax: 015 642 1515 Email: <a href="mailto:Lim.zebediela.sc@saps.gov.za">Lim.zebediela.sc@saps.gov.za</a>
<b>Magatle Police Station</b>	Magatle Village, Magatle, 0631	Phone: 015 633 8300 Fax: 015 633 8316 Email: <a href="mailto:lim.magatle.unif@saps.gov.za">lim.magatle.unif@saps.gov.za</a>
<b>Lebowakgomo Police Station</b>	Stand 37/38, Unit B, Lebowakgomo	Phone: 015 633 1000 Fax: 015 633 1272 Email: <a href="mailto:LEBOWAKGOMOUNIFORM@saps.gov.za">LEBOWAKGOMOUNIFORM@saps.gov.za</a>
<b>Malipsdrift Police Station</b>	Malipsdrift Farm, Malipsdrift	Phone: 015 620 0400, 015 620 0404 Fax: 015 620 0410 Email: <a href="mailto:lim.malipsdrift.cho@saps.gov.za">lim.malipsdrift.cho@saps.gov.za</a>

SOURCE: (SAPS, 2019)

### 3.2.3. Key Findings and Issues

The demographic profile has highlighted several key findings and issues for Lepelle-Nkumpi through the competitive analysis against the local municipalities within the Capricorn District and the spatial analysis of the maps presented:

- Lepelle-Nkumpi had experienced steady growth in its population and household levels between 2013 and 2017, growing respectively at 0,35% and 1,55% annually.
- The population in Lepelle-Nkumpi consists mainly of the working-age population. The Municipality has more females residing in it.
- Dependency ratios have been relatively high with reference to the total dependency and the child dependency ratios.
- There is a need for more school facilities in the Municipality, especially on the eastern side where there are a handful number of facilities. Participation in higher education was low throughout the Municipality.
- Skills development, attraction and retention is crucial in the Municipality as there are several skills gaps which are essential for growth and development of the community as well as the Municipality.
- Health issues prevail in the municipality. There is also a need for health facilities throughout the Municipality.
- Income inequality was at a moderate level given that the Municipality houses mostly low income households with very few high-earning households.
- Crime levels seem to be on the rise compared to District Locals, growing at 6,45% annually between 2013 and 2017.

### 3.3. Infrastructure Profile

The infrastructure profile analyses the infrastructure within Lepelle-Nkumpi, making use of a competitive analysis relative to the other local municipalities within the Capricorn District.

#### 3.3.1. Our Facilities

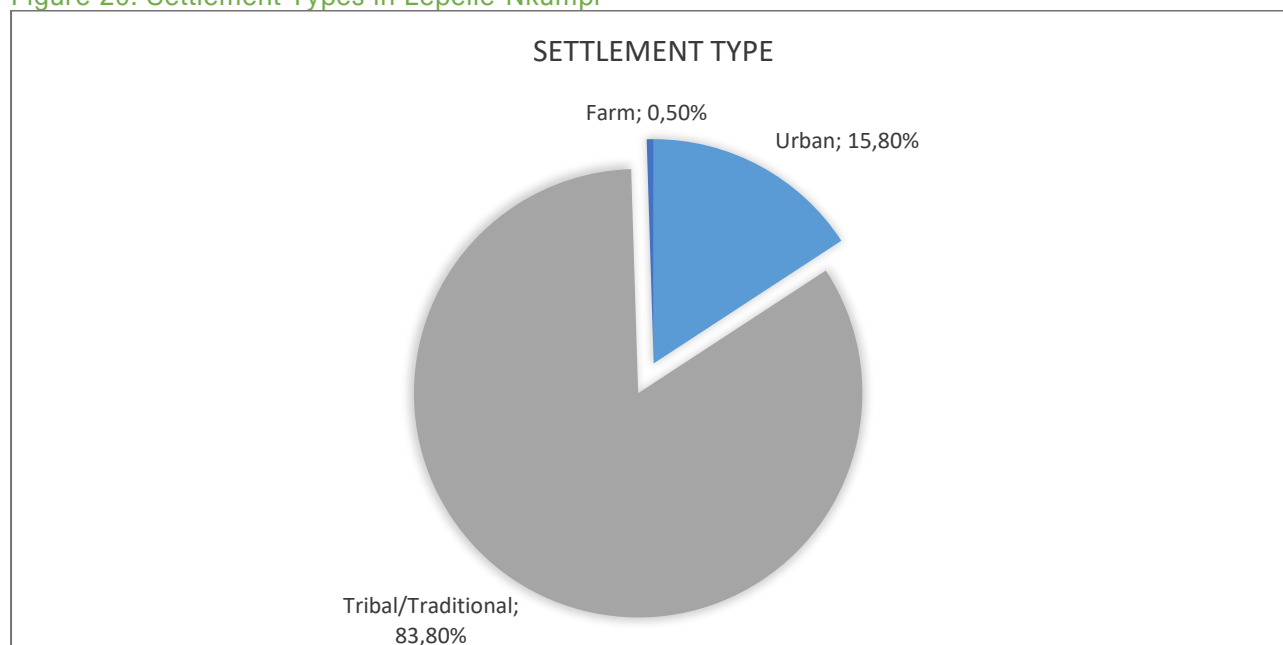
The section will reflect information relating to infrastructure, including access to basic bulk services and the accessibility of the Municipality, amongst other infrastructure-related indicators.

### 3.3.2. Diagnostics

#### 3.3.2.1. Settlement Type

Lepelle-Nkumpi is predominantly a rural municipality with a town footprint in Lebowakgomo. The breakdown of the Municipality is illustrated in Figure 20.

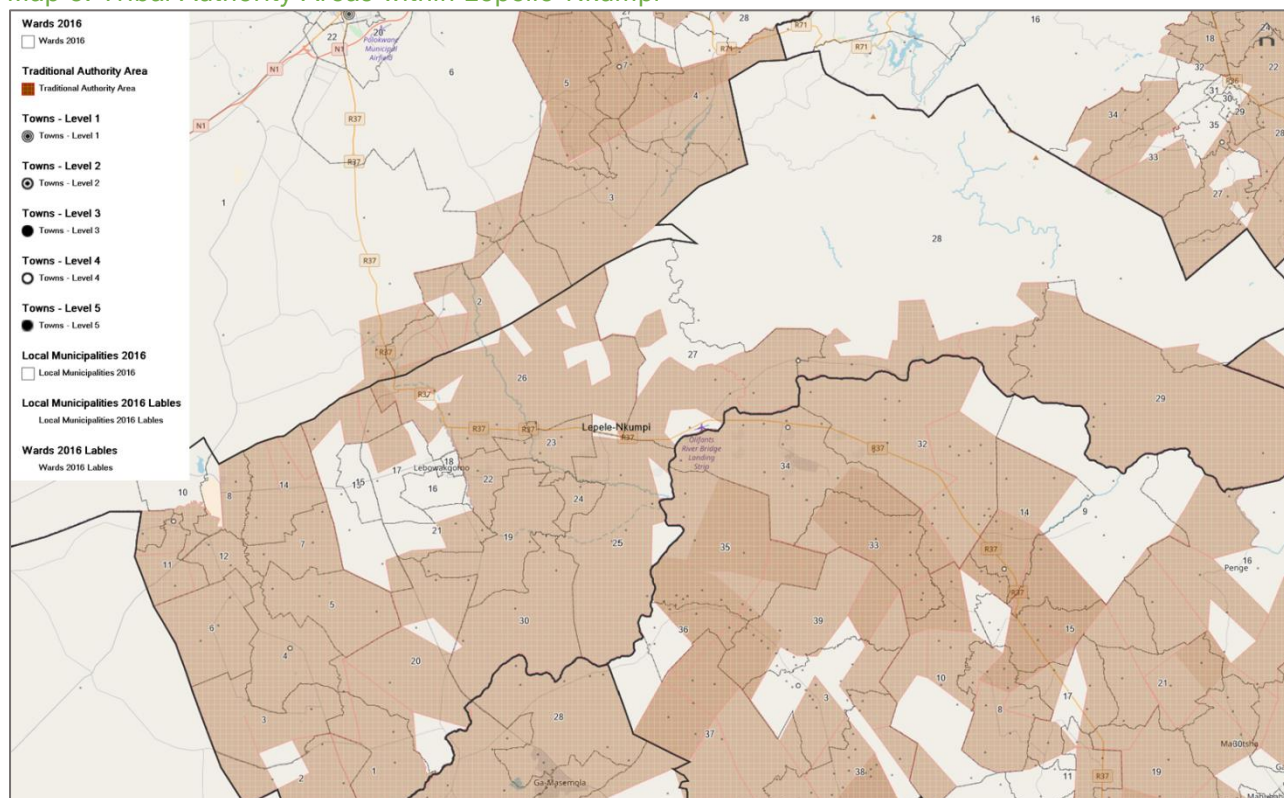
Figure 20: Settlement Types in Lepelle-Nkumpi



SOURCE: (STATISTICS SOUTH AFRICA, 2018)

Map 8 shows the tribal authority areas within the Municipality. As illustrated in the map, a vast majority of the Municipality has the presence of tribal authorities with the exception of the town area around Lebowakgomo and the mountainous area on the eastern side of the Municipality. There are seven traditional leaders in the Municipality who have had a strategic partnership with the Municipality regarding developing the region, and form part of the stakeholders engaged by the Municipality when planning occurs (Lepelle-Nkumpi Local Municipality, 2018).

Map 8: Tribal Authority Areas within Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

### 3.3.2.2. Dwelling Types

Dwelling types can be classified into formal dwellings and informal dwellings. Formal dwellings refer to a structure built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in a backyard, rooms or flatlets elsewhere.

Informal dwellings are makeshift structures not erected according to approved architectural plans, for example shacks or shanties in informal settlements or in backyards.

The dwelling type profile provides a breakdown of the proportion of households who live within formal and informal housing. The dwelling profile of Lepelle-Nkumpi Local Municipality indicates that most of the population live within formal housing. The settlement breakdown for the area was about 96,45% formal and 3,55% informal in 2017 which was an improvement from the findings of the Community Survey 2016 presented in Table 29.

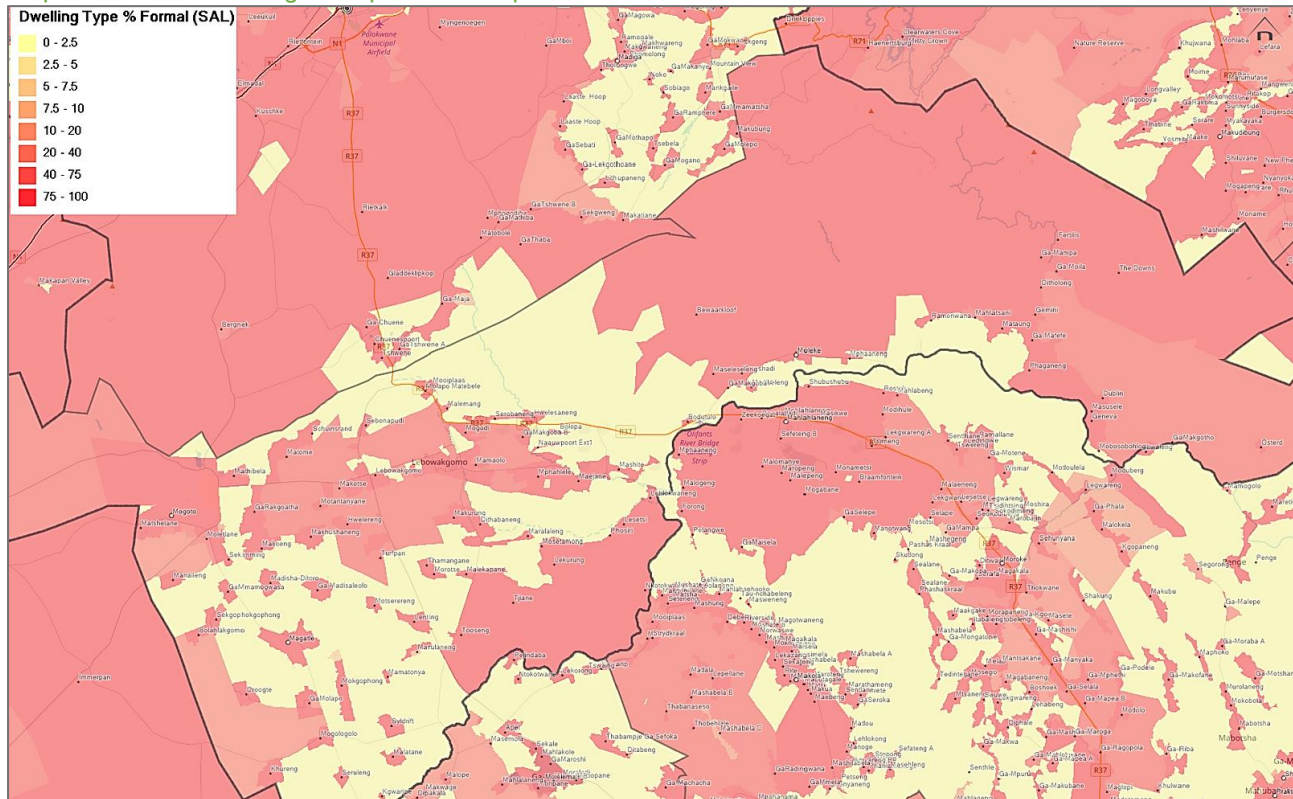
Table 29: Dwelling Types by Community Survey 2016 Categories

Community Survey 2016	Number of Households	Percent of Households
Formal dwelling units	54 762	89%
Traditional dwelling/hut/structure made of traditional mater	2 422	4%
Informal dwelling/shack	2 862	5%
Other	1 258	2%

SOURCE: (STATISTICS SOUTH AFRICA, 2016)

Map 9 spatially illustrates the distribution of formal dwellings within the Municipality. The majority of the Municipality's dwellings were formalised with a few informal dwellings present in the region.

Map 9: Formal Dwelling in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

The District Locals' proportion of households living in formal housing ranged between about 87,81% and 96,48% in 2017, which indicates that the proportion of households living in formal housing for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Molemole had the largest proportion of households living in formal housing, while Polokwane had the lowest proportion of households living in formal housing.

The District Locals' proportion of households living in informal housing ranged between about 3,52% and 12,19% in 2017, which indicates that the proportion of households living in informal housing for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2. Amongst the District Locals, Polokwane had the largest proportion of households living in informal housing, while Molemole had the lowest proportion of households living in informal housing.

Table 30 summarises the dwelling type information for Lepelle-Nkumpi and its District Locals, and also provides a rank for the Municipality relative to its District Locals.



Table 30: Dwelling Types for Lepelle-Nkumpi and District Locals

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Formal Dwelling	2	96,45%	93,93%	96,48%	87,81%
Informal Dwelling	2	3,55%	6,07%	3,52%	12,19%

SOURCE: (QUANTEC, 2018)

Table 31 illustrates the dwelling types in the Municipality for 2017. As seen in the table, the majority of dwellings were house or brick structure which made up 92.43% of dwellings.

Table 31: Dwelling Types in Lepelle-Nkumpi (2017)

Dwelling Type	2017
House or brick structure on a separate stand or yard	92,43%
Traditional dwelling/hut/structure made of traditional materials	2,70%
Flat in a block of flats	0,20%
Town/cluster/semi-detached house (simplex, duplex or triplex)	0,26%
House/flat/room, in backyard	0,87%
Informal dwelling/shack, in backyard	1,40%
Informal dwelling/shack, NOT in backyard, e.g. in an informal/squatter settlement	1,32%
Room/flatlet not in backyard but on a shared property	0,55%
Other/unspecified/NA	0,28%

SOURCE: (QUANTEC, 2018)

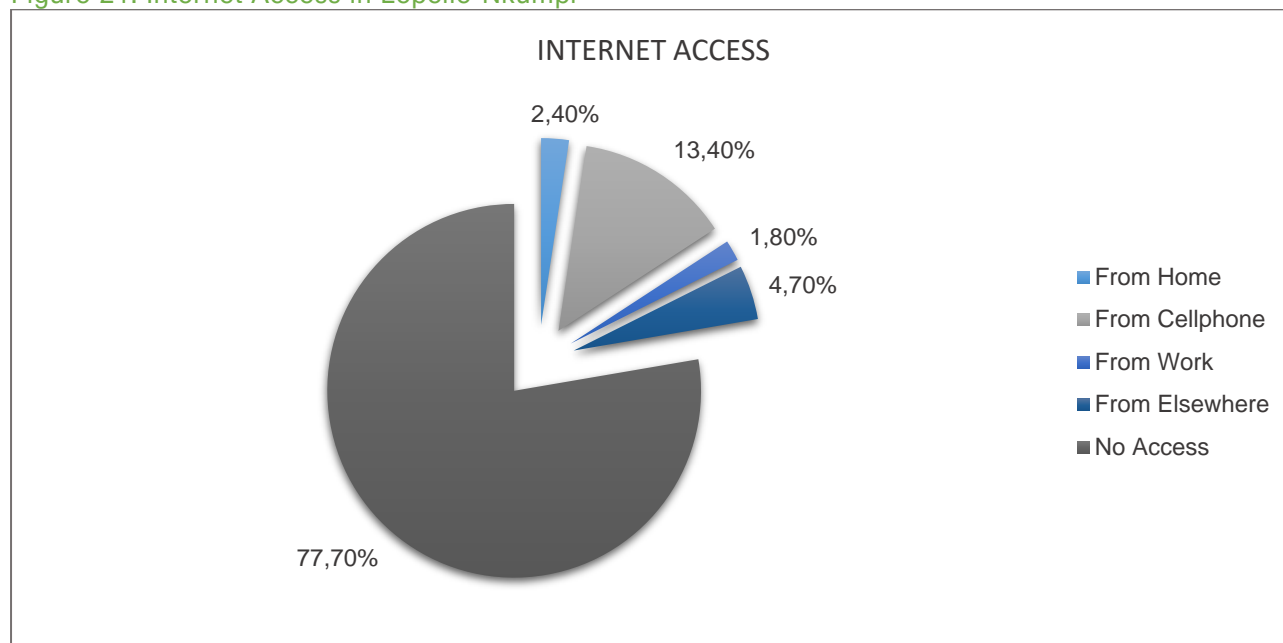
### 3.3.2.3. Accessibility and Networks

Lepelle-Nkumpi has limited road network as many roads in the Municipality are untarred, with the main roads being tarred but suffering from maintenance challenges. The limited road network indicates that accessibility in the Municipality is partially restricted with most of the eastern side having almost no accessibility due to the mountainous nature of the eastern region.

Public transportation is provided in the Municipality in the form of taxis and buses. It should be noted that the frequency of movement of public transportation is severely low, leading many people in the Municipality to resort to walking or cycling over long distances even on the main road. There is, therefore, a need for pedestrian walkways as well as cycling lanes along with fencings to accommodate for people who do not necessarily make use of public transportation. The taxis and buses also need a demarcated area for parking as many of these vehicles park on the sides of the road when not operational.

Internet accessibility is restricted in the Municipality with low strength in network reception. Figure 21 shows access to internet in the Municipality.

Figure 21: Internet Access in Lepelle-Nkumpi



SOURCE: (STATISTICS SOUTH AFRICA, 2018)

There are several service provider network towers around the Municipality as shown in the maps below, but very few within the Municipality even though most service providers show that there was some coverage in the Municipality.

It should be highlighted that there were no towers designated for the Telkom network around the region. Telkom users can, however, roam on the MTN network, which implies additional costs for the use of another network's coverage.

The Communication Strategy for the Municipality states that there was communication with the Independent Communication Authority of South Africa (ICASA) to assist in receiving better network coverage from network providers (Lepelle-Nkumpi Local Municipality, 2016).

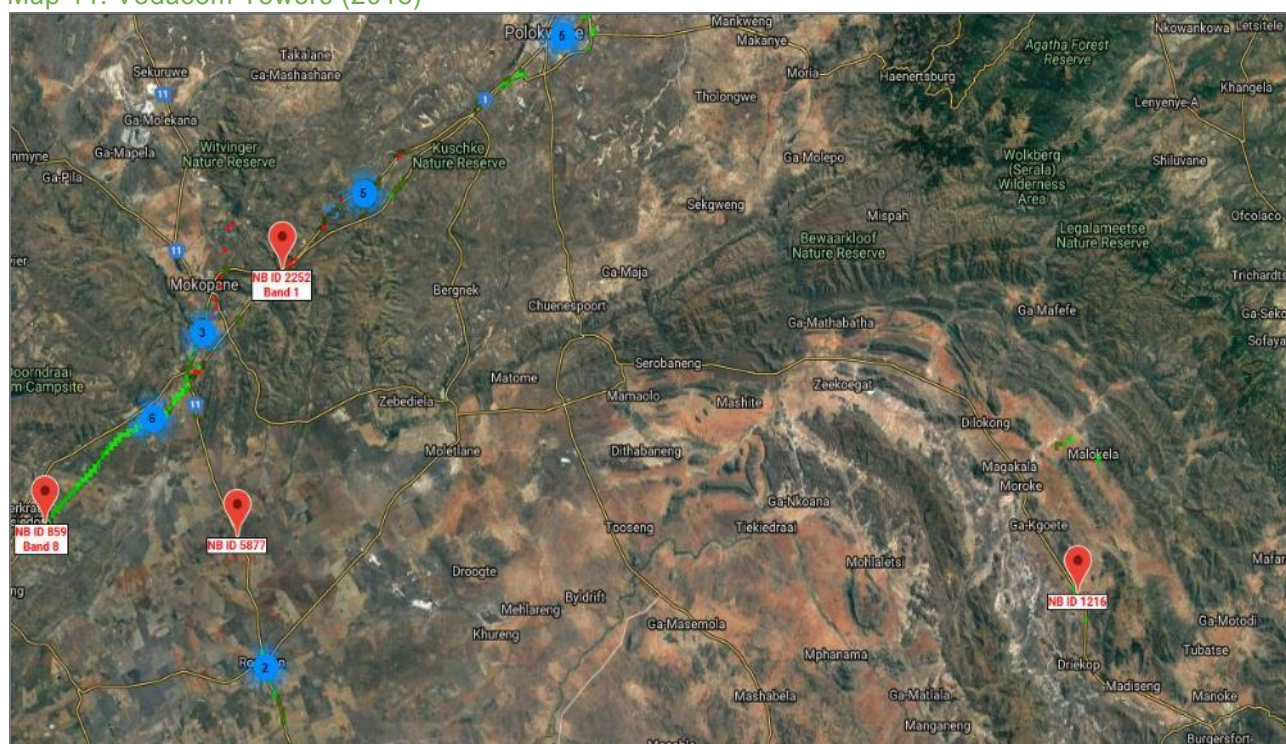


Map 10: MTN Towers (2018)



SOURCE: (CELL MAPPER, 2018)

Map 11: Vodacom Towers (2018)



SOURCE: (CELL MAPPER, 2018)



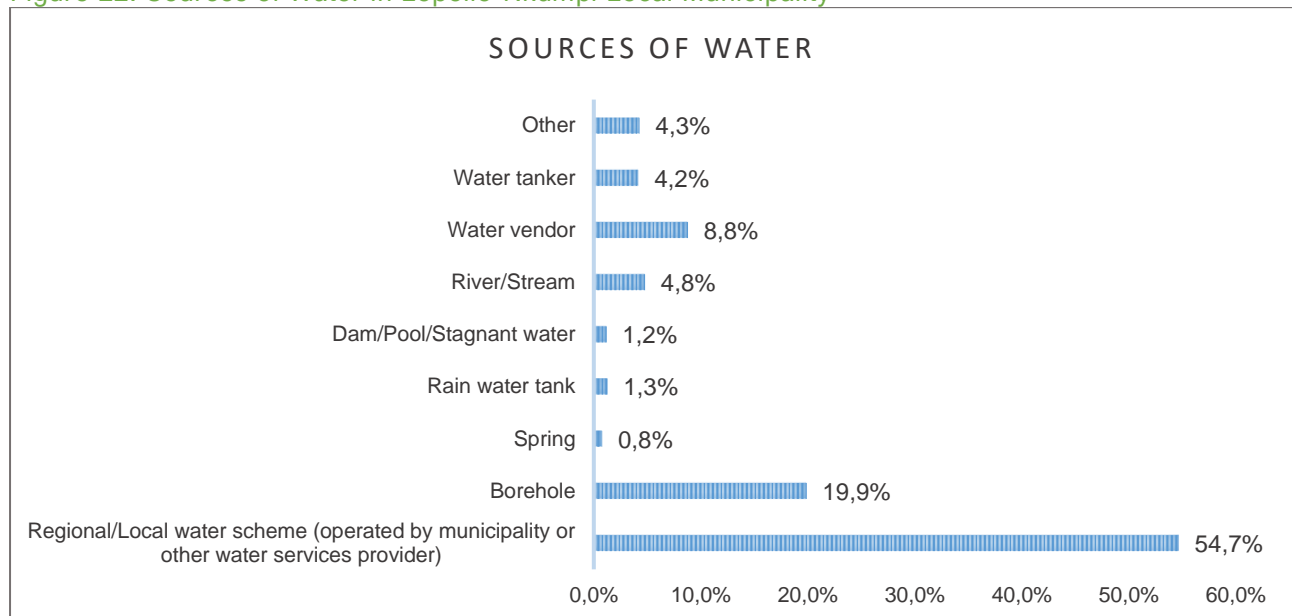
The maps shows that cellphone towers were predominantly on the periphery of Lepelle-Nkumpi Local Municipality, noting that some were in the Municipality. These maps indicate that there is a need to have cellphone towers installed throughout the Municipality to increase network reception over all networks, which will prove beneficial for both the community and the business enterprises within the Municipality.

- The reception for the MTN network (LTE) covers most of the Municipality with an exception of the north-eastern regions around the Mafefe area where there is limited 2G and 3G reception (MTN, 2019).
- The reception for Telkom is limited to 2G and 3G roaming on MTN in the same areas as MTN (Telkom, 2019).
- Vodacom offers 2G and 3G mobile coverage throughout the Municipality but lacks coverage in the mountainous areas of the Municipality. There are also several coverage gaps throughout the Municipality (Vodacom, 2019).
- Cell C mobile coverage extends to LTE advanced for most areas with exception for the north-eastern regions but also has several coverage gaps on the south and south-eastern areas. Most of the Municipality has access to 2G and 3G with an exception of the areas around the Bewaarkloof Nature Reserve (Cell C, 2019).

### 3.3.2.4. Access to Water

Access to water is a basic service that municipalities provide to residents and refers to piped water in the yard as well as piped water inside dwellings. Water provision in Lepelle-Nkumpi Local Municipality is primarily a Capricorn District function where the District had supplied about 54,7% of the water in Lepelle-Nkumpi in 2011 as shown in Figure 22. Boreholes were also a key source of water in Lepelle-Nkumpi and catered for about 20% of the water used in the Municipality. The aforementioned sources of water are prevalent to the present day in the Municipality. It should also be noted that the delivery of services was not standardised for the regions within the Municipality depending on other factors such as the type of settlement and whether the communities can afford these services (Lepelle-Nkumpi Municipality, 2013).

Figure 22: Sources of Water in Lepelle-Nkumpi Local Municipality



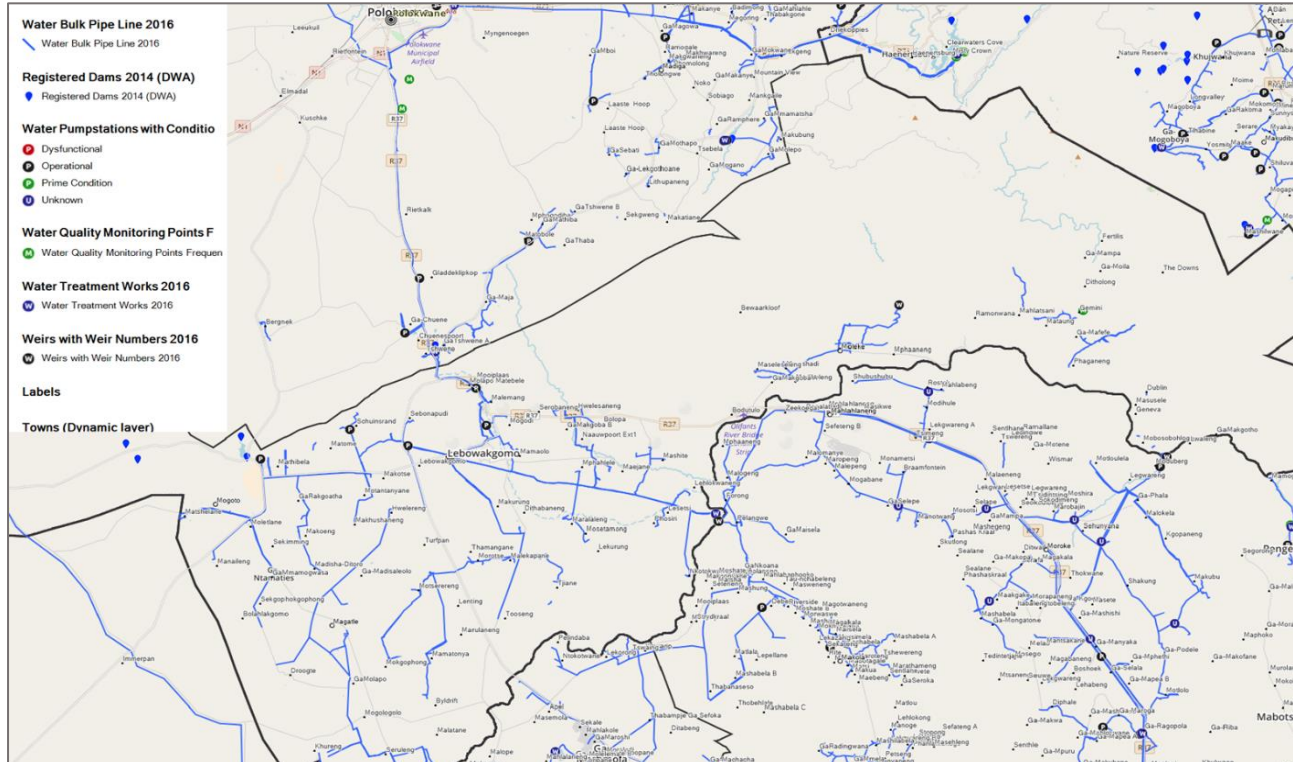
SOURCE: (STATISTICS SOUTH AFRICA, 2018)

Map 13 spatially illustrates the water pump stations and water supply lines in the Municipality in 2016. The map shows five operational water pump stations towards the north-western side of Lepelle-Nkumpi. A key observation was that there were no water pump stations on the eastern side of the Municipality, thereby indicating that the distribution of regionally supplied water to the eastern side was a challenge given a lack of water infrastructure to distribute the water.

Map 14 spatially illustrates water reservoirs in Lepelle-Nkumpi. The map shows several reservoirs distributed around the Municipality, with the majority of the reservoirs located on the western side of the Municipality. There are several reservoirs on the eastern side of the Municipality that serve as the primary water source for communities in the mountainous eastern region of the Municipality.

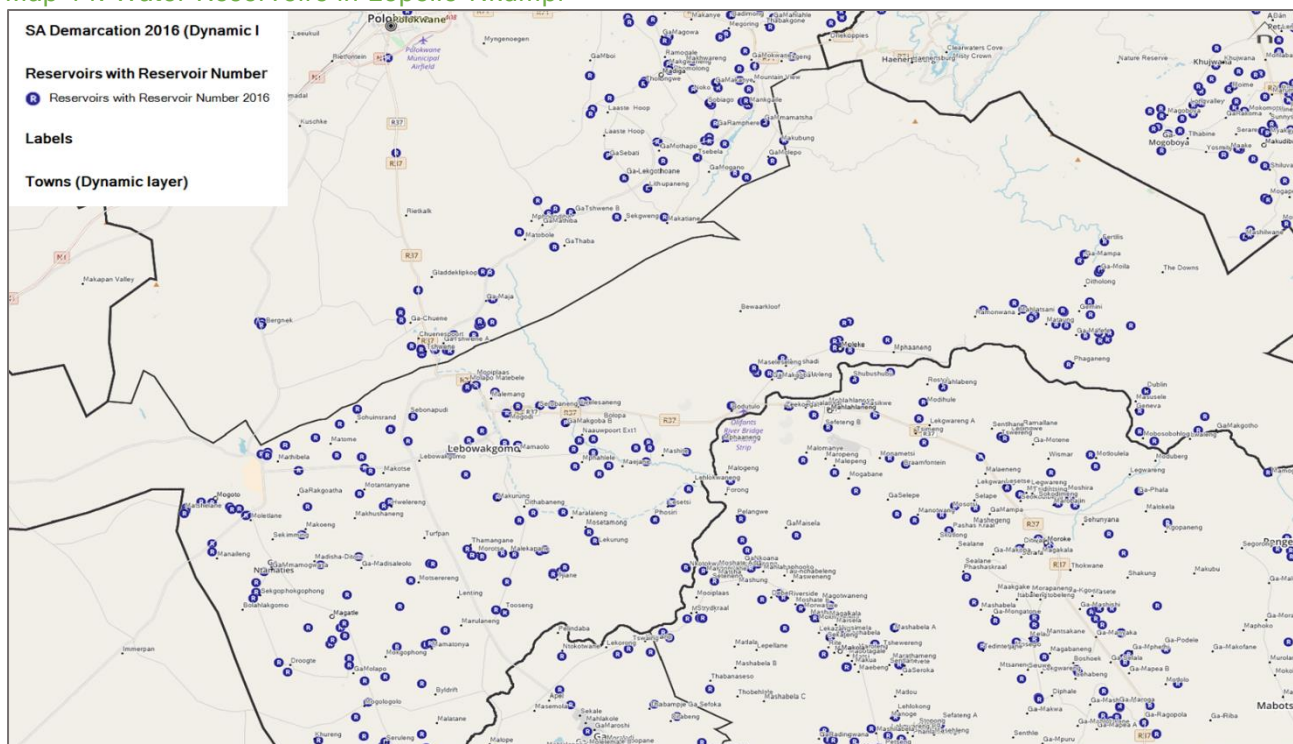


Map 13: Water Pump Stations and Bulk Pipelines in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

Map 14: Water Reservoirs in Lepelle-Nkumpi



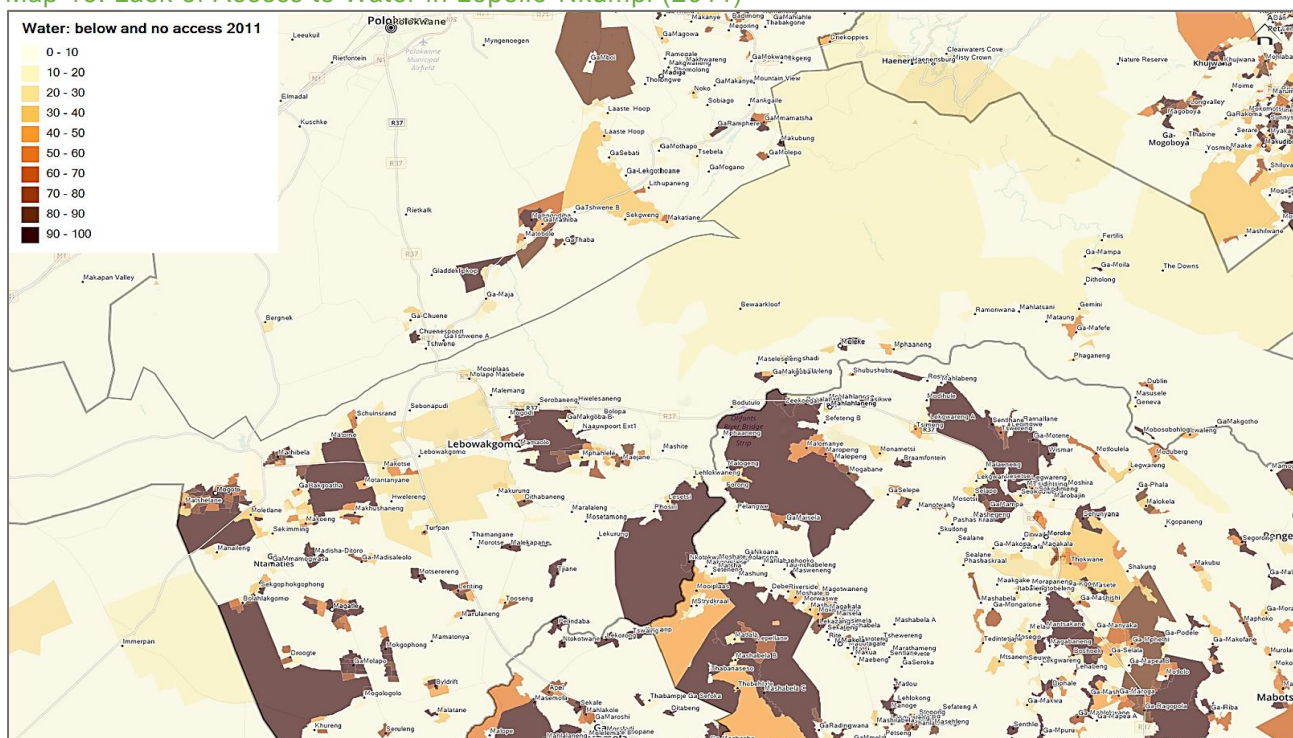
SOURCE: (MAPABLE®, 2018)

The number of households with access to water in Lepelle-Nkumpi Local Municipality increased from about 38 912 households in 2013 to about 42 409 households in 2017, growing at a rate of about 2,17% annually. The proportion of households with access to water in Lepelle-Nkumpi Local Municipality increased from about 65,70% of households in 2013 to about 67,33% of households in 2017 at an annual growth rate of about 0,62%.

The Olifantspoort Water Treatment Plant, operated by Lepelle Northern Water, plays a strategic role in water treatment and supply in Lepelle-Nkumpi Local Municipality. The facility was attacked by community members following a protest against poor internal water supply in February 2018. Due to the protest, the facility closed its doors and paused operations that impacted reservoir water levels alarmingly low. Police intervention was necessary to restore operations at the plant (Viljoen, 2018). The water treatment plant is currently operating at full capacity.

Map 15 spatially illustrated areas that lacked water access in 2011. The map shows that several areas on the western side had water provision challenges. There were several backlogs of households that did not have access to adequate water throughout the Municipality (Lepelle-Nkumpi Municipality, 2013).

Map 15: Lack of Access to Water in Lepelle-Nkumpi (2011)



SOURCE: (MAPABLE®, 2018)

The number of households with access to water in the District Locals' areas ranged from about 22 323 to 163 030 in 2017. This indicates that the number of households with access to water in Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most households with access to water, while Molemole had the least households with access to water.

The proportion of households with access to water in the District Locals' areas ranged from about 65,68% to 87,86% in 2017. This indicates that the proportion of households with access to water for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Polokwane had the highest proportion of households with access to water, while Blouberg had the lowest proportion of households with access to water.

It should be noted that Capricorn District Municipality as the authority for water provision received a Blue Drop Score of 70.87% and ranked 62<sup>nd</sup> in the National Log Position based on Blue Drop scores. The District did not achieve the Blue Drop certification which has a minimum requirement of 95% in terms of the score.

Table 32 summarises the information above regarding water access for Lepelle-Nkumpi and the District Locals. The table also shows the ranking for Lepelle-Nkumpi relative to the District Locals.

**Table 32: Access to Water for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Households with access to water	2	42 409	28 682	22 323	163 030
Proportion of households with access to water	3	67,33%	65,68%	68,99%	87,86%

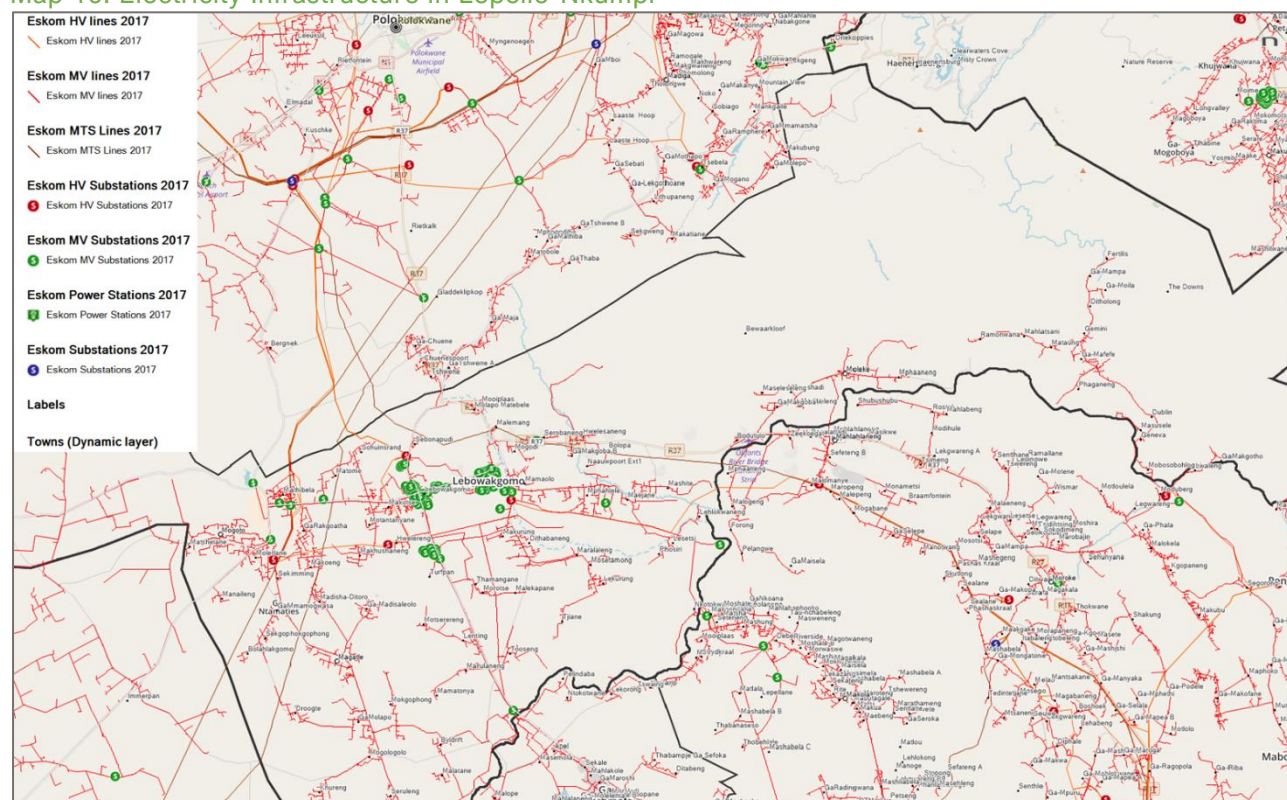
SOURCE: (QUANTEC, 2018)

### 3.3.2.5. Access to Electricity

Electricity is generated and distributed by ESKOM in Lepelle-Nkumpi since the Municipality is not licenced to supply electricity. There were several power and high voltage substations distributed on the western side of Lepelle-Nkumpi as illustrated in Map 16. The map also illustrates that the majority of the western region had access to electricity. Areas that do not have access to electricity use alternative sources such as gas, coal and paraffin (Lepelle-Nkumpi Municipality, 2013).



Map 16: Electricity Infrastructure in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

The number of households with access to electricity in Lepelle-Nkumpi Local Municipality increased from about 52 490 households in 2013 to about 57 341 households in 2017, growing annually at a rate of about 2,23%. The proportion of households with access to electricity in Lepelle-Nkumpi Local Municipality increased from about 88,62% of households in 2013 to about 91,04% of households in 2017 increasing at a rate of about 0,68% annually.

It should be stated that access to electricity saw a decline of about 3,3% between 2016 and 2017 when comparing the 2017 estimates with the outcomes of the 2016 Community Survey (tabulated in Table 33) where access to electricity was about 94%.

Table 33: Access to Electricity based on Community Survey 2016

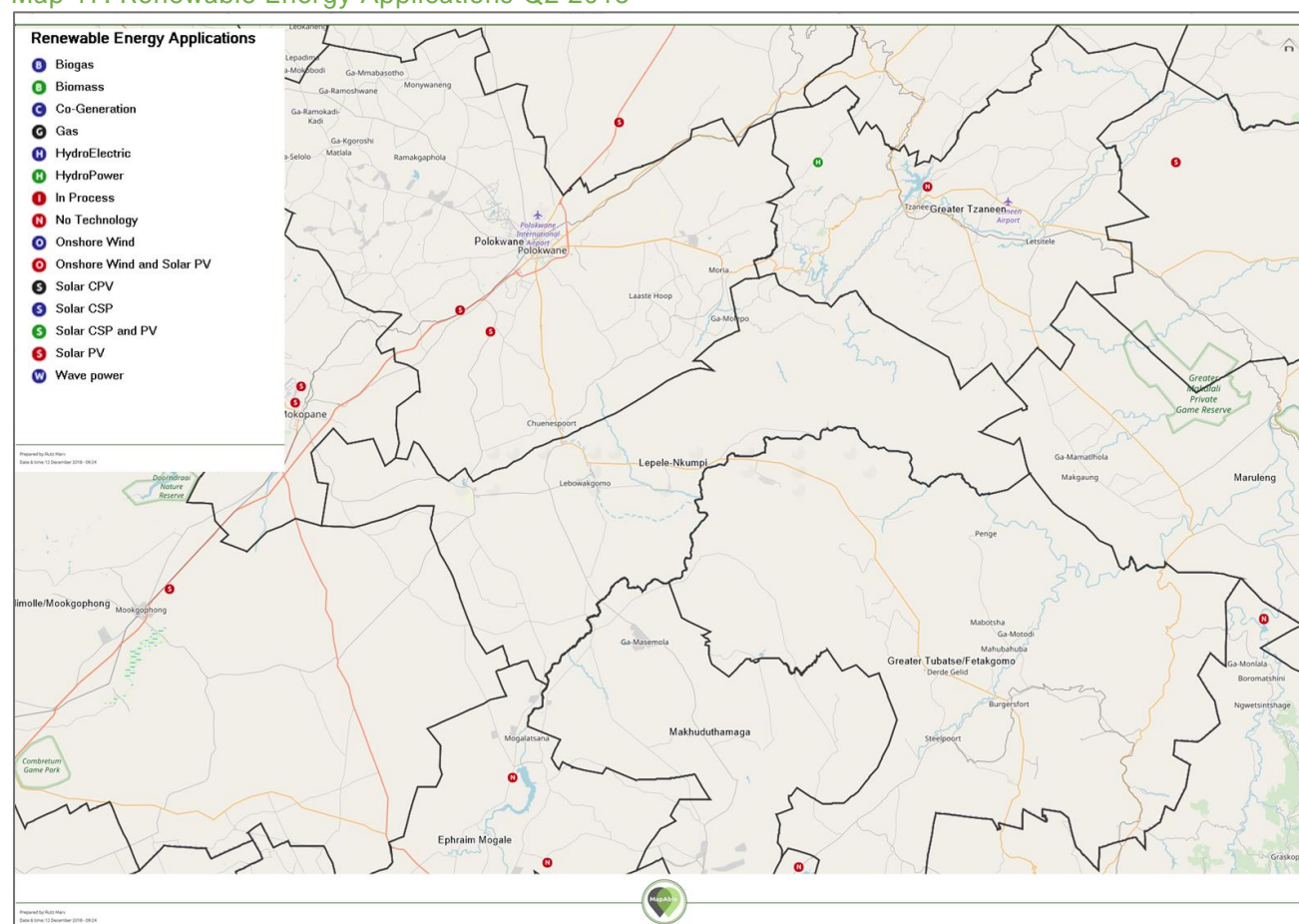
Access to Electricity (2016)	Households	Percentage
Have Access	57 882	94,42%
Lack Access	1 551	2,53%
Unspecified	1 873	3,06%

SOURCE: (STATISTICS SOUTH AFRICA, 2016)

Map 17 shows the renewable energy applications for the second quarter of 2018. The map shows that no applications were made in the Municipality, and that several applications were made in the surrounding areas.



Map 17: Renewable Energy Applications Q2 2018



SOURCE: (MAPABLE®, 2018)

The post-connection extensions backlog was estimated at about 1 261 households (Lepelle-Nkumpi Municipality, 2018).

The number of households with access to electricity in the District Locals' areas ranged from about 30 812 to 152 718 in 2017. This indicates that the number of households with access to electricity for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most households with access to electricity, while Molemole had the least households with access to electricity.

The proportion of households with access to electricity in the District Locals' areas ranged from about 82,30% to 95,22% in 2017. This indicates that the proportion of households with access to electricity in Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Molemole had the highest proportion of households with access to electricity, while Polokwane had the lowest proportion of households with access to electricity.

Table 34 summarises the information above relating to electricity access in Lepelle-Nkumpi and its District Locals for 2017. The table provides a ranking for Lepelle-Nkumpi relative to its District Locals.

Table 34: Access to Electricity for Lepelle-Nkumpi and District Locals

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Households with access to electricity	2	57 341	37 791	30 812	152 718
Proportion of households with access to electricity	2	91,04%	86,54%	95,22%	82,30%

SOURCE: (QUANTEC, 2018)

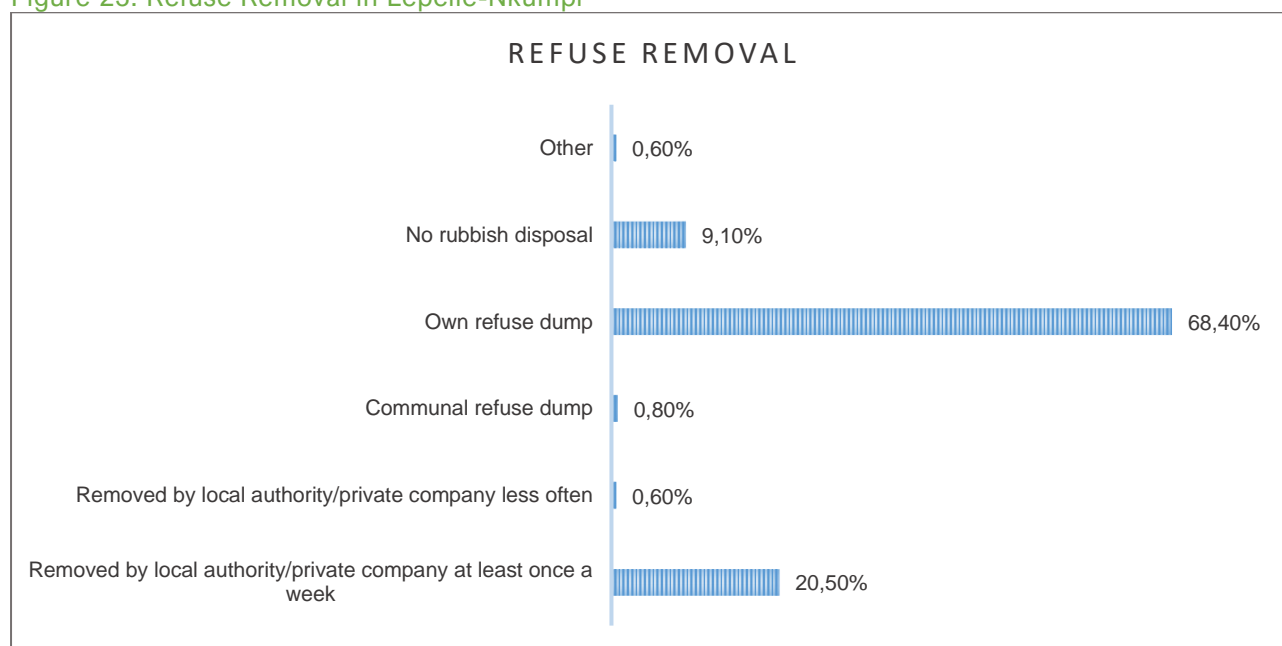
### 3.3.2.6. Access to Refuse Removal

Access to refuse removal is a basic service that municipalities provide to residents where refuse should be removed at least once a week. The Municipality mostly provided refuse removal services around the town area of Lebowakgomo, with challenges of provision of refuse removal for more than 70% of households in the Municipality (Lepelle-Nkumpi Municipality, 2013).

A key issue within the Municipality is illegal dumping due to waste storage facilities being in a poor condition and cannot be emptied at the landfill. Several areas in the Municipality have been highlighted as illegal dumping hotspots, with Lebowakgomo as one of these hotspots where the dominant waste observed includes building rubble, paper and garden waste (Lepelle-Nkumpi Local Municipality, 2018).

Figure 23 illustrates the methods of refuse removal used within Lepelle-Nkumpi in 2011. The figure shows that the majority of households dispose of refuse on their own with about 20,50% of households having received refuse removal services from the Municipality, and about 9,1% of households not disposing of their refuse.

Figure 23: Refuse Removal in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

The number of households with access to refuse removal in Lepelle-Nkumpi Local Municipality increased from about 11 871 households in 2013 to about 12 813 households in 2017, at an annual growth rate of about 1,93%. The proportion of households with access to refuse removal in Lepelle-Nkumpi Local Municipality increased from about 20,04% of households in 2013 to about 20,34% of households in 2017 at an annual growth rate of about 0,37%.

The number of households with access to refuse removal in the District Locals' areas ranged from about 1 833 to 81 043 in 2017. This indicates that the number of households with access to refuse removal in Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most households with access to refuse removal, while Molemole had the least households with access to refuse removal.

The proportion of households with access to refuse removal in the District Locals' areas ranged from about 5,67% to 43,68% in 2017. This indicates that the proportion of households with access to refuse removal in Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the highest proportion of households with access to refuse removal, while Molemole had the lowest proportion of households with access to refuse removal.

Map 18 highlights areas within Lepelle-Nkumpi that lack access to refuse removal. As seen in the map, a vast percentage of the Municipality lacks refuse removal services.

Map 18: Lack of Access to Refuse Removal in Lepelle-Nkumpi (2011)



SOURCE: (MAPABLE®, 2018)

The Municipality has landfill sites in Lebowakgomo where the dumpsites in Lebowakgomo A and Lebowakgomo B are closed and need rehabilitation. There is also the waste disposal site, recycling facility and recycling centre in Lebowakgomo (Lepelle-Nkumpi Municipality, 2018).

Table 35 summarises the information above for Lepelle-Nkumpi and its District Locals. The table also provides a ranking for Lepelle-Nkumpi relative to its District Locals. The Municipality aims to increase the proportion of households with access to refuse removal to at least 25% in the short-term, which will be an increase of close to 3 000 households. The Municipality aims to expand and sustain the expansion of waste collection services in the long-run.

**Table 35: Access to Refuse Removal for Lepelle-Nkumpi and District Locals**

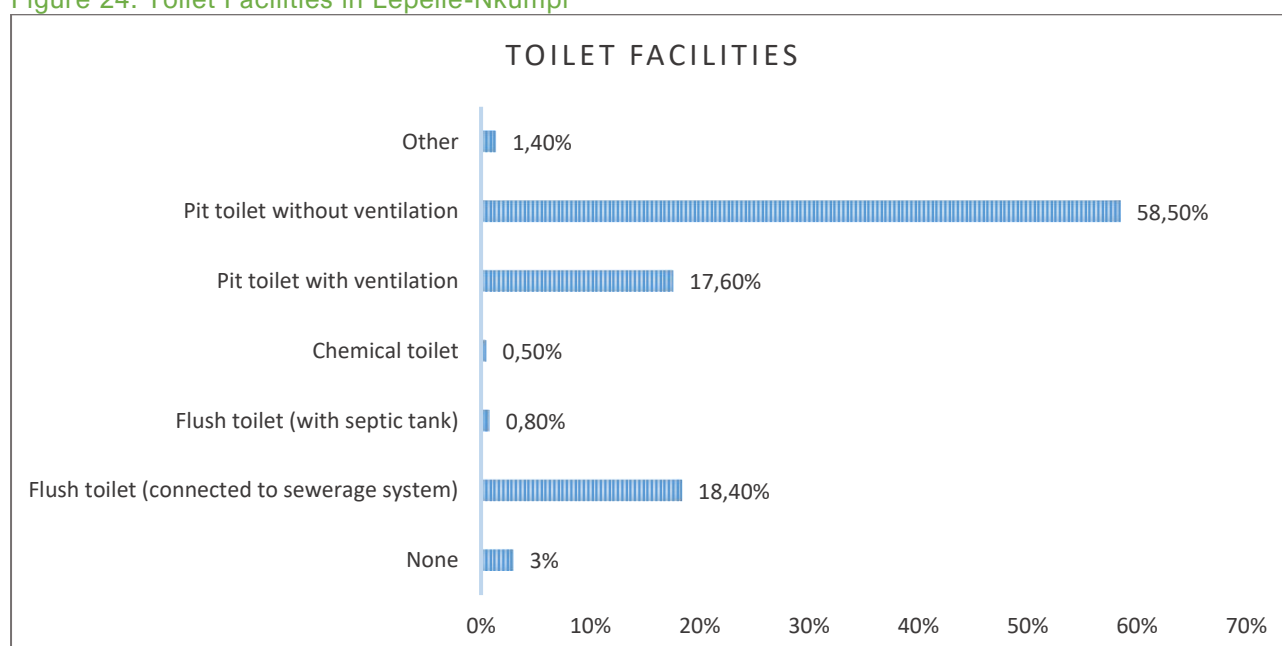
2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Households with access to refuse removal	2	12 813	8 783	1 833	81 043
Proportion of households with access to refuse removal	2	20,34%	20,11%	5,67%	43,68%

SOURCE: (QUANTEC, 2018)

### 3.3.2.7. Access to Sanitation

Access to sanitation is a basic service that municipalities provide to its residents and refers to flush and chemical toilet facilities. About 20% of households had access to sanitation in 2011 as illustrated in Figure 24 by the summation of the “flush toilet” and “chemical toilet” categories. The primary toilet facility in 2011 was pit toilets without ventilation which made up close to 60% of toilet facilities used in Lepelle-Nkumpi.

**Figure 24: Toilet Facilities in Lepelle-Nkumpi**



SOURCE: (STATISTICS SOUTH AFRICA, 2018)



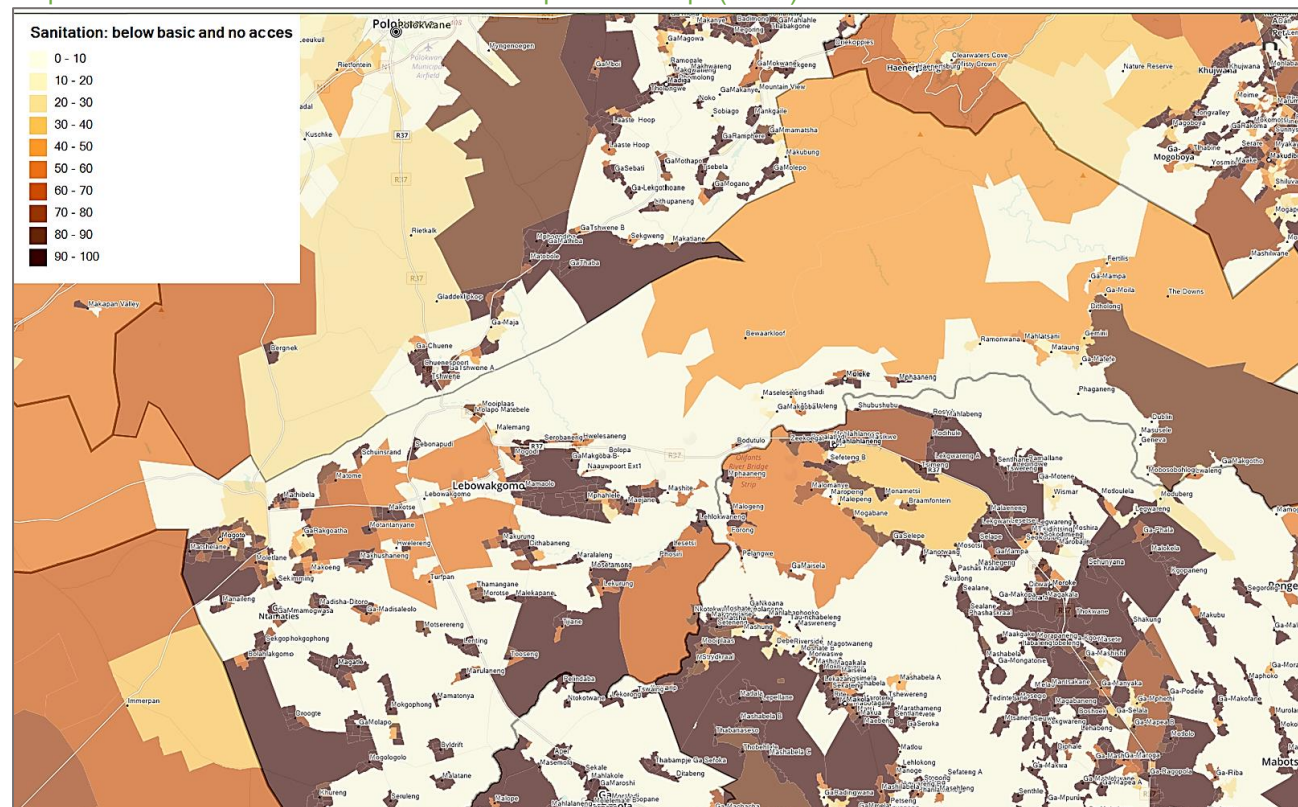
The number of households with access to sanitation in Lepelle-Nkumpi Local Municipality increased from about 11 252 households in 2013 to about 12 033 households in 2017, at an annual growth rate of about 1,69%. The proportion of households with access to sanitation in Lepelle-Nkumpi Local Municipality increased from about 19,00% of households in 2013 to about 19,10% of households in 2017 at an annual growth rate of about 0,14%.

The number of households with access to sanitation in the District Locals' areas ranged from about 3 267 to 79 483 in 2017. This indicates that the number of households with access to sanitation for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most households with access to sanitation, while Blouberg had the least households with access to sanitation.

The proportion of households with access to sanitation in the District Locals' areas ranged from about 7,48% to 42,84% in 2017. This indicates that the proportion of households with access to sanitation for Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the highest proportion of households with access to sanitation, while Blouberg had the lowest proportion of households with access to sanitation.

Map 19 illustrates areas that lacked access to sanitation as provided by the Municipality in 2011. The map shows that most of the Municipality needed these services, and the rural areas of the municipality were the most neglected with the provision of access to sanitation.

Map 19: Lack of Access to Sanitation in Lepelle-Nkumpi (2011)



SOURCE: (MAPABLE®, 2018)

Table 36 summarises the information above for Lepelle-Nkumpi and its District Locals. The table provides a ranking for Lepelle-Nkumpi relative to its District Locals.

**Table 36: Access to Sanitation for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Households with access to sanitation	2	12 033	3 267	4 991	79 483
Proportion of households with access to sanitation	2	19,10%	7,48%	15,42%	42,84%

SOURCE: (QUANTEC, 2018)

### 3.3.2.8. Access to Phone Facilities

Access to telephone facilities refers to the accessibility to communication services that connect residents. The number of households with access to a telephone in Lepelle-Nkumpi Local Municipality increased from about 47 671 households in 2013 to about 53 613 households in 2017, at an annual growth rate of about 2,98%. The proportion of households with access to a telephone in Lepelle-Nkumpi Local Municipality increased from about 80,48% of households in 2013 to about 85,12% of households in 2017 at an annual growth rate of about 1,41%.

The number of households with access to a telephone in the District Locals' areas ranged from about 27 887 to 168 340 in 2017. This indicates that the number of households with access to a telephone in Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most households with access to a telephone, while Molemole had the least households with access to a telephone.

The proportion of households with access to a telephone in the District Locals' areas ranged from about 80,49% to 90,72% in 2017. This indicates that the proportion of households with access to a telephone Lepelle-Nkumpi Local Municipality was at the upper end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Polokwane had the highest proportion of households with access to a telephone, while Blouberg had the lowest proportion of households with access to a telephone.

Table 37 summarises the information above relating to access to bulk services and phone access for Lepelle-Nkumpi and its District Locals. The table also provides a rank for Lepelle-Nkumpi relative to the District Locals.

**Table 37: Access to Bulk Services and Phone for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Households with access to water	2	42 409	28 682	22 323	163 030
Proportion of households with access to water	3	67,33%	65,68%	68,99%	87,86%
Households with access to sanitation	2	12 033	3 267	4 991	79 483

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Proportion of households with access to sanitation	2	19,10%	7,48%	15,42%	42,84%
Households with access to refuse removal	2	12 813	8 783	1 833	81 043
Proportion of households with access to refuse removal	2	20,34%	20,11%	5,67%	43,68%
Households with access to electricity	2	57 341	37 791	30 812	152 718
Proportion of households with access to electricity	2	91,04%	86,54%	95,22%	82,30%
Households with access to phone	2	53 613	35 151	27 887	168 340
Proportion of households with access to phone	3	85,12%	80,49%	86,18%	90,72%

SOURCE: (QUANTEC, 2018)

### 3.3.2.9. Roads and Storm Water

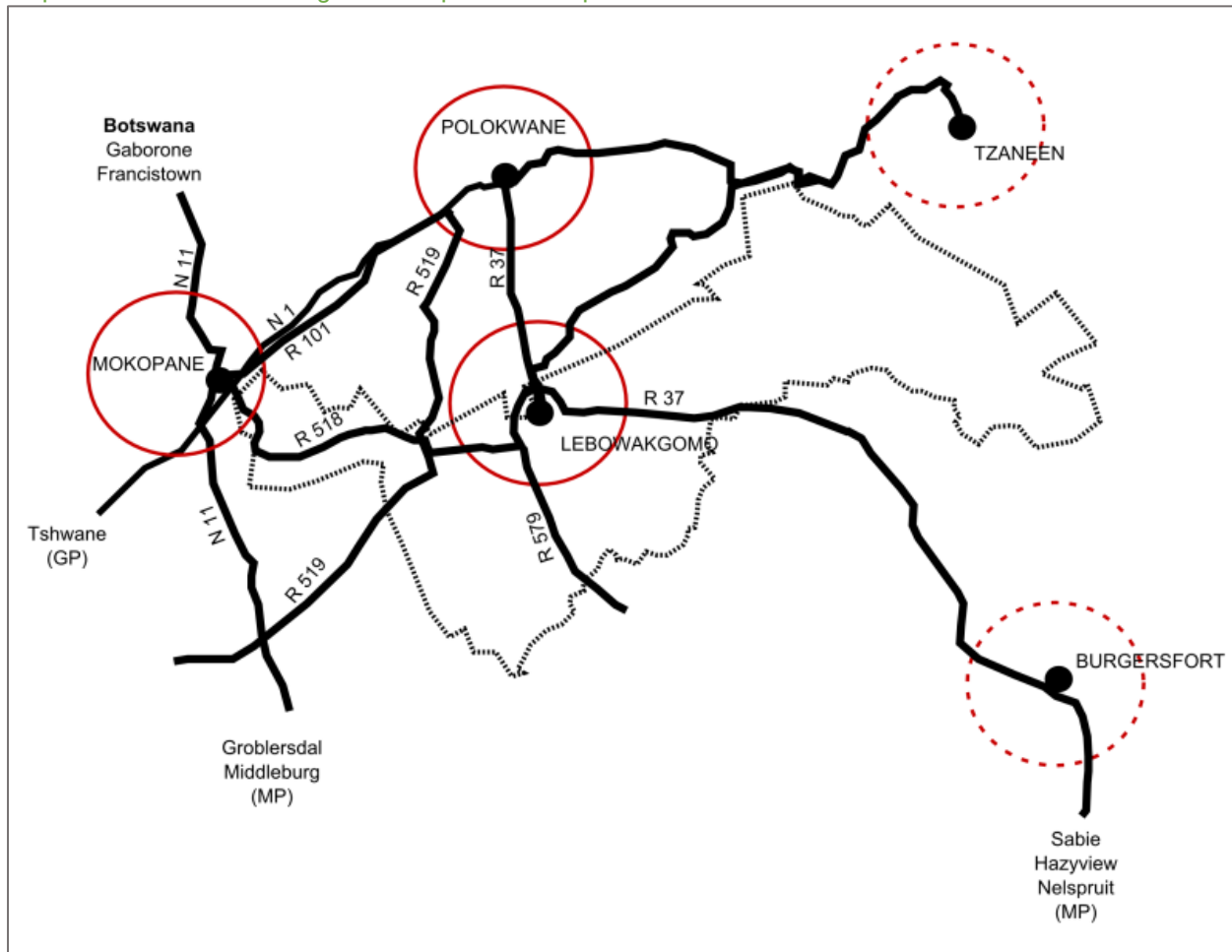
The maintenance of roads and management of stormwater plays a vital role in the sustainability of the Municipality and essential for controlling environmental impacts. Infrastructure development pertaining to roads as well as stormwater management is crucial for the long-term growth of the Municipality.

Lepelle-Nkumpi has a dire need for tarring of roads to unlock accessibility throughout the Municipality. The main roads are tarred but require maintenance and repairs to restore the quality of the road as it contributes to congestions of roads. The internal roads need to be tarred to allow better movement within the communities.

According to the Integrated Transport Plan (ITP), the Municipality is a key through-fare to major larger towns and possesses the potential for tourism, forestry and industry development, given the location. The ITP also provides road linkages for the Municipality which have been depicted in Map 20.



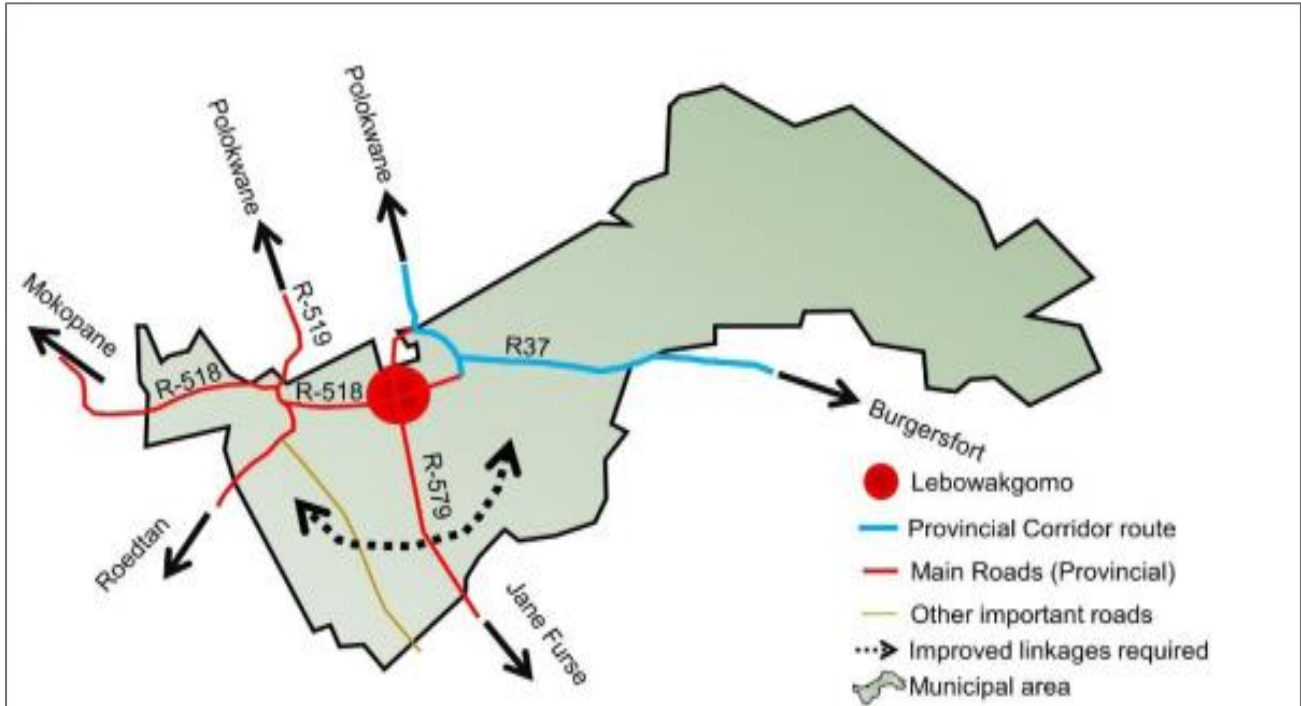
Map 20: Main Road Linkages for Lepelle-Nkumpi



SOURCE: (LEPELLE-NKUMPI LOCAL MUNICIPALITY, 2018)

The ITP has identified that Lepelle-Nkumpi is strategically located within the Provincial Development Corridor, the Dilokong Corridor, which has been marked to support tourism and recreational activities given that significant roads are connected to the Municipality as indicated in Figure 25.

Figure 25: Schematic Illustration of Transport and Movement Route



SOURCE: (LEPELLE-NKUMPI LOCAL MUNICIPALITY, 2018)

The ITP also identified four transport and movement networks (Lepelle-Nkumpi Local Municipality, 2018):

1. **Road Network:** The Municipality requires high mobility road networks as it is within the Provincial Development Corridor since the R37 crosses the municipal area. It also houses the Provincial main roads which pass through the town region of the Municipality, Lebowakgomo.
2. **Rail Network:** The Municipality has inactive railway lines between Zebediela and Mookgopong that may have affected some economic prospects through restricting the opportunities that could materialise from using these railway lanes. The ITP states that there were proposals for the reactivation of these lines to PRASA and Transnet to unlock latent economic opportunities.
3. **Airports and Airfields:** The Municipality houses several private airfields. The Municipality does not have an airport, but there are airports in Polokwane which include the Gateway International Airport and the Polokwane Municipal Airport.
4. **Freight Network and Corridors:** The municipal road networks serve predominantly to transport freight cargo given the strategic location of the Municipality. Most freight is in transit and designated for other areas in the country and abroad. This presents an opportunity of developing freight centres catered for long-haul freight movers.

The majority of the population in Lepelle-Nkumpi are low income earners and rely heavily on public transportation which is mainly minibus taxis. It should be noted that the ITP highlights that the south-west and eastern areas of the Municipality lack formal taxi services and presents a gap which must be addressed. The ITP also includes several modal facilities used within the Municipality, which were summarised in Table 38.

Table 38: Overview of Modal Facilities/Terminals/Locations Visited in Lepelle-Nkumpi

Facility	No. Vehicles	% Vehicles	No. Passengers	% Passengers	No. Routes	% Routes	State
Lebowakgomo-F	369	44%	5 276	46%	30	45%	F
Moletlane "Disco"	108	13%	1 522	13%	12	18%	F
Lebowakgomo Boxer	89	11%	1 157	10%	1	2%	S
Mafefe	21	2%	141	1%	3	5%	I
Mathibela	24	3%	337	3%	1	2%	S
Ga-Mathabatha "Leporogong"	36	4%	428	4%	3	5%	S
Mphahlele Mamaola	8	1%	103	1%	2	3%	S
Mphahlele Seleteng	61	7%	854	7%	3	5%	I
Mphahlele Makurung	26	3%	376	3%	2	3%	I
Mphahlele Mogodi	32	4%	506	4%	2	3%	I
Mphahlele Lenting	30	4%	425	4%	2	3%	I
Mehlareng	42	5%	337	3%	5	8%	I
	846	100%	11 462	100%	66	100%	

SOURCE: (LEPELLE-NKUMPI LOCAL MUNICIPALITY, 2018)

The ITP also identified several issues in the Municipality and their implications on the ITP as given in Table 39.

Table 39: Issues in Lepelle-Nkumpi Local Municipality and the Implications on the ITP

Issue	LITP Implication
Agricultural land conversion process.	Transport networks need to be assessed to explore the extent to which they could enable industry, storage and distribution activities.
Lack of skills and their importance to development.	The transportation implication of this direction implies that the transport plan should serve to reconnect key development zones, and account for strategies and projects that will serve to support their activation.
Topographic limitations in development as a result of biodiversity needs.	In this particular case transport plays a complex role of access to the biodiverse zones, at the same time may enable tourism, and the continuation of traditional uses of such land.
High regional mobility but low municipal access.	This requires integrated transport planning that accounts for villages and town specific travel practices and beckons the planning process to develop unique interventions.

Issue	LITP Implication
Utilisation of Airstrip	Airport may serve as a key mechanism to attract and enable storage, distribution activities at an international scale (i.e. SADC, AGOA Agreement in fresh produce).

SOURCE: (LEPELLE-NKUMPI LOCAL MUNICIPALITY, 2018)

Further details can be found in the ITP regarding detailed analyses of transport movement as well as the projects suggested going forward. The key recommendations identified are also presented in the ITP regarding transport and planning for related projects.

The Roads Master Plan highlighted several areas that needed an immediate intervention, which included the following areas:

- Ga-Mampa
- Kappa
- Matinkane
- Lebowakgomo-A
- Lebowakgomo-B
- Lebowakgomo-S
- Lebowakgomo-R
- Mapatjakeng
- Mathibela
- Matome
- Stannplaas

The key issues identified in these areas, particularly referring to stormwater management, included:

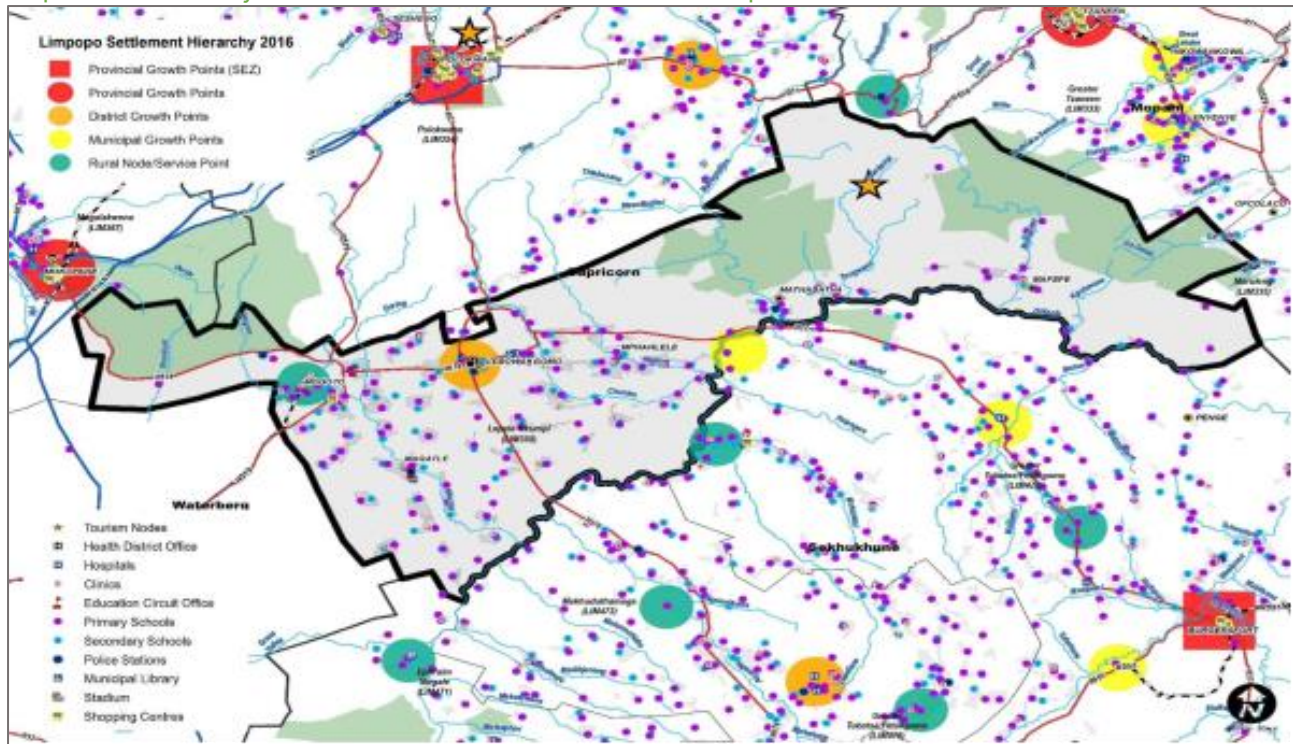
- High levels of soil erosion mainly on untarred roads due to a lack of infrastructure for better stormwater management.
- Several roads had the issue of water accumulation predominantly on untarred internal roads, which is likely the cause of soil erosion. These roads are likely to also be muddy and not in a state for normal vehicles to use.
- Several drains and culverts were blocked and restricted the flow of water, resulting in water accumulation on roads and within parts of the community areas.
- Several kerb inlets were broken with some blocked, restricting water movement and causing water accumulation around the inlets.
- Several roads had clusters of stones which can potentially damage vehicles.
- Certain areas, like the Matinkane area, require the construction of a bridge for access across rivers.
- Blockages are likely caused by extensive littering into drains and kerb inlets or by extensive amounts of soil.
- Several areas had 'home-made' bridges and culverts mostly done by community members.

The infrastructure that was in place had taken damage and needs attention. Further infrastructure development is required especially for stormwater management to ensure that the stormwater does not pose as a hinderer to the sustainable development targets of the Municipality.

### 3.3.2.10. Social Amenities

Map 21 illustrates the spatial distribution of public amenities in the Municipality. As seen in the map, the amenities that feature the most throughout the Municipality are school facilities.

Map 21: Community and Social Amenities within the Municipal Area



SOURCE: (LEPELLE-NKUMPI MUNICIPALITY, 2018)

According to the Environmental Management Plan, the Municipality lacks recreational and sports facilities for public use where the people create their own fields, normally on patches of denudated soil. The self-created fields create dust and tend to make the soil infertile (Lepelle-Nkumpi Local Municipality, 2010). It should also be noted that the stadium located within close proximity to the municipal offices in Lebowakgomo has been in a dilapidated state and it is currently not safe for usage.

The municipality lacks severely in public places for communal use such as public parks and facilities. There is also a lack of spaces for the display of advertisements in most of the Municipality with the exception of the town area of Lebowakgomo.

The Municipality has several funeral parlours, of which several are visible while using the main road. There are also cemeteries distributed within the Municipality. However, there are no facilities relating to the accommodation, care and burial of animals.

The Municipality has several post offices which include and not limited to:

- Groothoek Post Office
- Koringpunt Post Office
- Chuenespoort Post Office
- Mphahlele Post Office
- Atok Post Office
- Maja Post Office
- Apel Post Office



The Municipality also has the Lebowakgomo, Moletlane and Seleteng Softball Diamonds.

### 3.3.3. Key Findings and Issues

The infrastructure profile has highlighted several key findings and issues for Lepelle-Nkumpi through the competitive analysis against the local municipalities within the Capricorn District and the spatial analysis of the maps presented:

- The Municipality is predominantly rural with a dominant presence of tribal authorities.
- Most dwellings are formalised in the Municipality, with less than 5% being informal dwellings.
- Road accessibility is a major challenge in Lepelle-Nkumpi where mostly the main roads are tarred. Accessibility to the eastern side is the biggest challenge in terms of roads as a regular vehicle cannot drive in the mountainous condition of the eastern side. The conditions of the tarred roads also need to be addressed.
- Public transport is provided in the Municipality; however, the frequency of the transport is low. The outcome from the low frequency is that many community members walk or cycle over long distances. It should be noted that there is a need for the provision of pedestrian walkways and cycling lanes to accommodate the community.
- Mobile network reception and internet accessibility are also a challenge in the region.
- Access to bulk services and the provision of the infrastructure to distribute these services are severe challenges faced by the Municipality.
  - Water access is a provincial challenge with no exception to Lepelle-Nkumpi. The primary water source is water provided by the District while the secondary source is water from boreholes.
  - Electricity is not provided by the Municipality as it does not have a licence to supply electricity. Electricity is provided by ESKOM mainly on the western side of the Municipality where there is infrastructure to distribute electricity.
  - More than half of the households in the Municipality do not have access to refuse removal with the Municipality, providing for about 20%, and therefore dispose of the refuse themselves. There is an illegal dumping problem in the Municipality which has escalated litter levels in the region.
  - Sanitation in the Municipality needs attention as the primary toilet facility in the region is pit toilets without ventilation.
- There are very few public amenities within the Municipality that the community can make use of. This indicates a severe need for the construction of public amenities in Lepelle-Nkumpi

### 3.4. Economic Profile

The economic profile analyses the economy of Lepelle-Nkumpi, making use of a competitive analysis relative to the other local municipalities within the Capricorn District.

#### 3.4.1. Our Economy

The analysis of the economy assesses the labour dynamics within the Municipality, the gross value added (GVA) within the region and other economic variables to provide an overview of the economic conditions in Lepelle-Nkumpi.

#### 3.4.2. Diagnostics

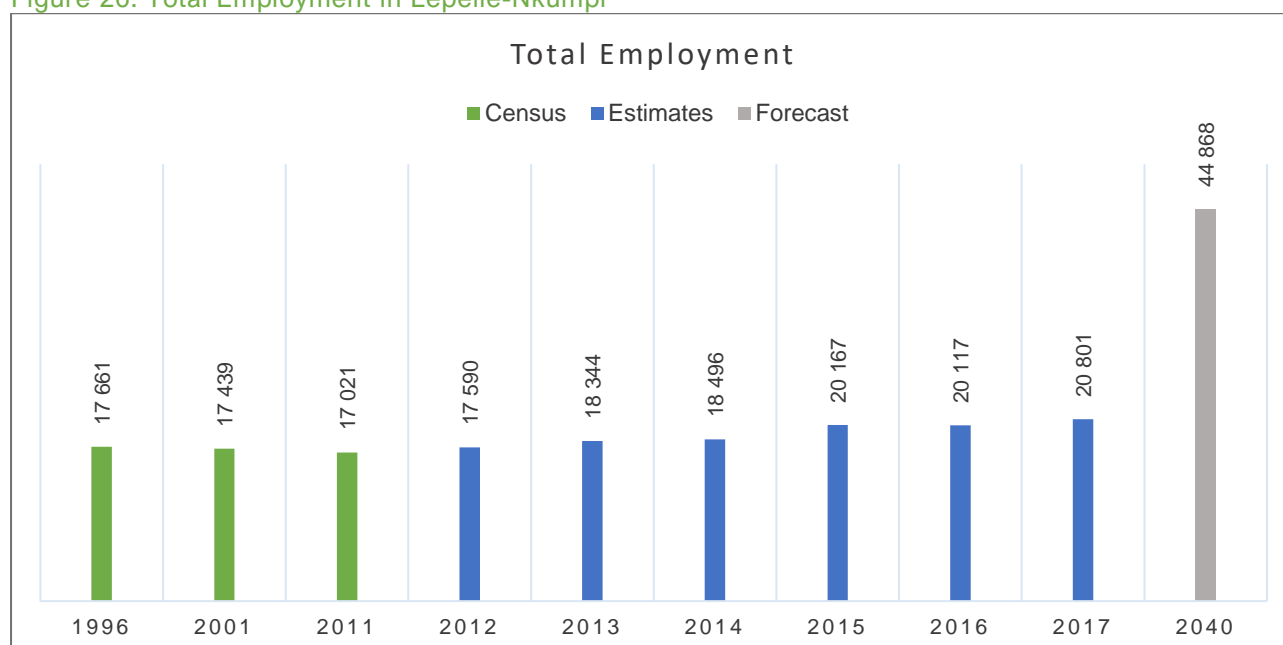
##### 3.4.2.1. Labour Dynamics

- Total Employment

Total employment covers formal work which is dependent on the establishment of working arrangements through a long-term contractual agreement, and informal work which is short-term or temporary employment. In Lepelle-Nkumpi Local Municipality, about 13 094 people were employed in 2013 and 33 502 people were employed in 2017. This indicates an increase of employment at an annual growth rate of 2,60% over the period.

Figure 26 shows the trend in total employment within the Municipality. Employment experienced a growth of about 1.48% between 1996 and 2011. It is expected that over 60 000 people will be employed in 2040 assuming that the growth between 2017 and 2040 remains at a rate of 2.6% annually.

Figure 26: Total Employment in Lepelle-Nkumpi



SOURCE: (QUANTEC, 2018)



Table 40 shows the share of employment by industry for 2007 and 2017. The industry that employed a large percentage (about 24%) of employees was general government, followed by community services and the wholesale and retail trade industry. The transport, storage and communication industry saw a growth of about 1,91% in the share of employed people over the period which was the highest growth among the industries. It was followed by a 1,63% annual growth in the share of employment within the community services industry.

**Table 40: Share of Employment by Industry for 2007 and 2017**

Industry of Employment	2007	2017
Agriculture, Forestry and Fishing	8,08%	5,88%
Mining and Quarrying	3,87%	3,02%
Manufacturing	7,17%	5,85%
Electricity, Gas and Water	0,56%	0,53%
Construction	6,30%	5,54%
Wholesale and Retail Trade, Catering and Accommodation	17,50%	18,29%
Transport, Storage and Communication	3,06%	3,70%
Finance, Insurance, Real Estate and Business Services	10,47%	10,73%
General Government	24,21%	24,39%
Community, Social and Personal Services	18,77%	22,06%

SOURCE: (STATISTICS SOUTH AFRICA, 2018)

The total number of people employed within the respective District Locals ranged from 21 594 to 189 355 people for the same period. This indicates that Lepelle-Nkumpi Local Municipality's total employment was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane employed the most people, while Molemole employed the least.

The annual employment growth rate for Lepelle-Nkumpi Local Municipality's District Locals ranged between 2,17% to 3,00% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's annual employment growth rate was at the lower end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Polokwane's employment rate was the highest and Blouberg had the lowest employment rate.

- **Formal employment**

Formal work refers to the employment of a person under an established working agreement which includes salary and defined working hours. In Lepelle-Nkumpi Local Municipality, about 22 567 people were in formal employment in 2013 and 23 752 people were in formal employment in 2017. This indicates an increase of formal employment at an annual growth rate of 1,29% over the period.

The total number of people in formal employment within the respective District Locals ranged from 13 977 to 130 511 people for the same period. This indicates that Lepelle-Nkumpi Local Municipality's formal employment was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most formally employed people, while Blouberg had the least formally employed people.

The annual formal employment growth rate for Lepelle-Nkumpi Local Municipality's District Locals ranged from 1,84% to 2,53% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's annual formal employment growth rate was at the upper end of the range, giving it a rank of 4 compared to the District Locals. Amongst the District Locals, Molemole's formal employment rate was the highest and Lepelle-Nkumpi had the lowest formal employment rate.

- **Skills profile**

The skills profile refers to employment of individuals in the formal economy according to level of expertise, capacity and ability to perform a task according to the job expectations. Formal employment skill is categorised according to skilled, semi-skilled and low skilled. Lepelle-Nkumpi Local Municipality workforce comprised about 34% skilled, 42% semi-skilled and 24% low skilled workers in 2017. Between 2013 and 2017, the skilled workforce had increased from 33% to 34% at a growth rate of 0,56%, while the semi-skilled workforce had decreased from 43% to 24% at a growth rate of -13,65% over the same period.

The District Locals' skilled workforce ranged from 20,57% to 28,65% in 2017, which indicates that Lepelle-Nkumpi Local Municipality's skilled workforce was at the upper end of the range, giving it a rank of 1 compared to the District Locals. Amongst the District Locals, Lepelle-Nkumpi had the largest proportion of skilled workers, while Blouberg had the lowest proportion of skilled workers.

The District Locals' semi-skilled workforce ranged from 36,42% to 46% in 2017, which indicates that Lepelle-Nkumpi Local Municipality's semi-skilled workforce was at the upper end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Polokwane had the largest proportion of semi-skilled workers, while Blouberg had the lowest proportion of semi-skilled workers.

- **Informal employment**

Informal employment refers to the employment of a person without establishing a working agreement, and the work is often temporary in nature. In Lepelle-Nkumpi Local Municipality, about 8 137 people were in informal employment in 2013 and 9 782 people were informally employed in 2017. This indicates an increase of informal employment at an annual growth rate of 4,71% over the period.

The total number of people in informal employment within the respective District Locals ranged from 6 703 to 59 079 people for the same period. This indicates that Lepelle-Nkumpi Local Municipality's informal employment was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the most informally employed people, while Molemole had the least informally employed people.

The annual informal employment growth rate for Lepelle-Nkumpi Local Municipality's District Locals ranged from 2,78% to 5,70% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's annual informal employment growth rate was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District

Locals, Polokwane's informal employment rate was the highest and Blouberg had the lowest informal employment rate.

- **Employment rate**

The employment rate is defined as a strict measure of the extent to which available labour resources (people available to work) are being used, generally calculated as the percentage between the employed population and the labour force. The employment rate for Lepelle-Nkumpi Local Municipality was about 57,04% in 2013 and 54,31% in 2017, indicating a decrease at an annual growth rate of -1,22% over the period.

The employment rate within the respective District Locals ranged from 64,31% to 70,88% for the same period. This indicates that Lepelle-Nkumpi Local Municipality's employment rate was at the upper end of the range, giving it a rank of 4 compared to the District Locals. Amongst the District Locals, Polokwane had the highest employment rate, while Lepelle-Nkumpi had the lowest employment rate.

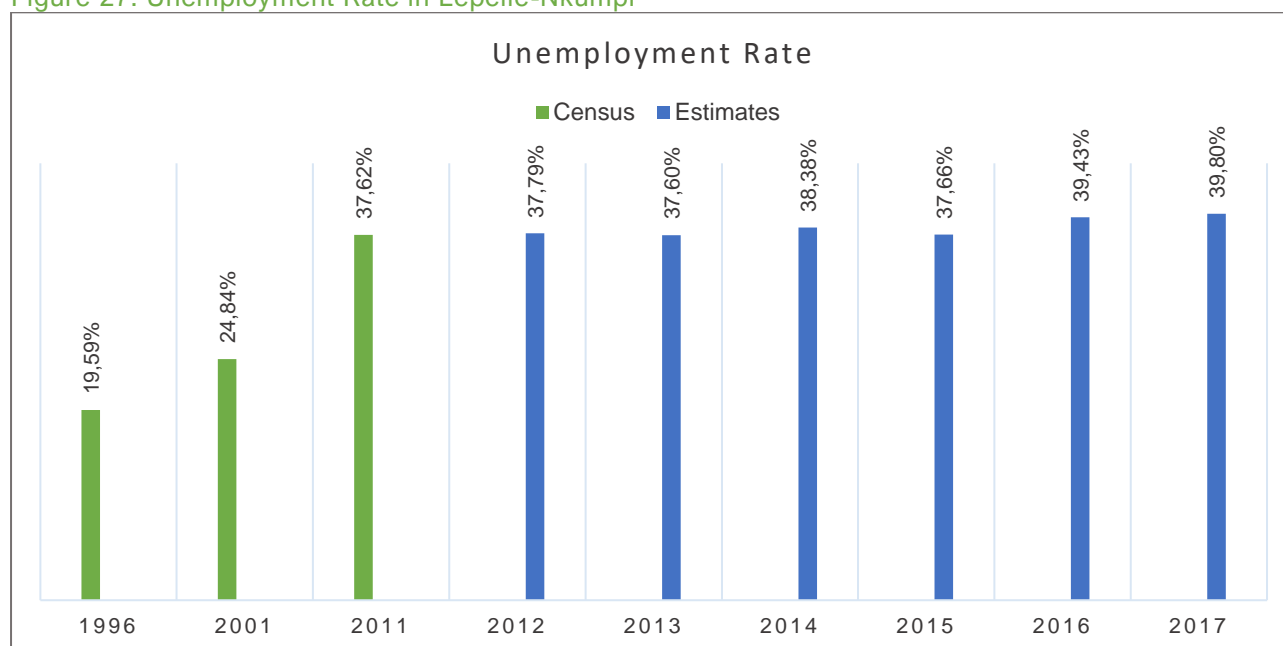
The change in employment rate amongst Lepelle-Nkumpi Local Municipality's District Locals ranged from -1,01% to -0,78% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's change in employment rate was at the upper end of the range, giving it a rank of 4 compared to the District Locals. Amongst the District Locals, Blouberg's change in employment rate declined the least, while Lepelle-Nkumpi's change in employment rate had declined the most.

- **Unemployment rate**

The unemployment rate is a measure of the prevalence of unemployment, which is generally calculated as a percentage of the number of unemployed by all individuals currently in the labour force. The unemployment rate for Lepelle-Nkumpi Local Municipality was about 42,96% in 2013 and 45,69% in 2017, indicating an increase at an annual growth rate of 1,55% over the period.

Figure 27 shows the changes in the unemployment rate in Lepelle-Nkumpi between 1996 and 2017. As observed in the figure, there was an annual growth of 3.43% between the period which led to a sharp increase in unemployment to 37.62% in 2011. The unemployment rate had remained relatively steady up until 2017.

Figure 27: Unemployment Rate in Lepelle-Nkumpi



SOURCE: (QUANTEC, 2018)

The unemployment rate within the respective District Locals ranged from 29,12% to 35,69% for the same period. This indicates that Lepelle-Nkumpi Local Municipality's unemployment rate was at the upper end of the range, giving it a rank of 1 compared to the District Locals. Amongst the District Locals, Lepelle-Nkumpi had the highest unemployment rate, while Polokwane had the lowest unemployment rate.

The change in unemployment rate amongst Lepelle-Nkumpi Local Municipality's District Locals ranged from 1,62% to 2,21% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's change in unemployment rate was at the lower end of the range, giving it a rank of 4 compared to the District Locals. Amongst the District Locals, Polokwane's change in unemployment rate increased the most, while Lepelle-Nkumpi's change in unemployment rate had increased the least.

Table 41 shows the unemployment rate for South Africa, Limpopo and the Capricorn District Municipality for two census years (2001 and 2011) as well as 2017.

Table 41: Unemployment Rate at the National, Provincial and District Level

	2001	2011	2017
<b>South Africa</b>	21,45%	24,62%	27,75%
<b>Limpopo</b>	26,39%	32,19%	36,96%
<b>Capricorn</b>	27,31%	30,18%	33,38%

SOURCE: (QUANTEC, 2018)

Lepelle-Nkumpi Local Municipality had an unemployment rate that was significantly higher than the National, Provincial and District unemployment rates respectively.

- **Not economically active**

Not economically active (NEA) refers to people between 15 years and 64 years who are neither employed nor unemployed, such as students. The NEA for Lepelle-Nkumpi Local Municipality was about 79 744 in 2013 and 74 900 in 2017, indicating a decrease at an annual growth rate of -1,55% over the period.

The NEA within the respective District Locals ranged from 34 146 to 165 964 for the same period. This indicates that Lepelle-Nkumpi Local Municipality's NEA was at the upper end of the range. Amongst the District Locals, Polokwane had the highest NEA, while Molemole had the lowest NEA.

The change in the NEA rate amongst Lepelle-Nkumpi Local Municipality's District Locals ranged from -1,60% to -1,06% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's change in NEA rate was at the #N/A of the range, giving it a rank of 3. Amongst the District Locals, Blouberg's change in the NEA rate declined the least, while Molemole's change in the NEA rate declined the most.

- **Labour absorption rate**

Labour absorption rate is the proportion of the working-age population, aged 15-64 years, who are employed. The labour absorption rate for Lepelle-Nkumpi Local Municipality was about 22,99% in 2013 and 24,57% in 2017, indicating an increase at an annual growth rate of 1,68% over the period.

The labour absorption rate within the respective District Locals ranged from 24% to 44% for the same period. This indicates that Lepelle-Nkumpi Local Municipality's labour absorption rate was at the lower end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Polokwane had the highest labour absorption rate, while Blouberg had the lowest labour absorption rate.

The change in labour absorption rate amongst Lepelle-Nkumpi Local Municipality's District Locals ranged from 1,37% to 1,90% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's change in labour absorption rate was at the lower end of the range, giving it a rank of 3 compared to the District Locals. Amongst the District Locals, Blouberg's change in labour absorption rate increased the most, while Polokwane's change in labour absorption rate had increased the least.

Table 42 summarises the information above relating to the labour dynamics for Lepelle-Nkumpi and its District Locals and provides a ranking for Lepelle-Nkumpi relative to its District Locals.

**Table 42: Labour Overview for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Total Employment	2	33 502	21 900	21 594	189 355
Total Employment AGR	3	2,20%	2,17%	2,71%	3,00%
Employment Rate	4	54,31%	66,37%	64,31%	70,88%
Employment Rate AGR	4	-1,22%	-0,78%	-1,01%	-0,84%

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Unemployment Rate	1	45,69%	33,63%	35,69%	29,12%
Unemployment Rate AGR	4	1,55%	1,62%	1,97%	2,21%
Not Economically Active	2	74 900	59 289	34 146	165 964
Not Economically Active AGR	3	-1,55%	-1,06%	-1,60%	-1,47%
Labour Absorption Rate	3	24,57%	23,76%	31,96%	43,81%
Labour Absorption Rate AGR	3	1,68%	1,90%	1,87%	1,37%
Formal Employment	2	23 752	13 977	14 893	130 511
Formal Employment AGR	4	1,29%	1,84%	2,53%	1,93%
Skilled	2	8 034	2 874	3 142	37 385
Skilled Proportion	1	33,83%	20,57%	21,09%	28,65%
Semi-Skilled	2	10 016	5 090	6 812	60 435
Semi-Skilled Proportion	3	42,17%	36,42%	45,74%	46,31%
Low-Skilled	3	5 702	6 013	4 940	32 691
Low-Skilled Proportion	4	24,01%	43,02%	33,17%	25,05%
Informal Employment	2	9 782	7 927	6 703	59 079
Informal Employment AGR	2	4,71%	2,78%	3,12%	5,70%

SOURCE: (QUANTEC, 2018)

### 3.4.2.2. Gross Value Added (GVA)

GVA is the measure of the value added to goods and services produced in an area, industry or sector of an economy. In Lepelle-Nkumpi Local Municipality, GVA had increased from about R5 834,19 million in 2013 to R6 124,28 million in 2017 at an annual growth rate of 1,22%.

Table 43 shows the GVA contributions at a National, Provincial and District perspective according to the industries in the South African economy. The financial services industry contributes a large share to the GVA in South Africa as well as in the Capricorn District, while mining and quarrying contribute significantly to the Limpopo province as seen in Table 43.

Table 43: GVA Contribution per Industry at a National, Provincial and District Perspective

	South Africa			Limpopo			Capricorn		
	2011	2014	2017	2011	2014	2017	2011	2014	2017
Agriculture, Forestry and Fishing	2,60%	2,76%	2,65%	2,84%	3,03%	3,59%	2,08%	2,19%	2,57%
Mining and Quarrying	8,88%	8,24%	8,24%	28,30%	27,67%	27,27%	2,76%	2,47%	2,38%
Manufacturing	14,35%	13,90%	13,51%	2,94%	2,90%	2,80%	3,23%	3,16%	2,97%
Electricity, Gas and Water	2,68%	2,46%	2,29%	3,07%	2,89%	2,68%	3,47%	3,20%	2,97%
Construction	3,72%	3,87%	3,84%	3,75%	3,91%	3,84%	4,15%	4,29%	4,16%
Wholesale and Retail Trade, Catering and Accommodation	14,98%	15,07%	15,02%	15,60%	15,59%	15,34%	20,24%	20,01%	19,47%
Transport, Storage and Communication	9,22%	9,41%	9,45%	4,68%	4,71%	4,84%	6,76%	6,86%	7,13%
Finance, Insurance, Real Estate and Business Services	21,20%	21,52%	22,28%	15,08%	15,15%	15,50%	25,11%	25,02%	25,46%

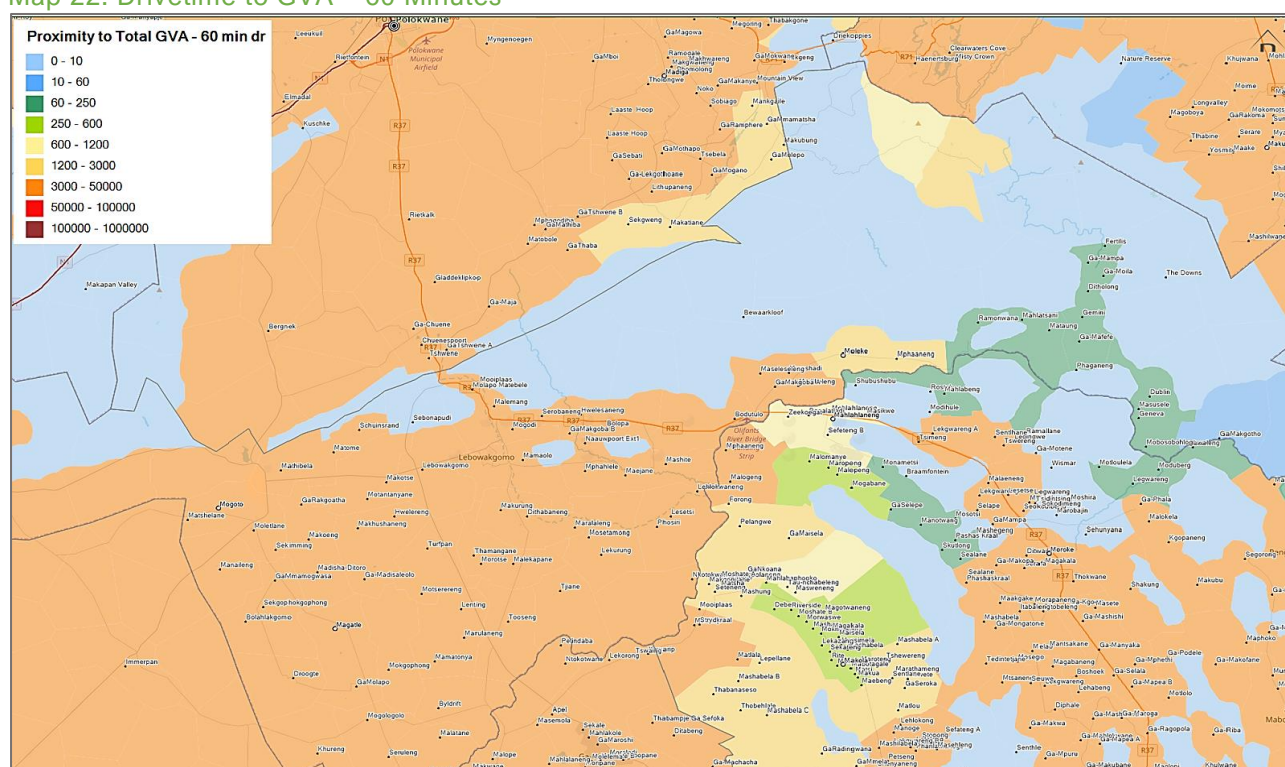


	South Africa			Limpopo			Capricorn		
	2011	2014	2017	2011	2014	2017	2011	2014	2017
General Government	16,46 %	16,88 %	16,80 %	19,62 %	19,98 %	19,99 %	27,06 %	27,63 %	27,75 %
Community, Social and Personal Services	5,91%	5,90%	5,93%	4,12%	4,16%	4,15%	5,13%	5,18%	5,14%

SOURCE: (QUANTEC, 2018)

Map 22 shows the drivetime to areas where gross value is added. As can be seen in the map, there was better proximity to GVA on the western side of the Municipality. One of the possible reasons is that accessibility on the eastern side is limited via roads as the area is mountainous.

Map 22: Drivetime to GVA – 60 Minutes



SOURCE: (MAPABLE®, 2018)

The District Locals' GVA ranged from R2 204,88 million to R35 947,70 million for the same period. This indicates that Lepelle-Nkumpi Local Municipality's GVA was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane had the highest GVA, while Molemole had the least GVA.

The annual GVA growth rate for Lepelle-Nkumpi Local Municipality's District Locals ranged from -0,07% to 1,71% per annum between 2013 and 2017. This indicates that Lepelle-Nkumpi Local Municipality's annual GVA growth rate was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane's GVA growth rate grew the most, while Blouberg Local Municipality's GVA growth rate declined the most.

Table 44 summarises the GVA information provided above and provides a ranking for Lepelle-Nkumpi relative to its District Locals.

Table 44: GVA Overview for Lepelle-Nkumpi and District Locals

	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
GVA (R mil constant 2010 prices)	2	R 6 124,28	R 2 232,65	R 2 204,88	R 35 947,70
GVA per Capita	2	R 24 880,68	R 12 814,93	R 18 745,67	R 54 275,35
GVA Growth Rate (2013-2018)	2	1,22%	-0,07%	0,26%	1,71%

SOURCE: (QUANTEC, 2018)

Table 45 shows the GVA contribution per industry for the local municipalities in the Capricorn District for 2011, 2014 and 2017. Most of the local municipalities had a significant GVA contribution from general government with Polokwane being the exception as it had a large proportion (almost 29%) of GVA from the financial services industry. Lepelle-Nkumpi Local Municipality also saw large contributions from the financial services industry as well as the mining and quarrying industry respectively. The agricultural industry contributed the least to local GVA for Lepelle-Nkumpi Local Municipality as well as Polokwane.

Table 45: GVA Contribution per Industry for the Capricorn District Locals

		Agriculture, Forestry and Fishing	Mining and Quarrying	Manufacturing	Electricity, Gas and Water	Construction	Wholesale and Retail Trade, Catering and Accommodation	Transport, Storage and Communication	Finance, Insurance, Real Estate and Business Services	General Government	Community, Social and Personal Services
Blouberg	2011	9,75%	4,60%	4,15%	2,86%	4,45%	20,12%	5,90%	10,66%	31,15%	6,37%
	2014	10,64%	3,60%	3,98%	2,73%	4,40%	19,13%	5,98%	11,00%	31,76%	6,77%
	2017	12,75%	3,63%	3,59%	2,28%	4,01%	17,85%	6,06%	11,51%	31,61%	6,71%
Molemole	2011	12,89%	0,80%	1,67%	3,54%	3,74%	20,10%	6,49%	12,80%	32,26%	5,71%
	2014	13,72%	0,64%	1,64%	3,27%	3,56%	18,98%	6,27%	12,62%	33,13%	6,16%
	2017	16,07%	0,65%	1,54%	2,90%	3,12%	17,63%	6,11%	12,67%	33,18%	6,14%
Polokwane	2011	0,94%	0,84%	3,57%	3,62%	4,36%	21,52%	6,99%	28,92%	24,51%	4,73%
	2014	1,01%	0,70%	3,49%	3,32%	4,57%	21,43%	7,11%	28,50%	25,18%	4,70%
	2017	1,19%	0,75%	3,30%	3,14%	4,50%	20,93%	7,42%	28,72%	25,39%	4,67%
Lepelle-Nkumpi	2011	1,60%	14,26%	1,88%	2,71%	2,86%	12,76%	5,73%	17,31%	34,89%	6,00%
	2014	1,65%	13,34%	1,86%	2,55%	2,82%	12,53%	5,83%	18,31%	35,00%	6,11%
	2017	1,93%	12,50%	1,74%	2,26%	2,64%	12,28%	6,11%	19,56%	34,92%	6,07%

SOURCE: (QUANTEC, 2018)

### 3.4.2.3. Fixed Capital Formation

Gross fixed capital formation refers to the net increase in physical assets (investment minus disposals) within the measurement period. It does not account for the consumption (depreciation) of fixed capital and does not include land purchases. In Lepelle-Nkumpi Local Municipality, gross fixed capital formation had increased from R1 309,85 million in 2013 to R1 433,21 million in 2017 at an annual growth rate of 2,28%.

The annual growth rate for the competitors ranged from 0,27% to 2,04% per annum for the same period. This indicates that Lepelle-Nkumpi Local Municipality's annual growth rate was at the upper end of the range, giving it a rank of 1 compared to the District Locals. Amongst the District Locals, Lepelle-Nkumpi was ranked first on the value of gross fixed capital formation, while Blouberg was ranked last.

Lepelle-Nkumpi Local Municipality's gross fixed capital formation per capita was about R5 822,60 in 2017. The District Locals' gross fixed capital formation per capita ranged from R2 776,81 to R11 635,75 for the same period. This indicates that Lepelle-Nkumpi Local Municipality's gross fixed capital formation per capita was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Polokwane was ranked first on gross fixed capital formation per capita, while Blouberg was ranked last.

Table 46 summaries the fixed capital formation information and provides a ranking for Lepelle-Nkumpi relative to its District Locals in Capricorn District.

**Table 46: Gross Fixed Capital Formation for Lepelle-Nkumpi and District Locals**

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Gross FCF (R mil constant 2010 prices)	2	R 1 433,21	R 483,78	R 510,90	R 7 706,60
Gross FCF per Capita	2	R 5 822,60	R 2 776,81	R 4 343,62	R 11 635,75
Gross FCF Growth	1	2,28%	0,27%	0,36%	2,04%

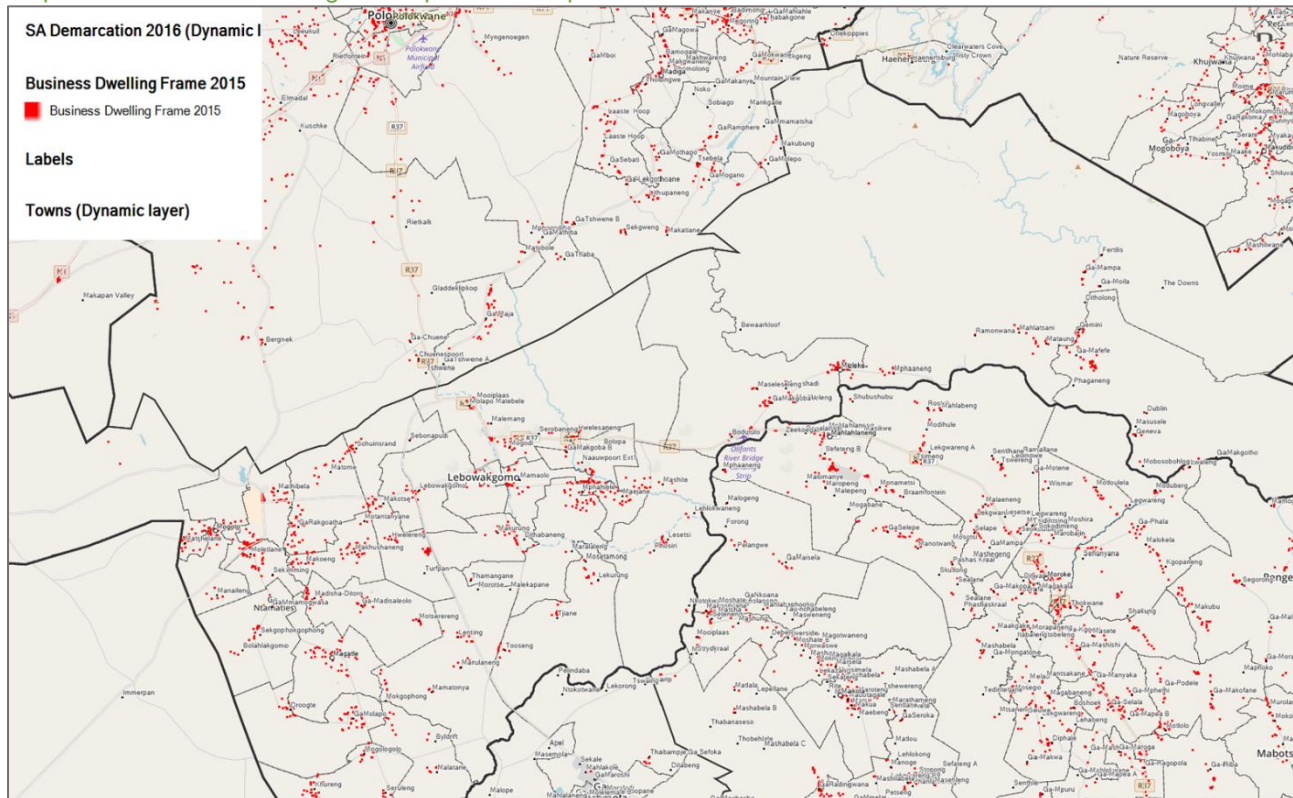
SOURCE: (QUANTEC, 2018)

Map 23 shows the spatial distribution of business dwellings within Lepelle-Nkumpi as observed in 2015. The map shows several clusters of business dwellings mainly on the western side, specifically around the town area of Lebowakgomo, clusters within the Mphahlele region and clusters to the far west in Zebediela.

Map 24 spatially illustrates the distribution of other and vacant buildings in the Municipality. The map shows that there is a high proportion of vacant buildings on the western side of the Municipality, which are shown as clusters around certain areas.

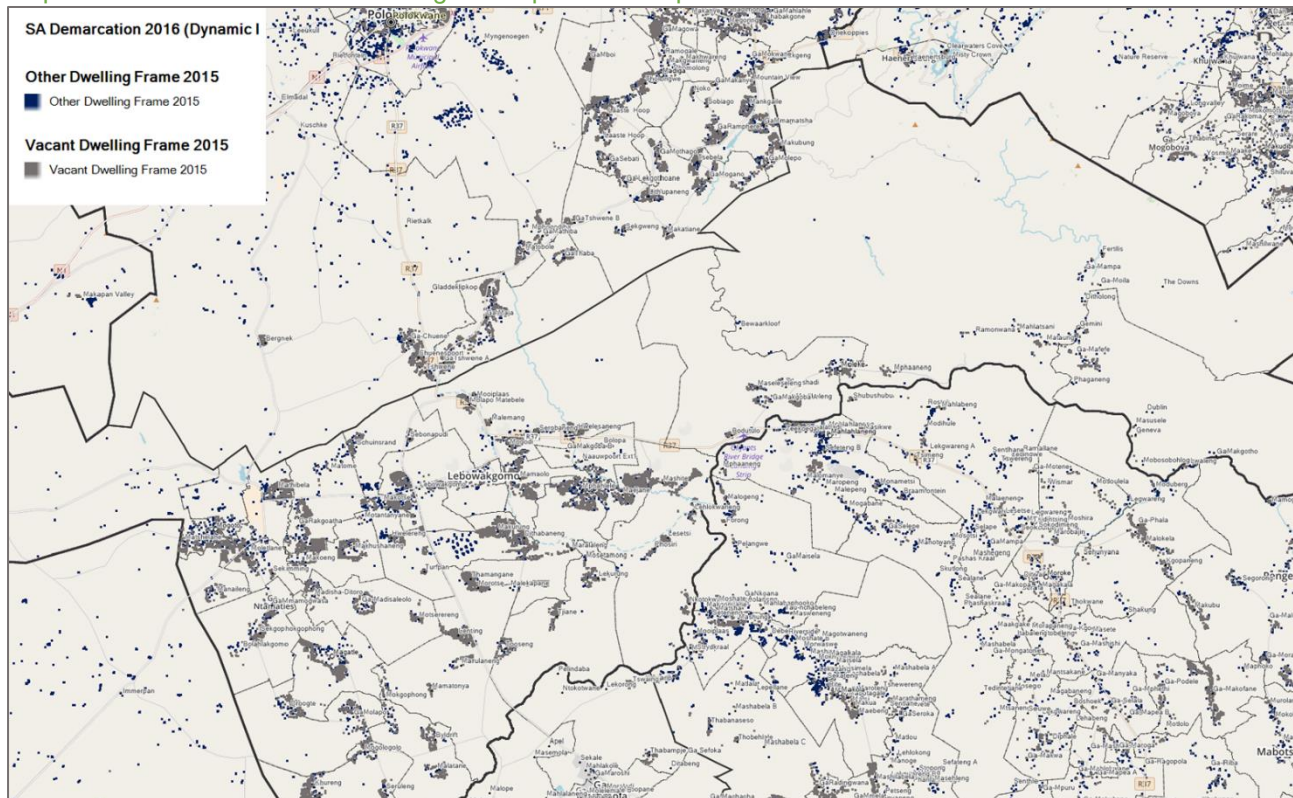


Map 23: Business Dwellings in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

Map 24: Other and Vacant Dwellings in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

#### 3.4.2.4. Tress Index over 10 Industries

Tress index is a measurement of a region's economic diversification ranging between zero and one, where zero represents a totally diversified economy, and one represents an economy that is concentrated in only one industry. The Tress index therefore provides an indication of economic risk within an area.

Lepelle-Nkumpi Local Municipality had a tress index of 56,94 in 2017, compared to 55,9 in 2013. This indicates that Lepelle-Nkumpi Local Municipality's economy had diversified at a rate of 0,46% per annum and was therefore becoming more vulnerable against economic threats.

Lepelle-Nkumpi Local Municipality's District Locals' Tress index ranged from 49,55 to 58,56 in 2017. This indicates that Lepelle-Nkumpi Local Municipality's Tress index was at the upper end of the range, giving it a rank of 2 compared to the District Locals. Amongst the District Locals, Blouberg had the most diversified economy while Polokwane had the least diversified economy.

The annual change of Lepelle-Nkumpi Local Municipality's District Locals' Tress index ranged from 0,33% to 0,59% between 2013 and 2017. Lepelle-Nkumpi Local Municipality's annual Tress index change of 0,46% puts it at the lower end of improving on economic diversification compared to the District Locals, giving it a rank of 3. Amongst the District Locals, Polokwane had diversified the most while Blouberg had diversified the least, during this period.

The information above is summarised in Table 47 where a ranking was provided for Lepelle-Nkumpi relative to its District Locals.

Table 47: Tress Index for Lepelle-Nkumpi and District Locals

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Tress	2	56,94	49,55	56,53	58,56
Tress Annual Change	3	0,46%	0,59%	0,55%	0,33%

SOURCE: (MAPABLE®, 2018)

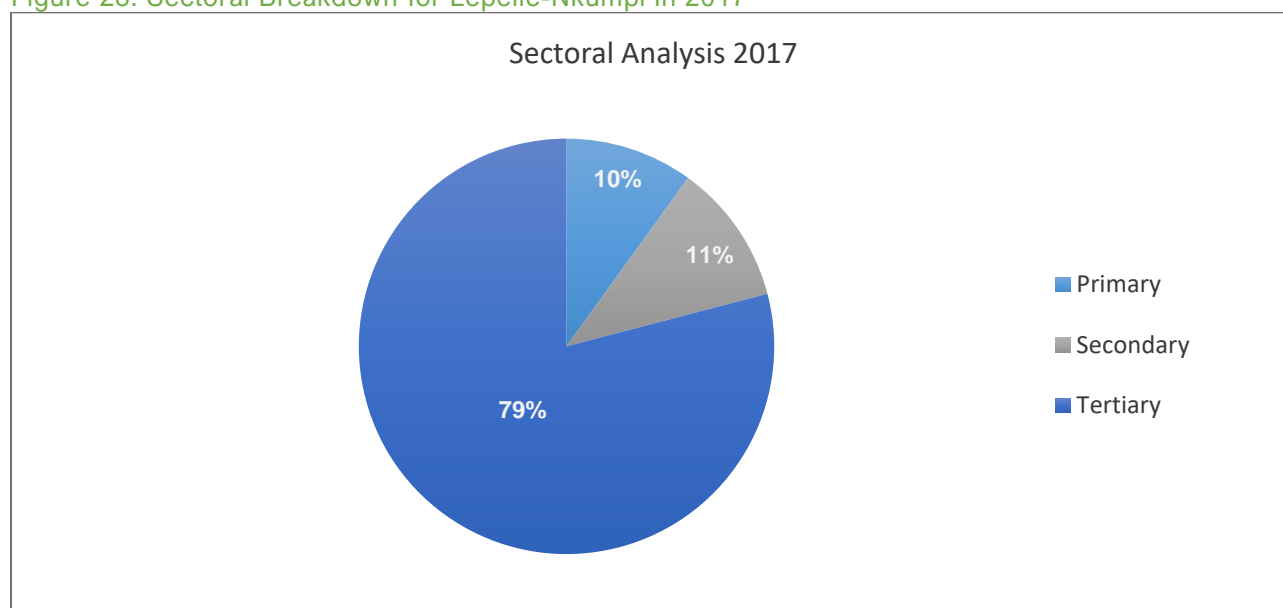
#### 3.4.2.5. Sectoral Analysis

The sectoral analysis provides a high-level overview of the contribution of the economic sectors to total GVA for Lepelle-Nkumpi, i.e. the primary, secondary and tertiary sectors as shown in Figure 28. The figure illustrates that the tertiary sector generated almost 80% of the GVA within the Municipality in 2017, followed by the primary sector contributing almost 15%.

The analysis indicates that there is a need for growth within the primary and secondary sectors as they tend to be labour intensive and have a better labour absorption capacity than the tertiary sector. The former sectors are likely to absorb different levels of skilled labour.

Tourism plays a vital role in the Municipality given that Lepelle-Nkumpi is a highly favourable tourist destination, and in a perfect position to absorb and entice a fairly large number of visitors. Tourism should be promoted and assist the Municipality in developing into a major tourist destination due to the vast tourism opportunities in the area with the main attractions including the nature reserves and the main town of Lebowa kgomo (Lepelle-Nkumpi Local Municipality, 2010).

Figure 28: Sectoral Breakdown for Lepelle-Nkumpi in 2017



SOURCE: (QUANTEC, 2018)

### 3.4.2.6. Trade Position

Trade involves the buying and selling of goods and services, with compensation paid by a buyer to a seller, or the exchange of goods or services between parties. In the context of this study, trade will be limited to international cross-border trade. Net trade in goods and services is derived by offsetting imports of goods and services against exports of goods and services.

- Imports

Lepelle-Nkumpi Local Municipality had imported R 15,16 million worth of goods and services in 2017 compared to R 10,77 million in 2013, indicating an increase in imports of 8,92% per annum. The District Locals' imports ranged in value between R 0,22 million to R 431,04 million, indicating that Lepelle-Nkumpi Local Municipality's imports value was at the upper end of the range, giving it a rank of 2. The District Locals import growth rates ranged from -4,21% to 8,99%, indicating that Lepelle-Nkumpi Local Municipality's import growth rates of 8,92% per annum were at the upper end of the range, giving it a rank of 2.

- Exports

Lepelle-Nkumpi Local Municipality had exported R 365,24 million worth of goods and services in 2017 compared to R 603,90 in 2013, indicating a decrease in exports of -11,81% per annum. The District Locals' exports ranged in value between R 0,25 million to R 1 527,48 million, indicating that Lepelle-Nkumpi Local Municipality's exports value was at the upper end of the range, giving it a rank of 2. The competitor's exports growth rates ranged from -14,3% to -1,38%, indicating that Lepelle-Nkumpi Local Municipality's exports growth rate of -11,81% per annum was at the lower end of the range, giving it a rank of 3.



- Net trade

Lepelle-Nkumpi Local Municipality had a trade surplus of R 350,08 million in 2017 compared to a net trade of R 593,12 million in 2013, indicating a decrease in trade of -12,35% per annum. The District Locals' net trade ranged in value between R -0,64 million to R 1 096,44 million, indicating that Lepelle-Nkumpi Local Municipality's net trade was at the upper end, giving it a rank of 2.

Table 48: Trade Position for Lepelle-Nkumpi and the District Locals

2017	Rank	Lepelle-Nkumpi	Blouberg	Molemole	Polokwane
Net Trade Position (R mil)	2	R 350,08	R -0,64	R 0,03	R 1 096,44
Imports (R mil)	2	R 15,16	R 2,86	R 0,22	R 431,04
Imports AGR	2	8,92%	8,99%	0,00%	-4,21%
Exports (R mil)	2	R 365,24	R 2,22	R 0,25	R 1 527,48
Exports AGR	3	-11,81%	-9,14%	-14,27%	-1,38%

SOURCE: (QUANTEC, 2018)

### 3.4.3. Key Findings and Issues

The economic profile has highlighted several key findings and issues for Lepelle-Nkumpi through the competitive analysis against the local municipalities within the Capricorn District. The spatial analysis of the maps presented the following:

- Lepelle-Nkumpi has a consistently high unemployment rate, which indicates that the Municipality experiences relatively low growth in total employment. However, the proportion of skilled labour was relatively high compared to the District Locals. This indicates that there is a need for job creation.
- Access to GVA/economic activity is a challenge given road conditions, a lack of road infrastructure in some areas of the Municipality and limited public transport provision.
- The Municipality had seen a moderate growth in capital formation over the years which indicates that implementation of infrastructure is a priority for the Municipality for long-term sustainability and to create an environment that fosters growth. The provision of enabling infrastructure is essential to unlocking the economic potential in Lepelle-Nkumpi.
- The economy of Lepelle-Nkumpi lacks diversification, limiting vast economic activity and growth which may indicate potential economic risk.

### 3.5. Natural Environment and Biodiversity Profile

The profile of the natural environment and biodiversity assesses environmental matters primarily using maps to spatially illustrate the state of the environment in Lepelle-Nkumpi.

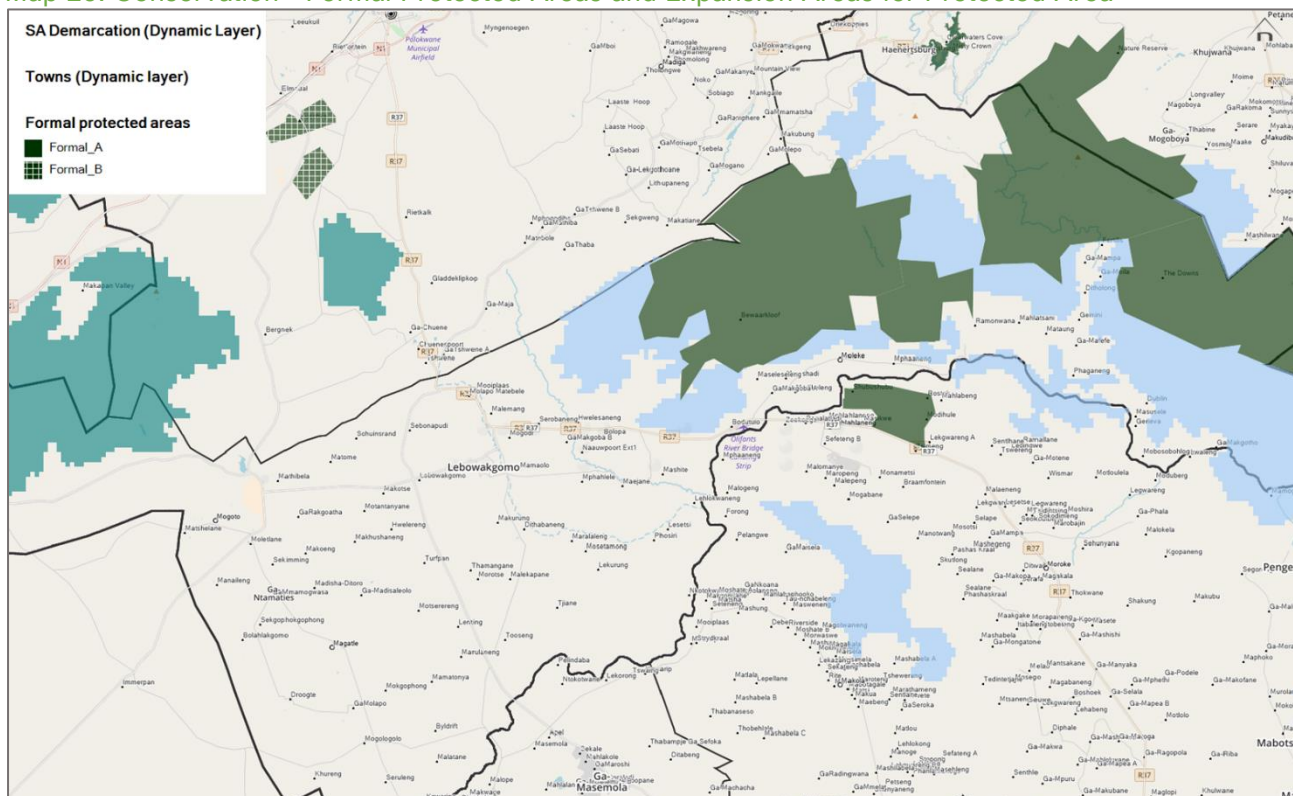
#### 3.5.1. Our Environment

The Municipality has an approved Environmental Management Plan that aims to assist in the integration of environmental, social and economic factors into the decision-making process for future development within Lepelle-Nkumpi. The main objectives of the plan include:

- the identification of environmental impacts, risks and threats
- the development of measures and strategies to mitigate challenges

Map 25 shows the formally protected areas and areas for expansion. As illustrated in the map, the mountainous area on the eastern side of the Municipality and the nature reserves (Wolkberg, Bewaarskloof and Lekgalameetse reserves) are protected for the long-term conservation of nature with its associated ecosystems.

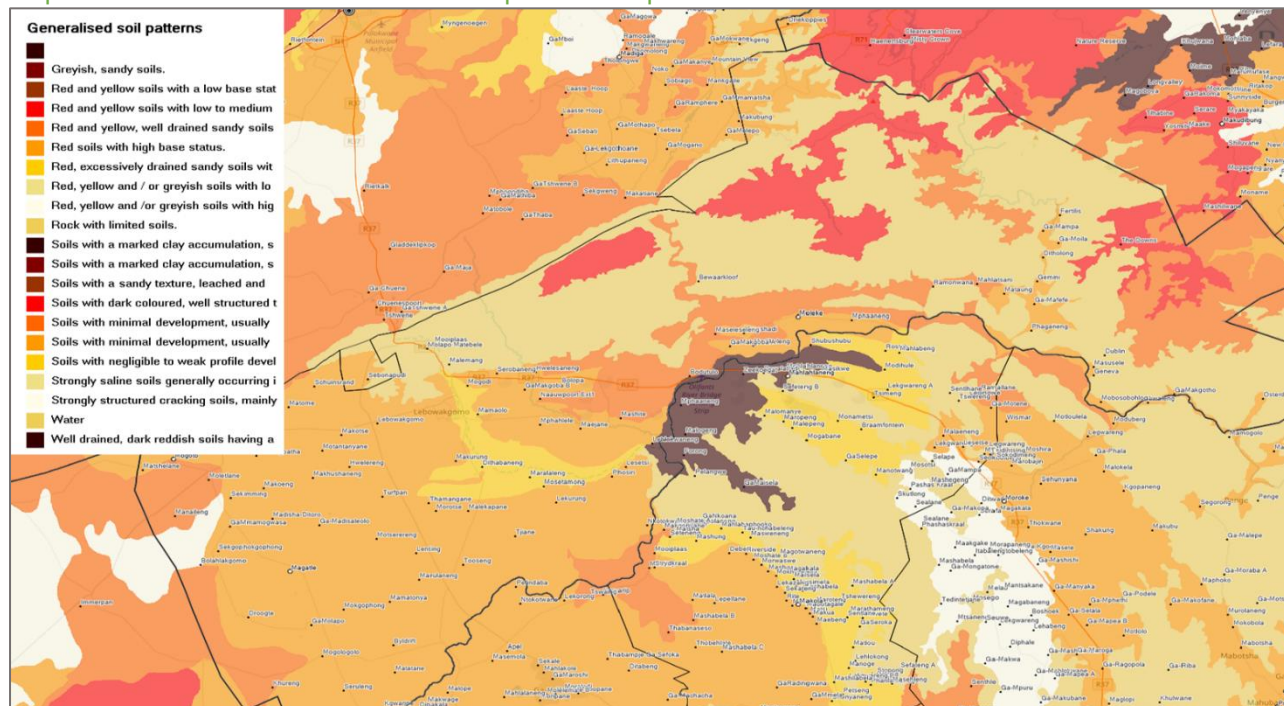
Map 25: Conservation - Formal Protected Areas and Expansion Areas for Protected Area



SOURCE: (MAPABLE®, 2018)

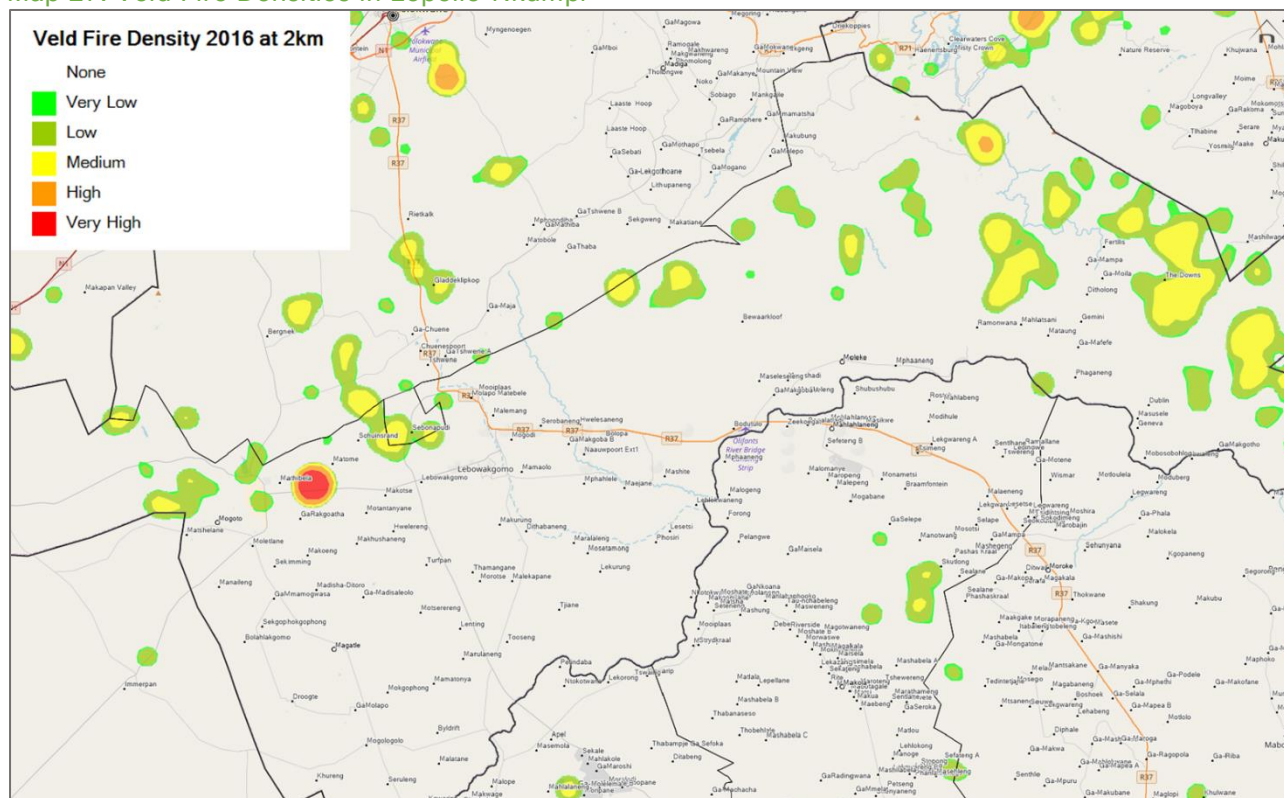
Map 26 spatially illustrates the general soil patterns in Lepelle-Nkumpi. The geology mainly consists of dolomite, shale, gabbro, basalt, granite and an iron formation (Lepelle-Nkumpi Local Municipality, 2010).

Map 26: Generalised Soil Patterns in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

Map 27: Veld Fire Densities in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

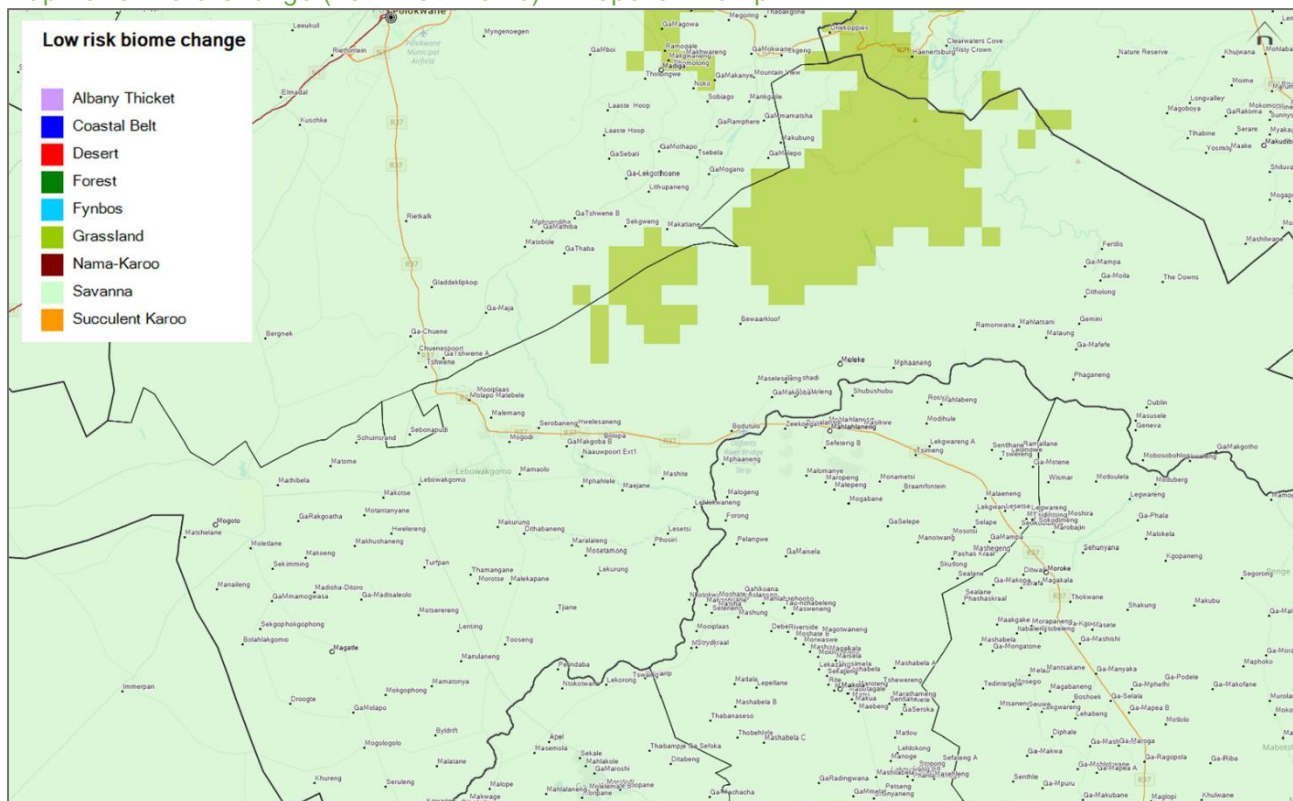


Lepelle-Nkumpi has four main veld types as indicated in the Environmental Management Plan (Lepelle-Nkumpi Local Municipality, 2010):

- Central Sandy Bushveld
- Springbokvlakte Thornveld
- Sekhukhune Plains Bushveld
- Ohrigstad Mountain Bushveld

As shown in Map 27, there were several areas with medium veld fire densities, specifically towards the eastern side of the Municipality. The regions by Mathibela show very high densities of veld fires.

Map 28: Climate Change (Low Risk Biome) in Lepelle-Nkumpi



SOURCE: (MAPABLE®, 2018)

Map 28 shows climate change risk in Lepelle-Nkumpi which was classified as a low risk in the grassland biome towards the north-east of the Municipality. The key threats for the grassland biome include (Department of Environmental Affairs , 2016):

- Rising temperatures
- Changes in the amount of rainfall along with more intense rainfall
- Changes in fire

The threats mentioned above are important to monitor in the long-term sustainability of the Municipality, even though the grassland biome is predominantly in the mountainous area of the Municipality.

### 3.5.2. Key Findings and Issues

There are several risks factors that impact the environment in Lepelle-Nkumpi (Lepelle-Nkumpi Local Municipality, 2010):

- Deforestation is a major concern that was affecting most areas within the Municipality.
- Overgrazing due to overstocking is unsustainable for the land used. A contributing factor relates to the Tragedy of the Commons where owners of cattle do not take responsibility regarding grazing of land.
- There is often illegal occupation of land where the designated land use is changed (informal settlement invasion). The misuse of the illegally occupied land tends to harm the environment.
- Veld fires also pose challenges as they are uncontrolled.
- Water supply and poor water quality also pose a challenge for the environment. Due to limited water supply, community members resort to illegal drilling of bore pits.
- Air pollution in the Municipality poses an environmental risk. One of the key contributors to air pollution in the town region is uncontrolled hawkers who do not comply with environmental regulations of the Municipality.

The Capricorn Climate Response Strategy has highlighted the following risk priorities relating to the environment for Lepelle-Nkumpi:

Figure 29: Lepelle-Nkumpi Local Municipality Relative Risk Priority

Lepelle-Nkumpi LM		Relative Risk Priority	Hazard Indices			Vulnerability Rating			
Climate change impacts	Range of time variability		Likelihood	Yearly/seasonal Predictability	Hazard severity	Population clusters	Vulnerabilities: Agricultural	Vulnerabilities: Environmental	Cumulative Climatic hazards
Decreased annual rainfall	> 10 years	Moderate risk	Almost certain	Mildly predictable	Medium impact	Even though the population density is 66.5/km <sup>2</sup> , the majority are clustered to the south west of the LM. Impacts in this area will have a larger disruption.	There is a large irrigation deficit to the south west, however there is minimal crop coverage.	Significant areas to the north east are classified as critical and protected biodiversity.	Climate will change in this LM but the impacts are less than other areas.
Increased rainfall intensity in summer	< 1 year	Major risk	Likely	Highly variable	Significant impact				
Decreased number of rainfall days	< 1 year	Minimal Risk	Likely	Highly variable	Minimal Impact				
Seasonal rainfall shifts	> 5 years	Major risk	Likely	Highly variable	Significant impact	Manageability / Capacity to Cope indices			
Increased temperatures	> 10 years	Minimal Risk	Almost certain	Forecastable	Medium impact	Mitigation potential	Adaptive capacity	Personal Capacity	Institutional Capacity
Increased extreme temperature days	< 1 year	Minimal Risk	Likely	Highly variable	Minimal Impact	While there is industry that produces emission, this LM does not contribute very significantly. Mitigation potential is medium - low	Currently there is a Dedicated Environmental Officer and an unofficial Climate Change Champion and no LM policy focused on climate change. Good work so far, but more could be done	The population of this LM have a combined low - medium capacity. This is derived from their level of education and personal income	The institutional capacity is medium to high as there are several small economic hubs focused in the more populated areas
Increased heat wave incidence	< 1 year	Moderate risk	Almost certain	Mildly predictable	Medium impact				
Decreased number of cold nights	> 5 years	Insignificant Risk	Almost certain	Forecastable	Minimal Impact				

SOURCE: (CAPRICORN DISTRICT MUNICIPALITY, 2016)



### 3.6. SWOT Analysis

The SWOT analysis focuses on the strengths, weaknesses, opportunities and threats that Lepelle-Nkumpi faces. The analysis provided in Table 49 was research led by secondary sources and primary research conducted through stakeholder engagements.

Table 49: SWOT Analysis for Lepelle-Nkumpi Local Municipality

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Municipality strategically located as a growth node in Limpopo</li> <li>• Municipality updates essential planning and development documentation annually</li> <li>• There is adequate traffic control on the main road to Polokwane</li> <li>• Vast pockets of land available for development</li> <li>• Climate advantageous for agricultural activities</li> <li>• There are several scenic routes within the municipality</li> <li>• Thabamoopo Tertiary Hospital is the largest in Limpopo</li> <li>• Tranquil and peaceful environment (no noise pollution and no nuisances)</li> <li>• Rich cultural heritage and religious practices</li> <li>• Adequate police patrols</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal expenditure was not directed to the physical improvement of the region</li> <li>• Lack of infrastructure for provision of basic services</li> <li>• Limited road infrastructure which affects accessibility</li> <li>• Vast amount of litter around the municipality</li> <li>• Public transportation limited and does not operate frequently</li> <li>• Inadequate road signage and markings</li> <li>• Lack of departmental co-operation and coordination</li> <li>• Stormwater management is lacking in most parts of the municipality</li> <li>• There are very few/no public places/amenities:</li> <li>• Street lights</li> <li>• Recreation centres</li> <li>• Sports facilities</li> <li>• Arts and culture facilities</li> <li>• Youth centres</li> <li>• Current town planning is perceived to hinder growth and development</li> <li>• Licensing is not administered properly, resulting in many shops/places lacking licensing</li> </ul>

	<ul style="list-style-type: none"> <li>• Trading regulations not controlled</li> <li>• Several abandoned buildings</li> <li>• Lack of knowledge with regards to health and mental health issues</li> <li>• Lack of fencings within municipality</li> <li>• Crime on the rise in certain areas</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Improving spending patterns on budgets allocated (Operating and Capital Budget as well as Repairs and Maintenance)</li> <li>• Municipality can improve on Audit Outcomes</li> <li>• Improving accessibility within the municipality by:</li> <li>• Tarring of road and improving road conditions</li> <li>• Widening of main roads</li> <li>• Paving for pedestrians</li> <li>• Improving signage and road markings</li> <li>• Improving the public transport system</li> <li>• Tourism opportunity</li> <li>• Improvement of heritage and cultural sites</li> <li>• Revitalisation of:</li> <li>• Lebowakgomo stadium</li> <li>• Zebediela Citrus Estate</li> <li>• Formation of a waste clean-up crew/forum</li> <li>• Construction of:</li> <li>• Rehabilitation centres</li> <li>• Old-age homes</li> <li>• Youth/information centre</li> <li>• Child care facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of institutional capacity with several vacancies in the Municipality</li> <li>• Increase of substance abuse among youth</li> <li>• Traditional authorities do not cooperate with the municipal officers and plans for the municipality</li> <li>• Uncontrollable hawkers that fail to comply with environmental regulations</li> <li>• High levels of deforestation</li> <li>• The grassland biome faces a few threats which should be monitored for long-term sustainability</li> <li>• Moving of Legislature to Polokwane</li> <li>• Non-payment for services by community due to sense of entitlement hinders generation of own revenue</li> </ul>

<ul style="list-style-type: none"> <li>• Basic amenities</li> <li>• Sports facilities</li> <li>• Animal pound/shelter</li> <li>• Infrastructure development for better delivery of basic services</li> <li>• Provision of facilities for accommodation and burial of animals</li> <li>• Better control and management of street traders (hawkers)</li> <li>• Zoning and re-zoning of certain areas for further development</li> <li>• Residential</li> <li>• Commercial</li> <li>• Industrial</li> <li>• Agriculture</li> <li>• Development of municipal abattoirs</li> <li>• Developing public places with billboards and display of advertisements</li> </ul>	
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Capricorn District Municipality has also highlighted a list of priority issues for Lepelle-Nkumpi in the District Integrated Development Plan (Capricorn District Municipality, 2013):

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Water and sanitation</li> <li>• Roads, storm water control and public transport</li> <li>• Land and housing</li> <li>• Economic development</li> <li>• Environmental and waste management</li> <li>• Health and welfare facilities</li> </ul> | <ul style="list-style-type: none"> <li>• Electricity</li> <li>• Educational facilities</li> <li>• Safety and security</li> <li>• Communication facilities</li> <li>• Sports, arts, culture and recreational facilities</li> <li>• Emergency and disaster management</li> </ul> |
|--|--|

## 4. Strategic Framework

The strategic framework focuses on identifying strategic pathways to prosperity that will direct Lepelle-Nkumpi towards sustainable development of the natural environment, community and economy, with infrastructure as the enabler and good governance as the guide. These pathways are supported by growth paths and catalytic projects for each growth path.

### 4.1. Pathways to Prosperity



The pathways to prosperity are anchored on the sustainable development model where good governance is crucial for long-term development in the economic and social sphere of the municipality. Good governance creates an enabling environment through sustainable infrastructure development that can support economic and social growth without compromising the natural environment. Infrastructure development is an essential component that resonates through all the pathways.

These pathways to prosperity are supported by the respective growth paths that are based on legislation pertaining to local municipalities, specifically Section 152 of the Constitution that address the objects of local government, as well as Part B of Schedule 4 and Schedule 5 of the Constitution which address functions that matter to local government. Each growth path includes catalytic projects that will spark development within the context of Lepelle-Nkumpi for the respective pathway targeted, along with the 2040 outcome respectively. The projects included as well as the outcomes of the respective pathways align with the policies reviewed under the policy framework, specifically the NDP, LDP and the Capricorn GDS.

### 4.2. Pathway 1: Governance

#### 4.2.1. Vision 2040

By 2040, Lepelle-Nkumpi will comply with all legislation relating to local governance as well as adhere to the principle of good governance as a financially viable municipality. The municipality will hold free and fair elections, as prescribed by the IEC, which will show the confidence of the communities in the governance system in the Municipality. The municipal officials will conduct their mandate ethically so as to serve the community of the Municipality. The community will have easy access to their respective ward councillors and the community will be engaged for key municipal documents and granted access to these documents. The Municipality will maintain up-to-date municipal planning such as integrated development planning and key sector plans, as well as the implementation of set plans in an efficient and effective manner. The town planning in the Municipality will enable a conducive environment that can sustain growth and cater to the social and economic needs without compromising the environment within the Municipality.

#### 4.2.2. Long-term Goals

The Municipality should aim to expand the functions which it performs for its constituents by having the financial and administrative capacity to perform all municipal functions with significantly less assistance from the District. Long-term municipal planning becomes pivotal in achieving all long-term goals, considering future generations as well as the sustainability of the economy and the community. The planning and implementation of infrastructure development will assist the Municipality in creating an enabling environment that takes on a long-term perspective in growth and development with the aim of economic and social transformation for the Municipality without compromising the natural environment.

#### 4.2.3. Short-term Projects

Table 50 shows the growth paths that must be complied with as per the Constitution. The growth paths are assigned short-term projects that serve as a starting point towards achieving the vision of good governance and also assist in creating an enabling environment for sustainable development. The 2040 outcomes are also included to highlight the targets for each growth path.



Table 50: Governance Growth Paths and Projects

Pathway	Growth Paths	Short-term Projects	2040 Outcome(s)
Governance	<p>To provide democratic and accountable government for local communities <i>[Constitution S152(1a)]</i></p> <p>To encourage the involvement of communities and community organisations in the matters of local government <i>[Constitution S152(1e)]</i></p>	<ul style="list-style-type: none"> <li>• Thusong centre</li> <li>• “Meet your councillor” outreach programme</li> <li>• Advertising IDP</li> <li>• Advertising and conducting ward meetings</li> <li>• Local authority ward visits</li> <li>• Align departmental plans and considerations</li> <li>• Review hiring of community halls, buildings and other facilities bylaw</li> <li>• Capacity building initiatives and training of staff members</li> </ul>	<ul style="list-style-type: none"> <li>• Responsive governance to local needs</li> <li>• Municipality complies with all legislation pertaining to local governance</li> <li>• Municipality practices good governance and has instilled the Batho Pele principles.</li> <li>• Municipality continually provides training for staff members to ensure capacity development and efficiency in governance.</li> <li>• Public access to municipal information</li> <li>• Annual update of municipal bylaws</li> </ul>
	<p>To ensure the provision of services to communities in a sustainable manner <i>[Constitution S152(1b)]</i></p>	<ul style="list-style-type: none"> <li>• Review refuse removal bylaw</li> <li>• Develop a litter awareness programme</li> <li>• Drilling and equipping of borehole</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality provides basic bulk services in a sustainable manner</li> <li>• Infrastructure developed for sustainable provision of basic bulk services</li> <li>• Established billing system for bulk services provided</li> </ul>
	<p>Building regulations <i>[Schedule 4 b]</i></p>	<ul style="list-style-type: none"> <li>• Review building regulations bylaw</li> <li>• Upskill building inspectors</li> </ul>	<ul style="list-style-type: none"> <li>• Building regulations updated annually</li> <li>• Inspectors uphold and enforce bylaws</li> <li>• Established fines system relating to unauthorised buildings</li> </ul>

Pathway	Growth Paths	Short-term Projects	2040 Outcome(s)
Governance	Municipal planning <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>• Implementation of SPLUMA [CDM]</li> <li>• Development of an integrated transport plan</li> <li>• Development of a housing/settlement plan</li> <li>• Revised land use management scheme in terms of SPLUMA               <ul style="list-style-type: none"> <li>◦ Land use application bylaw</li> </ul> </li> <li>• Guide, monitor and control spatial planning, land use management and development</li> <li>• Review current town planning scheme</li> <li>• Review Integrated Development Plan (IDP)</li> <li>• Develop a long-term capital investment plan</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with other spheres of government</li> <li>• All municipal plans are up to date, including:               <ul style="list-style-type: none"> <li>◦ IDP</li> <li>◦ LED</li> <li>◦ Tourism</li> <li>◦ Transport plan</li> <li>◦ Housing/settlement plan</li> <li>◦ Waste management</li> <li>◦ Environmental</li> </ul> </li> <li>• Town planning scheme accommodative for further growth and development</li> <li>• Implementation of municipal plans on a regular basis</li> </ul>
	Trading regulations <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>• Review informal street trading bylaw</li> <li>• Informal trading area development (zoning)</li> </ul>	<ul style="list-style-type: none"> <li>• Trading regulations updated annually</li> <li>• Established fines system regarding unauthorised trading</li> </ul>
	Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>• Installation of water infrastructure</li> <li>• Drilling and equipping of borehole</li> <li>• Refurbishment of water treatment plant in Lebowakgomo [CDM]</li> <li>• Refurbishment of waste water treatment plant [CDM]</li> </ul>	<ul style="list-style-type: none"> <li>• Lepelle-Nkumpi providing water and sanitation to the community</li> <li>• Essential infrastructure developed to provide sufficient services in a sustainable manner</li> <li>• Provision of services to indigent households</li> </ul>

Pathway	Growth Paths	Short-term Projects	2040 Outcome(s)
Governance	Billboards and the display of advertisements in public places <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Develop bylaw for public advertisement</li> <li>Zoning for billboards and advertisements in public places</li> </ul>	<ul style="list-style-type: none"> <li>Annual update of advertisement bylaw</li> <li>Management and enforcement of bylaw</li> <li>Established fines system for unauthorised use of advertising space</li> </ul>
	Cemeteries, funeral parlours and crematoria <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Surfacing of 980 meters of access to Lebowakgomo cemetery (ward 17)</li> <li>Development of municipal cemetery               <ul style="list-style-type: none"> <li>Construction of community cemetery and fencing in Zebediela</li> <li>Construction of community cemetery and fencing in Mphahlele</li> <li>Construction of community cemetery and fencing in Mathabatha/Mafefe</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Developed sufficient number of cemeteries, funeral parlours and crematoria</li> <li>All cemeteries, funeral parlours and crematoria well-fenced</li> <li>Zoned areas to increase capacity of cemeteries</li> <li>Zoned areas for construction of additional funeral parlours and crematoria</li> </ul>
	Licensing of dogs <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Develop licenses for dog ownership</li> <li>Administer and regulate licenses</li> </ul>	<ul style="list-style-type: none"> <li>Administer and regulate licensing of animals effectively</li> <li>Establish fines system for unauthorised ownership of animals</li> </ul>
	Licensing and control of undertakings that sell food to the public <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Develop licenses for undertakings selling food to the public</li> <li>Administer and regulate undertakings</li> </ul>	<ul style="list-style-type: none"> <li>Effectively administer and regulate licensing of undertakings selling food</li> <li>Establish fines system for unauthorised operations pertaining to selling of food</li> </ul>

Pathway	Growth Paths	Short-term Projects	2040 Outcome(s)
Governance	Cleansing <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Lepelle-Nkumpi Clean-Up Campaign</li> <li>Make use of EPWP for clean-up of waste</li> <li>Enforcement of waste compliance/fines</li> </ul>	<ul style="list-style-type: none"> <li>Clean and beautified municipality</li> <li>Tourism attraction</li> <li>Regular cleaning of Municipality</li> <li>Established fines system for unauthorised dumping</li> </ul>
	Control of public nuisances <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Review noise-abatement and prevention of nuisance bylaw</li> <li>Monitoring of noise levels in municipality</li> </ul>	<ul style="list-style-type: none"> <li>Scenic and tranquil municipality</li> <li>Annual update of noise-abatement and prevention of nuisance bylaw</li> <li>Regulation of noise pollution and enforcement of bylaw</li> <li>Established fines system for unauthorised noise/nuisances</li> </ul>
	Control of undertakings that sell liquor to the public <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Develop licenses for undertakings selling liquor to the public</li> <li>Administer and regulate undertakings</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to National laws regarding the selling of liquor</li> <li>Effective regulation of licenses for undertakings selling liquor</li> <li>Controlled noise and nuisance levels around undertakings selling liquor</li> <li>Established fines system for unauthorised selling of liquor</li> <li>Established fines system for unauthorised noise and disturbances to community</li> </ul>
	Public amenities <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Review Public Amenities bylaw</li> <li>Establish additional rules/guidelines for use of public amenities</li> <li>Regulate use of public amenities</li> </ul>	<ul style="list-style-type: none"> <li>Annual update of public amenities bylaw(s)</li> <li>Regulation and maintenance of public amenities</li> <li>Established fines system for misuse of public amenities</li> </ul>

Pathway	Growth Paths	Short-term Projects	2040 Outcome(s)
Governance	Facilities for the accommodation, care and burial of animals <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Provide facilities for animals (animal shelters or pounds)</li> <li>Zoning/building of areas for the burial of animals</li> <li>Maintenance of facilities provided</li> </ul>	<ul style="list-style-type: none"> <li>Regulation and maintenance of animal facilities</li> </ul>
	Fencing and fences <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Fences for increased safety and security: <ul style="list-style-type: none"> <li>Main roads (R518, R37 and R579)</li> <li>Facilities and public amenities</li> <li>Municipal offices</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Adequate fencing throughout the municipality for increased safety and security</li> </ul>
	Noise pollution <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Review noise-abatement and prevention of nuisance by-law</li> <li>Administer and manage noise pollution</li> </ul>	<ul style="list-style-type: none"> <li>Scenic and tranquil municipality</li> <li>Regulation of noise pollution and enforcement of bylaw</li> <li>Established fines system for unauthorised noise/nuisances</li> </ul>
	Pounds <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Upgrading of the Municipal Cattle Pound (Ward 18)</li> <li>Cattle pound management (whole municipality)</li> <li>Fencing of pounds</li> </ul>	<ul style="list-style-type: none"> <li>Effective management of pounds</li> </ul>
	Refuse removal, refuse dumps and solid waste disposal <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Construct three waste transfer stations <ul style="list-style-type: none"> <li>Moletlane</li> <li>Ga-Mphahlele</li> <li>Ga-Mathabatha/Mafefe</li> </ul> </li> <li>Development of a new waste disposal cell at Lenting landfill site</li> <li>Administer and regulate landfills</li> <li>Enforce fining for illegal dumping</li> <li>Expand refuse removal service to: <ul style="list-style-type: none"> <li>Urban (wards 15-18)</li> <li>Rural</li> </ul> </li> <li>Construction of the Mathibela Waste Transfer Station</li> </ul>	<ul style="list-style-type: none"> <li>Municipality provides adequate services to all wards</li> <li>Zoning to accommodate expansion of landfills</li> <li>Established billing system for provision of municipal services</li> <li>Established fines system for unauthorised dumping and waste disposal</li> </ul>



Pathway	Growth Paths	Short-term Projects	2040 Outcome(s)
<b>Governance</b>	Traffic and parking <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>• Public parking               <ul style="list-style-type: none"> <li>○ Zoning/marking areas</li> <li>○ Paving of areas</li> <li>○ Fencing of areas</li> <li>○ Parking meters/pay point</li> <li>○ Provision of security</li> </ul> </li> <li>• Paving of traffic station</li> <li>• Develop electronic traffic fines management system</li> <li>• Lepelle-Nkumpi Minibus Taxi Facility Improvement Programme</li> <li>• Lepelle-Nkumpi Roadway Clean-Up Programme</li> <li>• Modal Integration Strategy and Corridor Development</li> <li>• Develop a Gravel Road Conversion Strategy</li> <li>• Construction of speed humps</li> <li>• Installation of traffic lights</li> <li>• Signage and street naming</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality provides adequate parking that is marked and fenced</li> <li>• Maintenance of public parking areas</li> <li>• Established parking meters/pay points</li> <li>• Established electronic traffic fines management system</li> </ul>

#### 4.2.4. Outcomes and Timelines

Table 51 outlines the essential outcomes that correspond with the governance pathway. These outcomes are key for creating an enabling environment within the Municipality and must be realised for the efficient and effective governance of the Municipality in 2040, making the 2040 vision for governance a reality.

Table 51: Governance Pathway Outcomes

Outcome	2025	2030	2035	2040
<b>Outcome 1: Adherence to good governance</b>	Lepelle-Nkumpi LM practices most of the good governance principles. Municipal plans are updated annually to ensure sustainability and growth of the Municipality.	Lepelle-Nkumpi LM adheres to most of the good governance principles, improving specifically in financial management. The Municipality consistently updates all its plans.	Lepelle-Nkumpi LM adheres to most of the good governance principles, improving on all principles and keeping the municipal plans updated.	Lepelle-Nkumpi LM fully adheres to good governance principles, and extensively applies principles in all matters of governance.
<b>Outcome 2: Clean audit reports</b>	Unqualified audit outcome	Unqualified audit outcome	Unqualified audit outcome	Unqualified audit outcome
<b>Outcome 3: Financial viability</b>	<p>Lepelle-Nkumpi LM generating 30%+ percentage of own revenue, with some reliance on grants and transfers.</p> <p>Other indicators to note:</p> <p>Spending of operating budget: less than 8% under/over spent</p> <p>Spending of capital budget: less than 8% under/over spent</p> <p>Spending on repairs and maintenance: at least 5%</p> <p>Fruitless and wasteful expenditure: less than 3%</p>	<p>Lepelle-Nkumpi LM generating more than 40% own revenue as percentage of total revenue, with better financial controls on expenditure.</p> <p>Other indicators to note:</p> <p>Spending of operating budget: less than 6% under/over spent</p> <p>Spending of capital budget: less than 6% under/over spent</p> <p>Spending on repairs and maintenance: at least 5%</p> <p>Fruitless and wasteful</p>	<p>Lepelle-Nkumpi LM generating about 60% of own revenue and complying with most of the requirements set by National Treasury.</p> <p>Other indicators to note:</p> <p>Spending of operating budget: 0-5% under/over spent</p> <p>Spending of capital Budget: 0-5% under/over spent</p> <p>Spending on repairs and maintenance: at least 5%</p> <p>Fruitless and wasteful</p>	<p>Lepelle-Nkumpi LM generating at least 80% of own revenue as percentage of total revenue, with established financial controls that guide adherence to National Treasury requirements.</p> <p>Other indicators to note:</p> <p>Spending of operating budget: 0-5% under/over spent</p> <p>Spending of capital budget: 0-5% under/over spent</p> <p>Spending on repairs and maintenance: more than 8%</p>

Outcome	2025	2030	2035	2040
		expenditure: 0%	expenditure: 0%	Fruitless and wasteful expenditure: 0%
<b>Outcome 4: Provide basic bulk services to municipality</b>	Lepelle-Nkumpi LM provides some services with assistance from the District. LM undergoing infrastructure development for better provision of services, as well as addressing service backlogs.  Access to all bulk services: 40%+	Lepelle-Nkumpi LM providing many bulk services to its constituents while developing and maintaining infrastructure for bulk service delivery, along with addressing service backlogs.  Access to all bulk services: 60%+	Lepelle-Nkumpi LM providing most bulk services to its constituents while developing and maintaining infrastructure for bulk service delivery and addressing the few remaining backlogs.  Access to all bulk services: 80%+	Lepelle-Nkumpi sustainably provides all basic bulk services to its constituents with no backlogs, and maintains all infrastructure pertaining to services provided.  Access to all bulk services: 100%

### 4.3. Pathway 2: Economic

#### 4.3.1. Vision 2040

By 2040, Lepelle-Nkumpi will have an economy that is conducive for business where all resources are managed well and used efficiently. The economy is supported by good governance and infrastructure developed for the ease of doing business, where business activities are concentrated to optimise development potential. Business flourishes in the Municipality as it has improved accessibility to resources and the market. Jobs are readily available to the workforce that has been equipped with skills to match the needs of the economy. The Municipality provides facilities for the development of skills and retains all its people to become part of the future development of Lepelle-Nkumpi.

#### 4.3.2. Long-term Goals

The economy of Lepelle-Nkumpi should be developed with the objective of alleviating poverty, providing employment for the community and sharing resources to eradicate inequality while managing and efficiently using the resources in a sustainable manner. The Municipality is deemed as a tourist destination that provides tranquillity and the beauty of the natural environment. Economic development should optimise the development potential through implementation of economic infrastructure that unlocks the development potential in Lepelle-Nkumpi while retaining an environmentally friendly municipality.

### 4.3.3. Short-term Projects

Table 52 shows the growth paths that must be complied with as per the Constitution. The growth paths are assigned short-term projects that serve as a starting point towards achieving the vision of economic prosperity and also assist in creating an economy geared towards sustainable development. The 2040 outcomes are also included to highlight the targets for each growth path.

Table 52: Economic Growth Paths and Projects

Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
Economic	To ensure the provision of services to communities in a sustainable manner <i>[Constitution S152 (1b)]</i>	<ul style="list-style-type: none"> <li>• Develop and maintain water treatment for Blue Drop Status Water</li> <li>• Develop and maintain wastewater treatment for Green Drop Status</li> <li>• Infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality provides high quality basic services to businesses</li> <li>• Provision of services delivered timeously</li> </ul>
	To promote social and economic development; (excl. functions of local government) <i>[Constitution S152 (1c)]</i>	<ul style="list-style-type: none"> <li>• Review LED strategy</li> <li>• Review sectoral plans</li> <li>• Establish local business database</li> <li>• Mining and mineral beneficiation</li> <li>• Agriculture and agro-processing</li> <li>• Livestock farming</li> <li>• Poultry production</li> <li>• Tourism development</li> <li>• Revitalisation of industrial area in Lebowakgomo</li> <li>• SMME development</li> <li>• SMME support programmes</li> <li>• Informal trade development</li> <li>• Business skills development</li> <li>• Technical skills development</li> <li>• Develop local marketing promotion on campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality reviews and updates economic plans annually</li> <li>• Established comprehensive infrastructure masterplan to support growth and sustainability</li> <li>• Economic infrastructure simplifies ease of doing business in the Municipality</li> <li>• Sectoral value chains efficiently used, and production is maximised</li> <li>• Municipality locally develops skills and has developed support programmes for businesses</li> <li>• Municipality campaign “Buy Lepelle-Nkumpi”</li> <li>• Develop freight centres for long-haul freight movers</li> </ul>

Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
Economic	Local tourism <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>Revitalisation of the Mafefe Tourism Camp</li> <li>Zebediela Farm Stay Investment</li> <li>Promotion of arts, crafts and heritage festivals</li> <li>Revitalisation of Lebowakgomo Showground</li> <li>Agritourism</li> <li>Tourism product development</li> <li>Construction of accommodation for tourist (guest houses/lodges etc.)               <ul style="list-style-type: none"> <li>Urban accommodation</li> <li>Rural accomodation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Municipality is a tourist destination with several attractions and activities</li> <li>Tourism potential has been tapped into and unlocks growth potential in the Municipality</li> </ul>
	Markets <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Revitalisation of the informal sector</li> <li>Land zoning for markets</li> </ul>	<ul style="list-style-type: none"> <li>Areas have been demarked for markets</li> <li>Bylaws established for the operation of markets within the Municipality</li> <li>Infrastructure developed to support sustained growth of markets</li> </ul>
	Municipal abattoirs <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Revitalisation of existing abattoirs:               <ul style="list-style-type: none"> <li>Chicken</li> <li>Goat</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Abattoirs revitalised</li> <li>More abattoirs developed and used</li> <li>Maintenance of infrastructure consistent for sustained use of abattoirs</li> </ul>
	Street trading <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Zoning of land for hawkers</li> <li>Licensing of stalls</li> <li>Storage facility for hawkers</li> </ul>	<ul style="list-style-type: none"> <li>Demarked areas permitting street trading</li> <li>Stalls and storage facilities maintained and secured</li> <li>Annual update of bylaws guiding street trading</li> </ul>



## 4.3.4. Outcomes and Timelines

Table 53: Economic Pathway Outcomes

Outcome	2025	2030	2035	2040
<b>Outcome 1: Provision of enabling infrastructure</b>	<p>Lepelle-Nkumpi provides some high-quality services to businesses and has implemented infrastructure development for increased ease of doing business.</p> <p>ICT support has been developed to enable the efficient flow of information and increased levels of connectivity for businesses and the community.</p> <p>Street traders have been allocated space to trade, with access to the market and facilities to store goods. Traders are subject to bylaws enforced which guide street trading.</p>	<p>Infrastructure supporting economic development has been expanded to accommodate further growth in economic activity while maintenance of existing infrastructure is a focal point.</p> <p>The Municipality has improved its processes for business registration and provision of services for new businesses.</p> <p>The Municipality updates bylaws relating to business operations annually and has established a fining and billing system for revenue generation.</p>	<p>Lepelle-Nkumpi has rolled out maintenance for all infrastructure and provides bulk services to all registered business in the Municipality.</p> <p>Bylaws are enforced rigorously to encourage good business practices that guide growth and development in the economy of Lepelle-Nkumpi.</p> <p>Business database has been updated and infused with the billing and fines system.</p>	<p>Lepelle-Nkumpi has implemented economic infrastructure that creates ease of doing business thereby enabling sustainable economic growth. Maintenance of the infrastructure is up-to-date.</p> <p>The Municipality provides bulk services to businesses in a sustainable manner.</p>
<b>Outcome 2: Job creation and skills development</b>	<p>Lepelle-Nkumpi has provided an enabling environment that encourages business, thereby providing opportunities of employment for the community.</p> <p>The Municipality has identified the skills lacking and has provided facilities for the development of those skills</p>	<p>Lepelle-Nkumpi has expanded in business activity, creating sustainable jobs and continual skills development of the community.</p> <p>Quality of life has been significantly impacted in the Municipality through sustainable livelihoods resulting from employment, systematically</p>	<p>Lepelle-Nkumpi has created an economic environment that absorbs most of its labour force. The economy has almost reached full employment and continues to grow sustainably and uses resources efficiently.</p>	<p>Lepelle-Nkumpi has an economy that has jobs readily available for the community. Several facilities have been constructed and maintained for skills development and specified training for the community. Resources are distributed fairly, providing alleviation of poverty.</p>

Outcome	2025	2030	2035	2040
	<p>including other technical skills.</p> <p>Along with skills development, support programmes for businesses and SMMEs have been established to assist in the growth of the economy.</p>	eradicating poverty.		
<b>Outcome 3: Tourism enhancement</b>	<p>Lepelle-Nkumpi offers tours throughout the Municipality, promoting arts and crafts through various festivals rich in culture and heritage.</p> <p>The Municipality has developed several tourism products including Agritourism as well as the Mafefe Tourism Camp which form part of the “Lepelle-Nkumpi Experience”.</p> <p>Accommodation has been built for tourists, with the associated infrastructure in place to ensure that the basic needs of the tourists are met.</p>	<p>Lepelle-Nkumpi is home to several heritage and religion-based festivals that attract tourists from all over, with the “Buy Lepelle-Nkumpi” campaign ongoing to encourage support to local businesses.</p> <p>Several tourist routes have been unlocked and add to the “Lepelle-Nkumpi Experience” for tourists.</p> <p>Tourism based activities have been established to maximize the “Lepelle-Nkumpi Experience”</p>	<p>Lepelle-Nkumpi attracts vast numbers of tourist for different activities and festivals throughout the year. The Municipality is accessible. All infrastructure is well maintained and used in a sustainable manner.</p>	<p>Lepelle-Nkumpi is a tourist destination that is fully accessible, providing a safe, tranquil and scenic experience with several activities and festivals. Resources are used efficiently, and provision of services is in a sustainable manner that is environmentally accommodative.</p>
<b>Outcome 4: Growth and development</b>	<p>Lepelle-Nkumpi has an economy environment that is undergoing multi-sectoral development. It absorbs some of its labour force and has implemented economic</p>	<p>The Municipality has implemented economic infrastructure development and the maintenance thereof to sustain growth and accommodate future growth in the economy.</p>	<p>The Municipality has experienced significant growth in the economic environment which has unlocked job opportunities and potential for further development to</p>	<p>Lepelle-Nkumpi has a thriving economy that absorbs most of the labour force and has developed through the support of good governance and implementation of</p>

Outcome	2025	2030	2035	2040
	infrastructure development to unlock economic potential in the region.		maximize the economic potential.	economic infrastructure.

#### 4.4. Pathway 3: Social/Community

##### 4.4.1. Vision 2040

By 2040, Lepelle-Nkumpi will be a municipality that provides for the needs of its community with improved quality of life for all, achieved through the provision of basic services, better quality education and high quality health services for improved well-being for all. The municipality will have improved accessibility to all facilities and local amenities through the development of road and rail infrastructure, as well as the provision of improved public transportation that connects the community to economic activity. The municipality will be a safe and secure home for many where the community will provide a sense of belonging to everyone exploring the municipality and will demonstrate that “Motho ke motho ka batho” by showing humanity to all.

##### 4.4.2. Long-term Goals

Infrastructure development and the maintenance thereof are key enablers for social development in the Municipality. It is essential to strategically place the appropriate infrastructure to support the construction of social facilities and amenities, as well as the construction and maintenance of health service facilities along with facilities that increase safety and security for the communities within the Municipality. Governance also plays an essential role in the implementation of plans to improve the municipality for the community, as well as regulating and monitoring the use of public goods to ensure the durability of these goods.

##### 4.4.3. Short-term Projects

Table 54 highlights the growth paths that stem from the Constitution which are accompanied by short-term projects to guide the Municipality with development for its social/community concerns. The 2040 outcomes are presented for each growth path as the desired outcome for the sustainable growth and development of Lepelle-Nkumpi.

Table 54: Social Growth Paths and Projects

Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
Social/Community	To ensure the provision of services to communities in a sustainable manner <i>[Constitution S152(1b)]</i>	<ul style="list-style-type: none"> <li>Public infrastructure investment programme</li> <li>Water</li> <li>Electricity</li> <li>Sanitation</li> <li>Refuse removal</li> </ul>	<ul style="list-style-type: none"> <li>Community in Lepelle-Nkumpi receives all basic services effectively and pays for these services</li> <li>Backlogs have been addressed</li> </ul>
	To promote social and economic development; (excl. functions of local government) <i>[Constitution S152(1c)]</i>	<ul style="list-style-type: none"> <li>Construction of public facilities</li> <li>Education and skills development, attraction and retention programmes</li> <li>Housing and settlement development programme</li> <li>Upgrade taxi and bus rank</li> <li>Create and upgrade taxi and bus stop shelters</li> <li>Implementation of: <ul style="list-style-type: none"> <li>LED</li> <li>Tourism strategy</li> <li>Other sectoral plans</li> </ul> </li> <li>Low cost housing (RDP)</li> <li>Installation of cell phone towers in all areas</li> </ul>	<ul style="list-style-type: none"> <li>Improved quality of education at all levels</li> <li>Multiple public amenities and facilities provided for the community</li> <li>Provision of housing to accommodate growth</li> <li>All relevant backlogs addressed</li> <li>Regulation and maintenance of public amenities and facilities</li> </ul>

Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
	To promote a safe and healthy environment <i>[Constitution S152(1d)]</i>	<ul style="list-style-type: none"> <li>Placing of:               <ul style="list-style-type: none"> <li>Street lighting (safety)</li> <li>Road fencing</li> <li>Pedestrian pavement</li> <li>Cycling lanes</li> </ul> </li> <li>Support police forums and community policing</li> <li>Create community health programmes</li> <li>Support NGOs such as old-age homes, places of safety, orphanages, foster care, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Adequate provision of street lighting</li> <li>Road fencing, pedestrian walkways and cycling lanes provided</li> <li>Supporting NGOs and assisting through programmes and initiatives</li> <li>A safe and secure community</li> <li>Good conservation of environment</li> </ul>
Social/Community	Child care facilities <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>Construction of a community creche               <ul style="list-style-type: none"> <li>Gedroogte (Ward 3)</li> <li>Malakabaneng (Ward 29)</li> <li>Mogoto (Ward 9)</li> <li>Blydrift (Ward 1)</li> <li>Ga-Mampa (Ward 28)</li> </ul> </li> <li>Establishment of Early Childhood Development Centres</li> </ul>	<ul style="list-style-type: none"> <li>Numerous child care facilities</li> <li>Qualified caretakers within facilities</li> <li>Quality basic education</li> </ul>
	Electricity and gas reticulation <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>Distribution of electricity to:               <ul style="list-style-type: none"> <li>Matjatji</li> <li>Ga-Molopo</li> <li>Mamaolo</li> <li>Seruleng</li> <li>Moshongoville</li> <li>Makweng</li> <li>Volop</li> </ul> </li> <li>Provision of solar alternative energy to households (solar)</li> <li>Electrification of extensions</li> </ul>	<ul style="list-style-type: none"> <li>All wards in the Municipality electrified</li> <li>Established electronic bills and fines system</li> <li>Consistent maintenance of electricity related infrastructure</li> <li>Municipality also uses alternative energy sources in a sustainable manner.</li> </ul>

Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
	Firefighting services <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>• Rapid response vehicles [CDM]</li> <li>• Extrication equipment [CDM]</li> <li>• Fire safety awareness programme [CDM]</li> </ul>	<ul style="list-style-type: none"> <li>• Developed fire stations with access to the whole municipality</li> <li>• Inclusion of emergency lanes on all major roads</li> </ul>
	Municipal health services <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>• Procurement of Food and Water Quality monitoring accessories [CDM]</li> <li>• Food and Water Control [CDM]</li> <li>• Planting of Moore Pads [CDM]</li> <li>• Promotion and awareness of health issues (physical and mental)</li> <li>• Construction and maintenance of : <ul style="list-style-type: none"> <li>◦ Rehabilitation facilities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Provision of quality basic health services</li> <li>• Qualified health practitioners and highly skilled medical staff</li> </ul>
Social/Community	Municipal public transport <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>• Upgrade gravel roads to surfaced roads <ul style="list-style-type: none"> <li>◦ 300km of road in wards 23, 14, 11, 6, 13, 17,29, 26 and 17</li> <li>◦ Mafefe road</li> </ul> </li> <li>• Maintenance of existing roads and stormwater infrastructures</li> <li>• Reseal tarred roads in wards 16, 17 and 18</li> <li>• Provision of public transport in areas lacking access.</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate provision of public transportation to the community</li> <li>• All roads tarred for better accessibility</li> <li>• Main roads widened for better traffic control</li> <li>• Stormwater infrastructure developed and maintained consistently</li> <li>• Clean public spaces</li> </ul>
	Municipal public works (only in respect of the needs of municipalities) <i>[Schedule 4 b]</i>		
	Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>• Drilling and equipping of borehole</li> <li>• Establish bylaws for independent provision of water</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality provides adequate water and sanitation services to constituents</li> <li>• Water and sanitation infrastructure developed and maintained</li> <li>• Review and update bylaws</li> <li>• Established electronic billing and fining system</li> </ul>



Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
	Local amenities <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Construction and maintenance of:               <ul style="list-style-type: none"> <li>Public parks and playgrounds</li> <li>Youth centre</li> <li>Thusong centre</li> <li>Public rest points</li> <li>Old-age home(s)</li> <li>Orphanage(s)</li> <li>Place(s) of safety</li> </ul> </li> <li>Construction of libraries and use of mobile libraries</li> <li>Construction of community gyms</li> <li>Refurbishment of public facilities</li> </ul>	<ul style="list-style-type: none"> <li>Developed public areas and facilities</li> <li>Good maintenance of public areas and facilities</li> <li>Enforcement of bylaws relating to public amenities</li> <li>Established fines system</li> </ul>
	Local sport facilities <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Upgrading of Lebowakgomo stadium</li> <li>Development of recreational facilities:               <ul style="list-style-type: none"> <li>Tennis court</li> <li>Netball court</li> <li>Change room with ablutions</li> <li>Soccer pitch</li> <li>Sports, Arts and Culture Coordination</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Developed stadium to meet FIFA regulations</li> <li>Developed recreational facilities and associated bylaws</li> <li>Maintenance of all sports facilities</li> </ul>
Social/Community	Municipal parks and recreation <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Upgrading of parks in Lebowakgomo Zone A, B, F, R and S (Wards 15-18)</li> </ul>	<ul style="list-style-type: none"> <li>Provision of adequate public spaces</li> <li>Enforcement of bylaws relating to public spaces</li> <li>Established fines system relating to public amenities usage</li> </ul>
	Municipal roads <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>Orrie Baragwanath Pass widening and tarring (from Gemini settlement)</li> <li>Upgrading of access roads               <ul style="list-style-type: none"> <li>Asphalt</li> <li>Kerbs and stormwater channels and installation</li> </ul> </li> <li>Road signage</li> <li>Tarring of internal streets</li> </ul>	<ul style="list-style-type: none"> <li>All roads tarred, provided with pedestrian paving and cycling lanes</li> <li>Demarcated lockable bicycle stands</li> <li>Road signage adequate and visible</li> <li>Main roads widened for better traffic control</li> </ul>

Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
		<ul style="list-style-type: none"> <li>○ Resealing and maintenance of streets</li> <li>○ Resealing of existing road surface</li> <li>• Paving sidewalks for pedestrians and cycling</li> <li>• Lockable bicycle stands for parking</li> <li>• Tarring of District roads</li> </ul>	<ul style="list-style-type: none"> <li>• Fully functional traffic lights and traffic control measures</li> <li>• Established billing and fining systems respectively relating to road use</li> </ul>
	Public places <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>• Installation and energisation of high mast lights in public places (ward 20)</li> <li>• Installation and energisation of high mast lights in public places (ward 27)</li> </ul>	<ul style="list-style-type: none"> <li>• Public places provided with adequate lighting and fencing where applicable</li> <li>• Developed licencing system (where applicable) for public places</li> <li>• Developed bylaws and the enforcement thereof</li> <li>• Established fines system relating to public places</li> </ul>
	Street lighting <i>[Schedule 5 b]</i>	<ul style="list-style-type: none"> <li>• Maintenance of existing lighting infrastructure</li> <li>• The installation of 14 high mast lights</li> <li>• Installation of street lamps on main roads</li> <li>• Installation of road reflectors (cat eyes) on main roads</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate provision of streets lights through the Municipality</li> <li>• Maintenance of street lights</li> <li>• Developed bylaws and the enforcement thereof relating to street lights</li> </ul>

#### 4.4.4. Outcomes and Timelines

Table 55 outlines the essential outcomes that correspond with the social/community pathway. These outcomes are essential for social development within the Municipality and must be realised to fulfil the needs of the community of the Municipality in 2040, making the 2040 vision a reality.

Table 55: Social Pathway Outcomes

Outcome	2025	2030	2035	2040
<b>Outcome 1: Provision of bulk services</b>	Lepelle-Nkumpi LM provides some services with assistance from the District. LM undergoing infrastructure development for better provision of services, as well as addressing service backlogs.  Access to all bulk services: 40%+	Lepelle-Nkumpi LM providing many bulk services to its constituents while developing and maintaining infrastructure for bulk service delivery, along with addressing service backlogs.  Access to all bulk services: 60%+	Lepelle-Nkumpi LM providing most bulk services to its constituents while developing and maintaining infrastructure for bulk service delivery and addressing the few remaining backlogs.  Access to all bulk services: 80%+	Lepelle-Nkumpi sustainably provides all basic bulk services to its constituents with no backlogs, and maintains all infrastructure pertaining to services provided.  Access to all bulk services: 100%
<b>Outcome 2: Provision of improved road infrastructure</b>	Lepelle-Nkumpi has several roads in the region tarred and addressing road backlogs. The Municipality has also provided pedestrian walkways.  Signage has been placed throughout the municipality.	Lepelle-Nkumpi has tarred most roads in the region and maintains all roads. The Municipality also maintains pedestrian walkways and has provided cycling lanes as well as lockable bicycle stands.	All roads have been tarred with pedestrian walkways and cycling lanes provided on major roads. All road-related infrastructure is well-maintained.	Lepelle-Nkumpi is a well-connected municipality with well-maintained road infrastructure and clear, visible signage for better navigation throughout the municipality
<b>Outcome 3: Provision of public transport</b>	Lepelle-Nkumpi has developed public transport areas (taxi ranks, etc.) including public parking areas, and the infrastructure thereof.  The Municipality has implemented its transport plan to provide enough public	Maintenance and provision of public transportation is maintained in the main areas of the municipality.  Provision of public transport and development of associated infrastructure in the rest of the municipality has been implemented	Public transport and the associated infrastructure implemented are well-maintained throughout the municipality.  The Municipality provides ample public parking for road users and has established electronic systems	Public transport is accessible for the whole Municipality, and the associated infrastructure is well-maintained. Public transport is readily available throughout the Municipality.  Bylaws are enforced, along with the use of the

Outcome	2025	2030	2035	2040
	<p>transportation to the main areas in the Municipality.</p> <p>Road use bylaws have been developed and enforced by the Municipality along with the development of a billing and fining electronic system.</p>	and is being maintained.	pertaining to billing and fining.	electronic systems developed.
<b>Outcome 4: Safety and security</b>	<p>The main areas of Lepelle-Nkumpi are well-lit with adequate lighting in public areas as well as street lighting.</p> <p>The Municipality has provided fencing around main roads and public spaces for increased safety.</p> <p>Community policing has been established to mitigate crime levels in the Municipality.</p> <p>Bylaws have been developed with regards to the use of public assets and are rigorously enforced.</p>	<p>The Municipality has provided high mast lighting and fencing in all areas for increased safety within the wards.</p> <p>Community policing is well-supported, and crime levels have been contained.</p> <p>Bylaws are reviewed and updated consistently, as well as enforced to sustained use of public assets.</p>	<p>The Municipality maintains all infrastructure accordingly relating to lighting of the region.</p> <p>The Municipality has established a fines system for misconduct relating to public assets.</p>	<p>All areas in the Municipality are considered safe with security from community policing as well as SAPS patrols in the area, thereby discouraging any forms of criminal activities.</p> <p>Bylaws have been enforced, and the fines systems are used effectively.</p>
<b>Outcome 5: Quality education and health services</b>	<p>Lepelle-Nkumpi has established schools that cater for the needs of the community with skilled educators at the forefront of education in Lepelle-Nkumpi.</p> <p>Health services have improved significantly, with</p>	<p>All public schools have been equipped with facilities that enhance the quality of learning such as laboratories, computers, etc. along with the provision of essential books for students.</p>	<p>The quality of education provided by educators in Lepelle-Nkumpi has been significantly improved along with the infrastructure required to facilitate the facilities needed</p>	<p>Education and health facilities provide high quality services to the community. The facilities are well maintained and make use of highly skilled personnel with the relevant training.</p>

Outcome	2025	2030	2035	2040
	<p>several community health services provided in the major areas of the Municipality. The maintenance of health service facilities is crucial for further development.</p> <p>The Municipality has also constructed several institutions for the training and development of high-skilled workers relating to education and health services.</p>	<p>The Municipality has extended its reach regarding medical services by providing community health services in most areas of the Municipality. More clinics have been constructed throughout the Municipality to provide healthcare to all.</p> <p>Institutions for specialized training and development have been constructed for both education and health services.</p>	<p>in all schools.</p> <p>All people in Lepelle-Nkumpi have access to quality health services and access to health facilities is within proximity.</p> <p>Maintenance of existing infrastructure is crucial to ensure long-term provision of high-quality education and health services.</p>	
<b>Outcome 6: Public amenities and places</b>	<p>Lepelle-Nkumpi has constructed public amenities that meet the needs of the community. These include public places, sports facilities, libraries and information centers.</p> <p>The infrastructure required has been developed and maintained for long-term use of these facilities.</p> <p>The Municipality has developed bylaws relating to the use of public facilities and must be enforced to ensure effective usage of all facilities.</p>	<p>Lepelle-Nkumpi has constructed and maintained several public amenities to enhance the quality of life of the community. Public facilities are accessible to all and are kept clean and environmentally friendly.</p> <p>Bylaws are reviewed and updated frequently and enforced rigorously for the maintenance of facilities.</p> <p>A fining system has been established that coincides with the bylaws.</p>	<p>Lepelle-Nkumpi maintains the infrastructure developed for public facilities and places to ensure the sustainable use of such facilities.</p> <p>Bylaws are reviewed and updated annually and enforced rigorously for the maintenance of facilities.</p> <p>The Municipality has established a fines system to ensure the effective usage of all public facilities.</p>	<p>Lepelle-Nkumpi has developed public amenities that address the needs of its constituents, and the facilities are well-maintained with security provided and fencing to enclose facilities for protection.</p> <p>The bylaws relating to public facilities and places are enforced rigorously. The Municipality has established a fines system linked with the bylaws enforced.</p>

#### 4.5. Pathway 4: Environmental

##### 4.5.1. Vision 2040

By 2040, Lepelle-Nkumpi will be a clean, litter-free municipality that uses its natural resources strategically for sustained long-term growth. Key areas of the Municipality must be conserved and protected from the exploitation of natural resources, where the Municipality efficiently addresses waste as well as other environmental issues such as storm water. As a tourist destination, the Municipality should strive to maintain its tranquillity and its scenic environment.

##### 4.5.2. Long-term Goals

The focus of the Municipality is to ensure the sustainable use of natural resources and to foster development that does not harm the environment in the long-term. The infrastructure developed moving forward should coincide with the associated land use to ensure the provision of services in an effective manner.

##### 4.5.3. Short-term Projects

Table 56 highlights the growth paths that stem from the Constitution which are accompanied by short-term projects to guide the Municipality with development for its environment related concerns. The 2040 outcomes are presented for each growth path as the desired outcome for the sustainable growth and development of Lepelle-Nkumpi.



Table 56: Environmental Growth Paths and Projects

Pathways	Growth Paths	Short-term Projects	2040 Outcome(s)
Environmental	To provide democratic and accountable government for local communities <i>[Constitution S152(1a)]</i>	<ul style="list-style-type: none"> <li>Review the Environmental Management Plan</li> <li>Review the Roads and Storm Water Management Plan</li> <li>Compliance with the environmental management legislation, making use of the Environmental Code of Conduct</li> <li>Establish Environmental bylaws</li> <li>Township beautification</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of all Municipal documents and bylaws</li> <li>Departmental coordination regarding planning and implementation of Municipal plans</li> </ul>
	To ensure the provision of services to communities in a sustainable manner <i>[Constitution S152(1b)]</i>	<ul style="list-style-type: none"> <li>Develop a litter awareness programme</li> <li>EPWP to enforce waste compliance</li> <li>Construction of three transfer stations</li> <li>Provide licensing of bore pits</li> <li>Construction of landfill [CDM]</li> </ul>	<ul style="list-style-type: none"> <li>Litter is well-managed through EPWP</li> <li>Community complies with environmental code of conduct</li> <li>Bylaws established relating to litter</li> <li>Established fining system for littering and environmental damage</li> </ul>
	Air pollution <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>Air quality monitoring [CDM]</li> <li>Repair and calibration of equipment [CDM]</li> </ul>	<ul style="list-style-type: none"> <li>Air pollution controlled</li> <li>Bylaws established relating to air pollution</li> </ul>
	Stormwater management systems in built-up areas <i>[Schedule 4 b]</i>	<ul style="list-style-type: none"> <li>Construction of stormwater drainage <ul style="list-style-type: none"> <li>Mathibela (Ward 8)</li> <li>Mogotlane (Ward 8)</li> <li>Rakgoatha (Ward 14)</li> <li>Sehlabeng (Ward 11)</li> <li>Lebowakgomo Zone R (Ward 17)</li> </ul> </li> <li>Roads and Stormwater Master Maintenance (all wards)</li> <li>Stormwater control and drainage</li> </ul>	<ul style="list-style-type: none"> <li>Municipality has catered for storm water needs in terms of infrastructure</li> <li>Drainage system in the Municipality works efficiently</li> <li>Master Maintenance Plan established and reviewed annually</li> </ul>

## 4.5.4. Outcomes and Timelines

Table 57: Environmental Pathway Outcomes

Outcome	2025	2030	2035	2040
<b>Outcome 1: Proper land use</b>	The Municipality has aligned its spatial considerations with the District plans. All documents relating to land use are updated and reviewed annually.	The Municipality has improved its town planning for the efficient use of Municipal space and to foster an environment that can sustain development in the long-term.	The Municipality continues to optimize the use of land. The spatial plans align with the Provincial plans as the Municipality continues to account for long-term sustainability.	Lepelle-Nkumpi has spatially aligned its plans with the plans stemming from other spheres of government to ensure spatial integration and proper land use.
<b>Outcome 2: Environmental protection</b>	The Municipality has fenced several areas to increase safety and security along with the protection of the environment.	The Municipality monitors the pollution levels extensively to ensure that the environment remains in a good state long-term.	The Municipality uses eco-friendly resources that are essential for the long-term sustainability of the natural environment.	Lepelle-Nkumpi has conserved areas and is actively involved in the protection of ecosystems in the Municipality and uses eco-friendly resources.
<b>Outcome 3: Waste management</b>	Lepelle-Nkumpi has developed infrastructure to control the waste in a sustainable manner. The Municipality has made the community conscious about waste through awareness programmes. Collection of litter is conducted through the EPWP programme.	The Municipality has established waste management bylaws that are reviewed and updated annually. The bylaws are accompanied by an established billing and fines system to ensure compliance to the bylaws.	The Municipality has developed more infrastructure to account for the growing needs to the communities in the region and continues to maintain all infrastructure to ensure long-term sustainability as well as maintain a healthy environment for all.	Lepelle-Nkumpi is a litter-free municipality that is tranquil and seen as a tourist destination. The Municipality has developed infrastructure that can support the growing needs of the community and has established a fines system to ensure that the bylaws for waste management are adhered to.
<b>Outcome 4: Stormwater management</b>	The Municipality has established a Stormwater Management Plan.  Stormwater management infrastructure has been developed in several areas of the Municipality that are affected most by	The Municipality has maintained existing its stormwater infrastructure and has rolled out the development of infrastructure for the remaining parts of the Municipality. All plans are	The Municipality continually maintains the infrastructure in developed. The Municipality has updated its stormwater management plan and annually reviews the plans to account for	Lepelle-Nkumpi has developed and maintained infrastructure that addresses stormwater drainage throughout the Municipality to ensure proper management of stormwater.

Outcome	2025	2030	2035	2040
	stormwater runoffs.	reviewed and updated annually.	long-term sustainability.	

#### 4.6. Cross-cutting Recommendations

##### 4.6.1. Bylaws Enforcement Agency

Lepelle-Nkumpi Local Municipality should necessitate the need for a Bylaws Enforcement Agency (The Agency). The Agency is crucial for the enforcement of local municipal bylaws as well as bylaws that resonate throughout the District. The purpose of the Agency is to ensure that all bylaws are adhered to, thereby assisting with the efficient use of all municipal assets for long-term sustainability of all infrastructure, facilities and assets.

##### 4.6.2. Establish Billing and Fining Systems (updated annually by council):

The establishment of an electronic billing and fining system is essential for Lepelle-Nkumpi as a method of generating revenue for the use of certain public amenities and for the collection of fines for not adhering to local laws and bylaws. The system should include several categories, including the following:

- Littering
- Building regulations
- Undertakings selling food and/or liquor (licenses)
- Licensing for bicycles and cycling
- Licensing of animals
- Pound (lost and found animals wandering)
- Public nuisance

The revenue generated from the billing and fining system can be used to assist in repair and maintenance of the infrastructure relating to the bill or fine.

## 4.7. Monitoring and Evaluation

### 4.7.1. Introduction

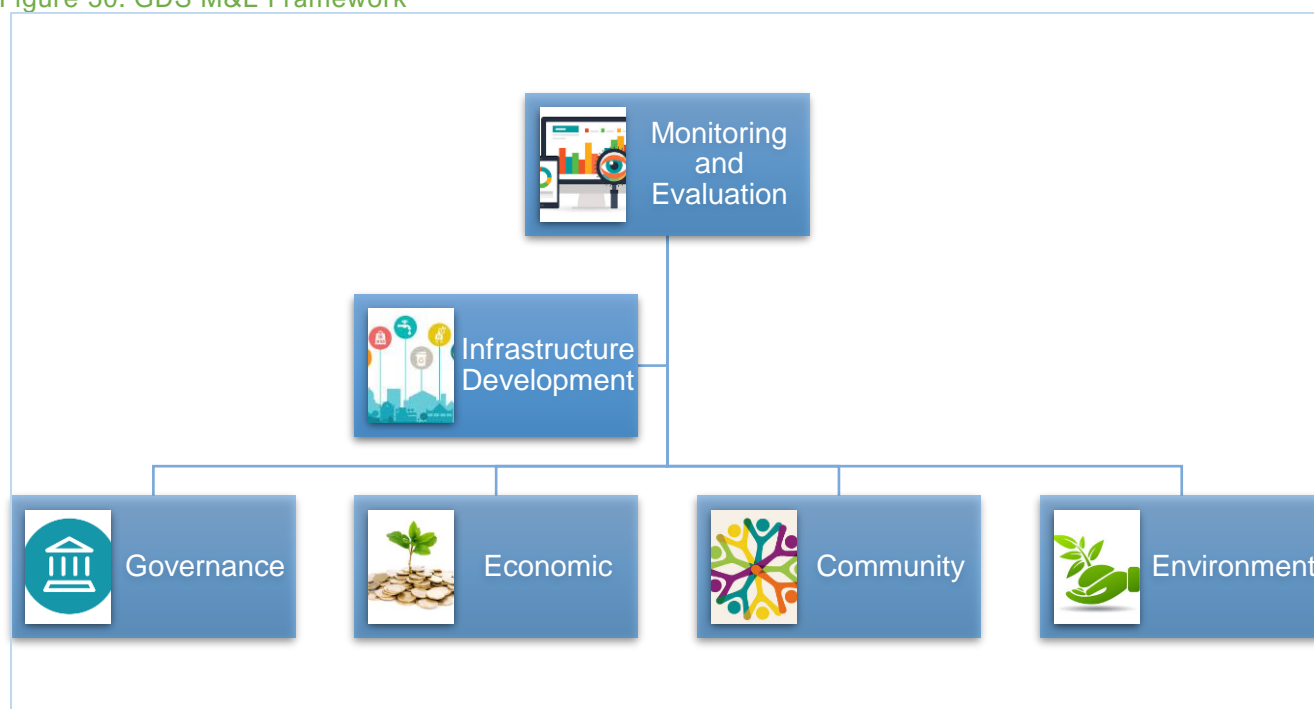
Monitoring and evaluation (M&E) is the umbrella term referring to the assessment and comparison of projects against their respective targets set as a process to determine the progress on the respective projects. The objective of M&E is essentially to increase the efficiency and effectiveness of project implementation determined in the planning phases of the project, as well as to ensure the completion of the project in a timely and sustainable manner. Through M&E, progress is tracked in an organised manner, resources are allocated efficiently, and outcomes are met effectively.

Monitoring and evaluation is thus critical to ensure that plans are being implemented, that they have the desired developmental impact and that resources are being used efficiently to establish and maintain a service-orientated culture of operation. As such, M&E and integrated development planning are two sides of the same coin – the Integrated Development Plan (IDP) sets out what a municipality intends to achieve, i.e. what the community can expect. The Performance Management System (PMS) manages, measures and evaluates the extent of achievement thus assisting the community to inspect what it expected.

### 4.7.2. Proposed Monitoring and Evaluation Framework for Lepelle-Nkumpi

Figure 30 shows the proposed M&E framework for Lepelle-Nkumpi Local Municipality based on the pillars of the GDS. As mentioned previously, infrastructure development is the cornerstone of growth and development within all pillars.

Figure 30: GDS M&E Framework



The framework essentially guides the M&E process for the pathways identified within the strategic framework. As part of the M&E process, it is essential to assess the long-term goals of the Municipality for each pathway to ensure alignment with the vision 2040. These long-term goals assist in determining the short-term projects that can catalyse growth going forward.

#### 4.7.3. Measuring Achievement of GDS Milestones (2040 Outcomes)

The 2040 outcomes outlined for each pathway serve as the milestones that the Municipality should seek to achieve as these outcomes align with those of the NDP. As illustrated in chapter 4, specifically in the respective outcomes and timelines sections (Table 51, Table 53, Table 55 and Table 57), the milestones include targets for 2025, 2030, 2035 and 2040 that can be used as performance indicators for the respective pathways.

It is also suggested that a personnel evaluation of all team members be conducted at the end of each project to assist in improving future team cohesion and project success in the long-term.

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## Annexure A: Secondary School Results

Table 58 shows the matric results for secondary schools in the Lebowakgomo Education District from 2016 to 2018.

Table 58: Matric Results for Schools in the Lebowakgomo Education District (2016 – 2018)

Centre Name	Quintile	% Achieved (2016)	% Achieved (2017)	% Achieved (2018)
Baphutheng Secondary	3	70,4	52,8	50,0
Bjatladi High	2	46,8	42,1	46,4
Boikhutsong Senior Secondary	1	63,2	54,5	95,2
Bokamoso Senior Secondary	3	87,5	88,3	79,2
Boshego High	3	54,7	70,4	60,9
Capricorn High	3	90,9	93,3	94,6
Chakga Junior Secondary	2	50,0	71,4	40,0
Chita Kekana Senior Secondary	2	45,0	49,5	65,7
Chueue Kgolo Secondary	2	38,4	54,5	58,8
Derek Kobe Senior Secondary	2	72,0	59,9	66,7
Dikobe Molaba Secondary	2	40,8	58,8	8,8
Dinao Secondary	2	47,2	44,1	41,2
Ditlalesemo Secondary	2	77,2	73,7	80,0
Ditsepu Secondary	2	77,5	73,0	61,3
Doasho High	2	47,4	45,9	46,4
Dr A M S Makunyane Secondary	3	59,4	64,3	76,1
Florapark Comprehensive High School	4	79,5	60,8	83,0
Frans Mohlala Secondary School	3	-	-	31,4
George Moragula Secondary	3	30,4	29,7	83,3
Gerson Ntjie Secondary	2	62,4	65,4	74,7
Hoer Landbouskool Kuschke	3	79,2	75,4	83,6
Hoerskool Noorderland	5	94,2	87,8	98,9
Hoerskool Pietersburg	5	99,6	100,0	98,8
Hwiti High	2	29,3	36,3	63,3
J K Tabane Secondary	1	35,6	45,3	56,3
Jawejawe Ledwaba Secondary	3	54,5	35,5	32,7
Jonas Mantjiu Secondary	2	82,4	70,0	41,7
Jubana High	1	81,6	41,4	44,8
Kabelo Combined School	3	36,0	56,5	54,4
Kgadimo Secondary	1	54,8	58,3	64,7
Kgagatlou Secondary	2	76,4	54,1	54,8
Kgakala Secondary	1	44,4	81,8	74,4
Kgalema Senior Secondary	1	21,6	47,1	59,3
Kgwadiamoleke Secondary	2	31,1	26,0	42,9
Kgwaratlou High	1	83,9	58,1	57,4
Khaiso High	3	81,3	87,9	86,2
Klaas Mothapo Secondary	3	64,2	84,6	80,6

Centre Name	Quintile	% Achieved (2016)	% Achieved (2017)	% Achieved (2018)
Kopano Secondary	3	46,5	53,3	64,5
Lebowakgomo Senior Secondary	2	52,7	38,1	66,7
Lehlaga Secondary	1	57,6	45,6	44,3
Lekota Senior Secondary	3	54,8	35,2	69,7
Leruleng Secondary	3	73,3	42,5	60,3
Leshikishiki High	2	93,9	53,1	74,1
Luthuli Park School	3	39,7	50,0	75,0
M E Makgato Secondary	3	31,3	27,8	55,3
M P Mamabolo Secondary	2	57,1	42,1	41,2
Machaka Robert Mamabolo Secondary	2	43,2	26,9	38,5
Mack Semeka Senior Secondary	2	80,8	85,4	89,6
Madibo Secondary	1	62,9	54,4	65,9
Madipoane Secondary	2	54,1	50,6	50,0
Mafolofolo High	3	57,1	74,3	47,6
Mafsiakgomo Secondary	1	58,3	44,0	60,7
Magaedisha High	2	75,9	80,8	57,4
Magogo Secondary	3	55,0	35,3	42,9
Mahlogedi Secondary	2	90,0	82,9	97,6
Mahwibitswane Secondary	2	67,9	71,2	68,7
Maimane Secondary	2	4,5	15,0	22,7
Maisha High	2	38,5	50,0	85,7
Makgobaketse Secondary	3	40,4	66,7	46,9
Makgofo High	3	71,2	76,5	84,9
Makgoka High	3	63,2	65,0	63,6
Makgongoana High	2	20,0	39,1	69,7
Makgwading Secondary	1	58,1	69,7	54,8
Makome Secondary	2	51,1	28,2	56,3
Malatswa High	2	50,8	22,1	42,5
Mamabudusha High	2	38,0	60,3	75,4
Mamagogo High	1	77,8	53,8	88,2
Mamodikeleng Secondary	2	72,3	30,8	37,0
Mamphoku Secondary	3	79,2	75,0	83,3
Mampotjane Secondary	1	85,4	72,2	84,1
Mankhole Secondary	1	81,3	59,1	68,3
Mankoeng High	2	84,8	45,2	81,3
Manoshi Senior Secondary	2	67,6	79,1	87,5
Mapeloana Secondary	1	60,3	39,0	83,1
Maroba Secondary	2	80,0	52,4	79,5
Marobathotha High	2	70,3	51,2	72,8
Masealama Secondary	2	85,7	44,8	40,9
Masedibu Secondary	3	62,8	79,5	72,7
Mashianyane High	1	59,6	33,3	39,4

Centre Name	Quintile	% Achieved (2016)	% Achieved (2017)	% Achieved (2018)
Masobe Secondary	3	91,7	53,3	75,0
Mathomomayo Senior Secondary	2	83,3	79,4	92,0
Mathukana Secondary	2	74,4	62,5	64,3
Matime Secondary	2	76,0	30,4	40,0
Matladi Project High	2	82,7	66,7	54,9
Matsimela High	1	46,5	52,2	37,8
Millennium College	3	66,0	64,8	70,8
Mmabolepu Secondary	2	54,3	36,1	67,8
Mmadithakadu Secondary	1	69,6	20,0	66,7
Mmamarama Secondary	3	76,7	82,1	80,4
Mmanare Secondary	2	63,5	57,3	63,2
Mmapadi Sen Secondary	2	28,0	52,6	61,5
Mmaphuti Secondary	3	69,3	72,4	68,2
Mogaputji High	1	46,7	52,8	47,4
Mohlakaneng High	3	57,2	48,1	61,1
Mohlopheng Secondary	2	61,9	36,7	41,3
Mokwatedi Secondary	2	81,7	75,0	97,6
Molautsi Secondary	3	77,3	70,4	66,7
Molosi High	3	49,5	45,1	59,5
Moremotse Senior Secondary	1	63,6	31,3	25,0
Moropa Secondary	2	82,4	57,6	84,2
Moruleng Secondary	3	59,2	51,7	53,0
Morutwa Secondary	3	65,1	50,0	65,4
Mosepedi Secondary	2	87,5	71,6	83,3
Mothimako Secondary	1	62,6	47,7	71,2
Motlakaro Secondary	2	52,9	43,8	30,8
Motse Maria Secondary	4	68,3	79,0	72,4
Mountainview Senior Secondary	3	49,2	59,3	71,7
Mphachue Secondary	1	77,3	69,7	41,9
Mphatlalatsane Secondary	3	73,1	60,0	68,0
Mphetsebe Secondary	2	35,8	47,5	37,9
Mpotla Senior Secondary	1	100,0	37,5	66,7
Myngenoegen English Private School		66,7	64,7	68,0
Ngoatotlou Secondary	2	75,0	57,1	100,0
Ngwamorei Secondary	1	22,5	17,4	42,1
Ngwana Mohube Secondary	3	55,1	41,6	61,3
Ngwanabahlalerwa Secondary	2	78,4	71,4	94,7
Ngwanalaka Secondary	3	60,6	36,7	75,0
Ngwanaseala Secondary	2	78,1	73,3	80,6
Ngwanasehlakwana Secondary	3	27,3	51,4	58,6
Nkoshilo High	2	88,8	88,4	80,5
Nokotlou Secondary	1	24,7	72,2	45,5
Northern Academy Secondary		93,7	92,6	94,6

Centre Name	Quintile	% Achieved (2016)	% Achieved (2017)	% Achieved (2018)
Northern Muslim School		100,0	100,0	100,0
O R Mabotja Secondary	3	47,3	53,0	28,9
Pax High	4	92,6	85,9	93,1
Peter Nchabeleng Secondary	3	42,0	46,2	53,1
Phalakgoro Mothoa Secondary	1	45,6	56,3	54,5
Phasoane High	1	74,1	43,6	65,4
Phauwe Senior Secondary	2	59,1	52,6	66,7
Phiri Kolobe High	1	50,0	56,0	66,7
Phomolong Senior Secondary	1	64,9	70,8	63,3
Phophedi High	1	39,1	70,6	58,3
Phosane Secondary	1	16,7	92,3	42,1
Phunyako High	2	77,2	74,6	73,1
Phutlo Secondary	1	40,7	40,0	31,0
Piet N Aphane High	2	87,8	74,4	68,5
Radikgomo Secondary	2	57,7	23,1	83,3
Ramabele Secondary	2	82,6	73,3	100,0
Ramabu High	3	70,8	59,1	56,1
Ramakanyane Secondary	2	63,6	80,5	66,7
Ramathope Senior Secondary	1	56,7	40,1	72,4
Ramoshobohle High	2	63,5	35,7	50,0
Ranti Secondary	3	17,9	36,0	47,2
Reholegile Secondary	2	41,5	70,1	84,0
Rekhutjitje Secondary	2	39,2	57,7	60,0
Rusplaas Christian Model School		100,0	98,6	100,0
S J Van Der Merwe Technical High	4	90,0	82,3	78,2
Sebitja Senior Secondary	1	92,3	67,3	76,6
Sebotsi Combined School	1	95,7	100,0	100,0
Sechichi High	1	84,4	53,8	70,0
Sedimothole Secondary	2	35,3	41,8	59,7
Segaeng Secondary	1	70,0	70,4	63,2
Segopotje Secondary	1	83,3	72,9	80,6
Sehlola High	2	82,1	79,2	92,9
Sekate Senior Secondary	2	59,5	44,8	42,9
Sekgopetjana Secondary	2	68,3	51,0	54,7
Seolwana Secondary	2	42,9	44,4	39,1
Seraditola Secondary	1	39,3	55,0	47,6
Serutle Secondary	1	91,3	88,2	100,0
Sethwethwa Sen Secondary	2	100,0	98,0	93,6
Setotolwane Secondary		13,1	63,2	84,6
Setuka Secondary	2	74,1	50,0	55,0
St Bede Senior Secondary	2	88,2	65,0	71,7
St Francis Catholic Academy		83,3	96,8	96,6
Tauphuti Secondary	2	83,8	62,9	66,7



Centre Name	Quintile	% Achieved (2016)	% Achieved (2017)	% Achieved (2018)
Taxila Combined	5	93,3	96,8	97,1
Thagaetala Secondary	1	33,3	33,3	28,6
Thogoa Secondary	2	66,7	69,6	84,2
Tlourwe High	2	50,0	50,0	37,5
Tom Naude Technical High	3	89,1	87,5	84,2
Tsela Chueu Secondary	2	26,5	16,7	15,2
Tshebela High	2	74,1	71,7	85,4
Tshehlo Secondary	2	81,3	85,7	100,0
Tubake Senior Secondary	2	71,4	62,4	72,6
Westenburg Secondary	3	42,9	70,3	68,4
Zoetfontein Secondary	2	46,3	56,8	58,3

SOURCE: (DEPARTMENT OF BASIC EDUCATION, 2019)

## Annexure B: Stakeholder Engagement

Urban-Econ conducted business and community surveys in the LNLm, and interviews with various stakeholders. Interviews and surveys were conducted with respondents who indicated their willingness to participate in the study.

A business survey is key towards understanding how the businesses operate in Lepelle-Nkumpi. The business survey enables a better understanding of the nature and status of the business within the municipality. The stakeholder interview process focused on challenges and opportunities within the municipality, while business surveys focused on the status of SMMEs in the area. Details of these engagements are explained in the sub-sections below.

Similarly, the community surveys played a crucial role in understanding the Municipality on a ground level. The surveys addressed several vital issues which revolved around social development, infrastructure considerations as well as activities and identification of facilities within the Municipality. Some of the key findings of the surveys were integrated into the appropriate sections of the document.

This rest of the section provides a brief overview of the most important issues raised and opportunities identified by the stakeholders in the private and public sector.

### Lepelle-Nkumpi Local Municipality

The Municipality has a LED unit which guides local economic development in the area. In terms of the key economic activities that should be conducted in the area, the LED unit pointed out that agriculture plays a critical role towards economic growth and job creation for Lepelle-Nkumpi. The revival of the agriculture sector clings to the Zebediela Citrus Fruit Estate and the Fresh Produce in Ga-Mathabatha. The unit also noted that one of the challenges with regards to the fresh produce is water. The unit also noted that there is a great potential in livestock farming which would be a key enabler for local economic development to take place.

Lepelle-Nkumpi Local Municipality is strategically located to benefit from the tourism sector considering infrastructure development and proper facilities are put in place. The tourism area is mostly in the eastern areas which entails the scenic view of the waterfalls, opportunities for hiking and camping, etc.

The LED unit also highlighted that capacity constraints are also challenges which hinder local economic development. There is a belief that more sector-specific homebodies should be appointed which will reduce the burden of the work that needs to be conducted.

The IDP unit also provided insights into the Municipality, stating the rich history of the region and several factors that may hinder growth such as inadequate public transport services and inaccessibility of the Municipality. However, growth activities were also identified. These include the growth of churches and religious pursuits as well as cultural activities that draw large crowds from outside the borders of Lepelle-Nkumpi.

## Waste Management Services

The provision of waste and environmental management is one of the functions for the Community service department in the municipality. The department highlighted key challenges that could have an impact on local economic development. These entail:

- The construction facilities required for hawkers
- Illegal dumping that is having an impact on tourism sector
- Lack of infrastructure contributing to illegal dumping activities
- Non-existent compliance from the community to waste/littering guides

The department pointed out that recycling can be key towards regenerating income which would be beneficial to the municipality. The department further suggested that having a service provider to address illegal dumping challenges and the establishment of three transfer stations would be essential.

## Environmental services

Environmental service department is key towards maintaining, protecting, and conserving key areas towards development. The environmental service department pointed out key challenges that are being faced in the municipality that need to be addressed. These entail:

- Illegal mining
- Illegal bore pits which have a negative impact on the community
- Inadequate mobile toilets
- Hawkers that are uncontrollable and not complying with regulations
- Lack of coordination with other departments
- Deforestation in the area

The department highlighted that there is need for an Environmental Management Forum which will be on the ground to try and mitigate challenges in the area. Furthermore, the department also pointed out that the environmental code of conduct will play a critical role towards compliance and mitigating the challenges in the area.

In terms of a roadmap that would be key towards local economic development in the municipality as well as sustainability in the long-term, the department highlighted the following key projects:

- Review of the Environmental Management Forum
- Licensing bore pits (start with 4)
- Beautifying and landscaping
- Wetlands in Mafefe, which is the biggest in the province

## Thabamoopo Hospital

Thabamoopo is a hospital that caters for psychiatric patients. The hospital pointed out key challenges that the institution is facing, which are:

- Stormwater challenges affecting the hospital
- Littering from the community around the hospital
- The municipality does not provide refuse removal to the hospital
- Lack of water supply
- Limited programmes for mental illness
- Insufficient health promotion and awareness of mental illness
- Hospital uses borehole water as the municipal water is not reliable
- Health hazard challenges (waterborne diseases)
- Substance abuse
- Lack of signage for the hospital
- No sports fields or places for exercise/recreation
- No rehabilitation facility in the municipality
- Notification of bills owing
- Threats of electricity cuts
- There is need for a second and bigger standby generator
- There is need for rechargeable lights for emergencies

The hospital stated the importance of youth centres, which are also critical towards childhood development. Youth centres will be essential as a source of information (awareness) and help towards intervening sooner in childhood development, thereby preventing suicide attempts from the youth. The hospital also pointed out that there is need to increase old age homes in the municipality area as the current old age homes are not enough to cater more of the population in the area. In term of the historical legacy for the municipality, the hospital pointed out that the movement of the legislature to Polokwane will have adverse effects for the economy of Lepelle-Nkumpi as the legislature holds a key historical pillar for the Lepelle-Nkumpi.

## Lebowakgomo Business Association

Lebowakgomo Business Association is a forum that looks at the interest and welfare of businesses in the area. The Forum includes SMMEs, Hawkers Association, etc. The areas of concern raised include the following:

- There needs to be agriculture base tour walks at the Zebediela Estate.
- There is need for a professional town planner to assist the development of the area.
- Property development needs to take place in Lebowakgomo.
- There is a lot of red tape which is a stumbling block towards local economic development in the area.
- Sports and recreational activities need to be provided in the area. The refurbishment of the stadium would be key towards pulling tourism in the municipality area.

## Department of Agriculture, Forestry & Fishing (DAFF)

DAFF is responsible for overseeing and supporting South Africa's agricultural sector, as well as ensuring access to enough, safe and nutritious food by the country's population. The department pointed out key issues in relation to the local economic development, which entail:

- Infrastructure development is key towards creating an enabling environment for local economic development.
- Road construction is a key enabler towards the achievement of agriculture in the municipality area.
- There is potential for forestry in the eastern side of the municipality. There is need for the roads to be upgraded to tarred from gravel.
- There is little participation of the youth when it comes to agriculture activity.
- Skills development is essential towards local economic development for the municipality area.

## Mall at Lebo

Mall at Lebo is a recent establishment which opened its doors in April 2014 with 23 000m<sup>2</sup> of gross lettable area, comprising 61 stores, with a full retail offering which includes 3 major anchor tenants - Pick n Pay, Game and Spar. Key concerns raised by the mall include:

- The hawker's area which is not environmentally friendly considering that there is a lot of litter in the area
- The absence of an information centre which helps with registration of business and provision of licences and permits, etc.
- The municipality should provide basic amenities (toilets) close to the mall and where the hawkers are situated
- There is need for the establishment of hawker's stalls and storage facilities
- Zoning of land for hawkers

## Capricorn District Municipality

Capricorn District Municipality is situated at the heart of the Limpopo Province. The District Municipality is made up of five local municipalities, namely Aganang, Blouberg, Lepelle-Nkumpi, Molemole and Polokwane. The district municipality highlighted the following:

- There is a lack of basic amenities which include toilets, parking etc. in Lepelle-Nkumpi
- Chicken abattoirs need to be revitalised and expanded considering that some are laying idle
- Town planning (as it exists) is hindering growth and development of the municipality area
- The movement of the Legislation is a threat towards tourism and the economy of Lepelle-Nkumpi