

# INTEGRATION

## INTRODUCTION

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

### 1. APPROVED SECTOR PLANS

- I. Spatial Development Framework
- II. Land Use Management Scheme
- III. LED Strategy
- IV. Investment Attraction and Marketing Strategy
- V. Environmental Management Plan
- VI. Integrated Waste Management Plan
- VII. Disaster Management Plan
- VIII. Storm Water Master Plan
- IX. Risk Management Strategy
- X. Fraud Prevention Plan
- XI. Disaster Recovery Plan
- XII. Performance Management System
- XIII. Communication Strategy
- XIV. Supply Chain Management Policy
- XV. Revenue Enhancement Strategy
- XVI. Integrated Public Safety Strategy
- XVII. Disaster Management Plan

### I. SPATIAL DEVELOPMENT FRAMEWORK

One of the requirements of the Municipal Systems Act, 2000 is that municipal IDP's should contain a Spatial Development Framework (SDF). A reviewed SDF was approved by council in 2008 financial year.

#### PURPOSE OF THE SDF

The purpose of the SDF should be to inform the content of the LUMS, and

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

#### LEBOWAKGOMO DISTRICT GROWTH POINT

This node was identified as a District Growth Point in the Limpopo Spatial Rationale, 2002. Lebowakgomo is the economic hub of the municipal area. This node is constituted by following centres: Lebowakgomo Business Centre, Lebowakgomo Township and Middlekop. Lebowakgomo was proclaimed in terms of the Regulations for the Administration and Control of Townships, 1962 (Proc. No. R293 of 1962) and used to serve as the capital of the former Lebowa

government. It has a population of approximately 35543 people. A Local Spatial Development Plan **has been developed by council during the** 2012/13 for the area to guide specific forms and locations of private and public sector investments into the area

### **MAGATLE MUNICIPAL GROWTH POINT**

The area is composed of the two neighbouring villages of Magatle and Mapatjakeng. This growth point has a population of approximately **9665**. It has **2478** households and occupies an area of **583 hectares**. The municipality has to invest on this area and development should be located here as the area is a municipality growth point. Magatle has schools, a police station, a vital registration office and social security offices, among others. A settlement plan was developed by the District for the area in order to guide forms and locations of private and public sector investments in the area.

### **RURAL SETTLEMENTS**

The rural area is predominantly an extensive commercial farming area where mixed crop production is the main agricultural practice. The municipality has approximately 93 settlements, which are mostly rural.

### **STRATEGIC DEVELOPMENT AREAS (SDA's)**

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

For this reason the Municipality's 2006 SDF identified 4 SDA's which will be the main focus areas for future development residential areas. These areas are actively supported, promoted and development facilitated through;

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

**TABLE.44: SPATIAL OBJECTIVES OF THE SDF**

	<b>SPATIAL OBJECTIVE</b>	<b>STRATEGIES</b>
1	The establishment of an optimal and functional spatial pattern for the municipal area over time.	Develop settlements in accordance with their development potential. The level of investment in a settlement/settlement area for the provision of housing, economic development (e.g. LED projects); social services (e.g. clinics, schools, etc), physical infrastructure (e.g. level of services), institutional infrastructure (e.g. police stations, municipal offices), etc. should be done in accordance with the development potential of such a settlement/ settlement area.
2	The establishment of a spatial pattern to provide a framework for the provision of social facilities and physical infrastructure on a cost effective basis and to provide a sound basis for economic growth to increase income and employment in both the formal and informal sectors.	Utilise the hierarchy of settlements as defined in the Spatial Development Framework and the Proposed Norms and Standards for the Provision of Community Facilities and Physical Infrastructure for different settlements.
3	Establish sustainable settlements that are able to generate economic activities and create jobs for their residents.	Nodal points with development potential in rural areas should receive priority attention in terms of providing a higher level of community facilities and physical infrastructure.

4	Areas currently utilised or earmarked/identified as areas with potential for specific utilisation in future, e.g. areas for mining, agricultural development, tourism, trade and industry, residential development (see Spatial Maps), should be protected from any development that will sterilize or negatively impact on existing and future utilisation of such areas for that specific use.	No new land development will be allowed in areas that are utilised or earmarked/identified as areas with potential for specific utilisation (e.g. areas for mining, agricultural development, tourism, trade and industry, residential development) in future without a proper motivation A Land Use Management System should allow for partnerships with Traditional Authorities to be forged.
5	Increase residential densities to achieve a more compact “urban” structure to achieve specific threshold values in population to provide for higher levels of social, physical, institutional and economic services.	Reduced residential erf sizes for new housing projects should be negotiated with rural communities. Existing low density residential areas can be dandified by means of infill planning. New land development should be concentrated in development nodes and priority should be given to development nodes when new housing projects are allocated. This should accommodate rural life styles like backyard ploughing fields and livestock enclosures
6	Illegal occupation (invasion) of land and the allocation of informal residential sites should be discouraged.	A process should be put in place whereby traditional authorities should request the local authority A collaborative system between the two is required to ensure elimination and management of illegal land occupation

### LAND USE MANAGEMENT SCHEME

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

## II. LOCAL ECONOMIC DEVELOPMENT STRATEGY

Lepelle-Nkumpi Municipality Local Economic Development (LED) Strategy, **developed first in 2007 and reviewed in 2013** by council, provides the Municipality with guidelines towards the following;

- to create and facilitate economic development,
- to realize the underlying economic development potential,
- and to encourage private sector investment and job creation.

### LED STRATEGIES

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

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

<b>THRUST 1: LOCAL BUSINESS SUPPORT AND STIMULUS</b>
<ul style="list-style-type: none"> <li>• Compile and maintain a Lepelle-Nkumpi gateway 2 opportunity database</li> <li>• Conversion of the former 'Basadi ba Bapedi' facilities into a manufacturing incubator for small-scale manufacturers</li> <li>• Revitalisation and infrastructure upgrading of the Lebowakgomo industrial area</li> <li>• Zebediela plaza development support: facilitate and negotiate inclusion of informal retail facilities and identification of appropriate retail, services and entertainment facilities</li> </ul>
<b>THRUST 2: RESTRUCTURING AND DIVERSIFYING THE INFORMAL ECONOMY</b>
<ul style="list-style-type: none"> <li>• Develop a mentorship programme through a database and network of experienced business mentors to support local emerging entrepreneurs within the relevant field</li> <li>• Establish a local youth drop-in and development centre with a computer centre, mobile education programme and entrepreneurial &amp; small business development support</li> </ul>
<b>THRUST 3: SUSTAINABLE AGRICULTURAL EXPANSION AND VALUE ADDING DEVELOPMENT</b>
<ul style="list-style-type: none"> <li>• Attain funding and establish the Zebediela orange juice extraction and packaging plant</li> <li>• Attain funding and establish goat meat and milk slaughtering, processing, packaging and marketing plant</li> <li>• Develop a multi-purpose agricultural centre and distribution depot at the underutilised showground's</li> <li>• Roll-out and expand existing Moringa production and investigate beneficiation potential to produce health/medicinal and beauty products</li> <li>• Develop fish farms at dams and in the irrigation canals</li> </ul>
<b>THRUST 4: MINING SECTOR GROWTH AND MAXIMISATION ALONG VALUE-CHAINS</b>
<ul style="list-style-type: none"> <li>• Establish a skills harvesting academy/ 'mining school' to transfer applicable artisan and engineering skills to the local community</li> <li>• Attain funding and establish small scale excavation and tile manufacturing of slate in Mafefe</li> <li>• Formalise illegal sand mining and assist in obtaining permits</li> <li>• Establish a Dilokong mining corridor producers forum or joint working group</li> </ul>
<b>THRUST 5: TOURISM DEVELOPMENT, AND SUSTAINABLE TOWN REVITALISATION</b>
<ul style="list-style-type: none"> <li>• Attain funding and establish farm-based tourism &amp; recreation opportunities linked to Zebediela citrus estate</li> <li>• Establish accommodation and day visitor facilities at the MEC residence</li> <li>• Revitalise Mafefe village camp and identify sustainable future uses such as youth camps and promotion of packaged deals</li> <li>• Undertake an 'invest in Lepelle-Nkumpi' campaign through promotional brochures</li> <li>• Trash-for-cash</li> </ul>

Investment and Marketing Plan was developed to take active steps to promote investment opportunities as proposed by the LED strategy. The reviewed LED Strategy is further aligned to **NDP, NSDP**, Limpopo Employment, Growth and Development Plan and other local and National development trends and tools.

### III. INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN

The municipality has adopted an IEMP during the 2009/10 financial year. The plan aims to address the following, among others;

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

#### **KEY ENVIRONMENTAL ISSUES**

The following key issues that require attention of the municipality and all development activities are identified;

- Agricultural -crop and livestock- farming and wildlife conservation practices.
- Commissioning of new mining activities.
- Overgrazing -that leads to vegetation composition imbalances and soil erosion.
- Deforestation due to chopping of trees for firewood and poor affordability to access electricity may lead to loss of habitat and sensitive species.
- Shortage of water due to lack of major rivers and poor rainfall.
- Poor water quality due to high concentration of total dissolved solid (TDS) and nitrates.
- Urban sprawl, indiscriminate change of land uses and unplanned settlements.
- Uncontrolled veld fires.
- Air quality threatened by closed asbestos mines in the east.
- Poaching that threatens sensitive and endangered species.
- Loss of biodiversity due to heavy degradation by in places of cultivation, mining and urbanization and as a result of invasion of alien vegetation and indigenous microphyllous trees.
- Climate change.

#### **IV. INTEGRATED WASTE MANAGEMENT PLAN**

Council developed an IWMP in 2004/5 financial year.

##### **Implementing Waste Management Services in L-NLM**

Currently, the only domestic / general waste collection services that exist in the Lepelle Nkumpi municipal area are in place in Lebowakgomo, Mathibela, Rakgwatha, Makweng and Matome. For the majority of the Lepelle Nkumpi municipal area, no waste collection services are provided.

##### **Waste Management Future Plans**

The following are the future plans of the municipality;

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

This IDP strives to expand waste collection to three more villages (Moletlane, Mamaolo and Seleteng) in the 2013/14 financial year. District has constructed a licensed landfill site at Lenteng village.

#### **V. DISASTER MANAGEMENT PLAN**

Council developed a Disaster Management Plan in 2012/13 to deal with prevention and mitigation or relief of disaster incidents. Veld fires, floods, deforestation, potential agricultural diseases, drought and epidemics are the highest priority threats of disasters in the area.

Poverty and lack of basic services are recognized as the main contributors to the high vulnerability of people and are higher priorities for the municipality. Appropriate poverty alleviation programmes, health, water, road infrastructure, telecommunication programme are required to reduce the vulnerability status of communities and to help build community resilience.

## **VI. STORM WATER CONTROL PLAN**

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

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

## **VII. PERFORMANCE MANAGEMENT SYSTEM**

### **IMPLEMENTING PERFORMANCE MANAGEMENT**

Council has approved a performance management system (PMS) that serves as a framework for undertaking its performance management functions starting with senior management.

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

- Plan for performance by clarifying objectives and outputs to be achieved;
- Clarify performance expectations by setting standards and targets for each indicator to assess performance in practice;
- Monitor, measure, assess and evaluate/review performance;

### **CONDUCTING PERFORMANCE REVIEWS**

In the Performance Management System Framework reference has been made to the level of accountability and responsibility in the review process so that each senior manager's quarterly performance review is conducted by a supervisor until up to a level where the municipal manager's performance review is done by the council executive committee. A Performance Audit Committee has been appointed and assessment panels established. A PMS Manager is appointed in the previous financial year as systems have been set for reviews to take place. Also, a budget has been set aside to reward outstanding performance at senior management level.

## **VIII. RISK MANAGEMENT AND FRAUD PREVENTION**

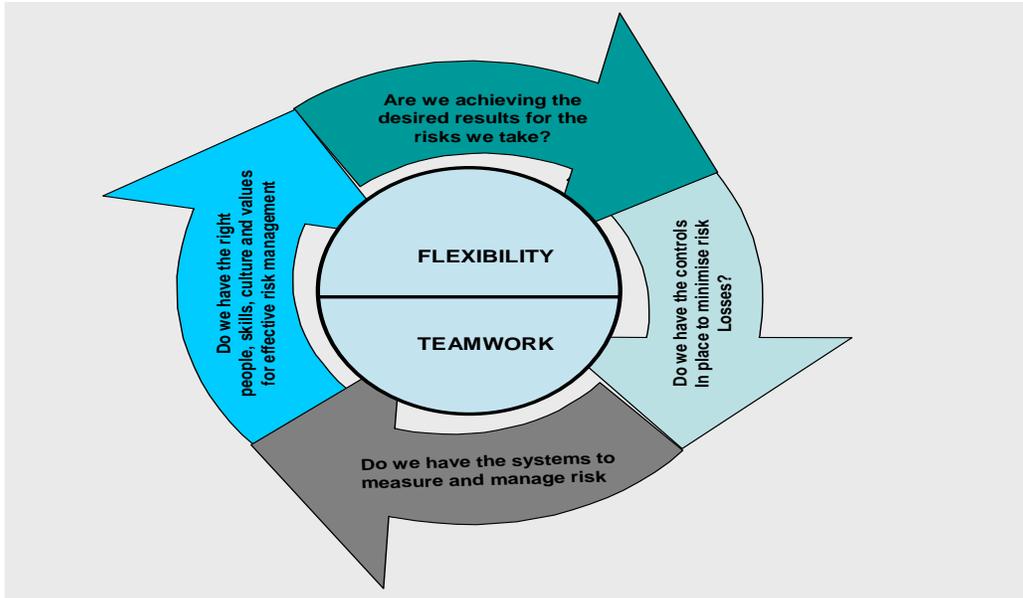
### **RISK MANAGEMENT**

The total process of risk management within the Municipality, which includes the related systems of internal control, is the responsibility of the Municipal Manager as the Accounting Officer. The internal audit function will provide independent assurance of the effectiveness of risk management and internal control processes.

Municipal council has approved a reviewed Risk Management Strategy in June 2012. A Risk Officer is appointed to operationalise the risk management strategy.

### **MUNICIPAL RISKS IDENTIFICATION**

The risk management strategy addresses the four service delivery risks depicted by the diagrammatic representation here below:



**ANTI-CORRUPTION AND FRAUD PREVENTION PLAN**

Council has also approved a reviewed fraud prevention plan in June 2012. It covers issues around fraud risk management; proactive defence of assets; and fraud response plan. Implementation of the following initiatives will contribute significantly to the reduction of corporate crime:

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

District Fraud and Corruption Hotline was relaunched in November 2010 to provide tool to anybody who might have to report fraud and corruption activities taking place in the municipality. The Hotline is managed by Capricorn District Municipality with whom regular campaigns on the subject are conducted on an ongoing basis.

**IX. FINANCIAL PLAN**

**INTRODUCTION**

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

**2014/15 BUDGET**

The detailed capital and operational budgets for the 2014-17 MTREF are attached as an Annexure.

**TARIFF BASE**

A detailed tariff structure reviewed for 2014/15 is attached hereto as an Annexure