

Polokwane

2030

Economic Growth &
Development Plan



Development Plan



EXECUTIVE SUMMARY

Stemming from the detailed research conducted on the social, economic, physical and institutional context of Polokwane, this plan set new objectives and strategic interventions for the city which, if implemented timeously and thoroughly, could usher in a new developmental path for the coming 16 years leading up to 2030. This document therefore firstly briefly explores one or more concepts relating to growth and development, where after the main and significant findings from the research conducted are highlighted as setting the stage for this plan. Thereafter detailed cluster and sub-cluster specific proposals are made to attend to the problem statement. Although the implementation strategy does not for part of this plan, it provides clear and functional direction therefore as objectives and strategic interventions are outcome based.

This document is quite comprehensive, but readers are urged to refer to both the Research Report and subsequently the Implementation Plan for the background and motivation of proposals.



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1. Introduction

Over the past decade, the City of Polokwane had become a constantly evolving and complex city in the most northern region of South Africa. Characterised by great diversity, the City of Polokwane have also been given the task of building better local economies, improve local public services, building of a united and non-racial community, promotion of public participation and on-going dialogue, and, the creation of an accountable local government. As reflected nationally, many issues inherited from the past still hinder the prosperity of the majority of the population and although many of these issues are solvable, it will require a holistic and long term vision for the city.

The Polokwane 2030 Economic Growth and Development Plan is therefore the physical manifestation of the long term city vision and will seek to implement practical and reasonable interventions and plans to attain the set goals and objectives.

2. Economic Growth vs. Economic Development

Although related, economic development and economic growth need to be distinctly differentiated for the purpose of long term planning as both these concepts contain certain core elements affecting overall prosperity. Economic growth specifically relates to the increase in an area's (city, country etc.) real level of national output, typically measured in terms of the Gross Domestic Product (GDP). Economic development on the other hand is a normative concept relating to the general increase in the quality of people's lives, best measured in terms of the Human Development Index.

Although economic growth is a vital indicator of economic activity, it does not necessarily cause a positive change in people's lives and could in fact actually contribute to inequality if not managed properly. In developing countries measurement of economic development is a much better indication of wealth creation than economic growth, as it generally points to an increase in socio-economic welfare of residents in areas such as higher education, better health and vitality, higher self-esteem, increase in employment opportunities and ultimately an increase in the income per capita. It is often argued that economic development is a vital component and prerequisite for economic growth as it directly affects productivity and the strengthening of the human capital base.

Long term planning often lacks a sufficient focus on economic development and therefore aspects such as education, early childhood development, health awareness programmes, training and skills transfer are neglected to some extent. It is however of utmost importance to realise that the future prosperity of a city is highly dependent on the sustainable delivery and maintenance of social infrastructure in order to secure long term economic growth.

The Polokwane 2030 Economic Growth and Development Plan acknowledge these differences and their interrelated roles and therefore place a strong focus on the integration between these two concepts.

3. Purpose and Need for the Polokwane 2030 Economic Growth and Development Strategy

During several consultations and workshops held by the City of Polokwane, the need for a long term vision was identified and rigorously debated. Global trends indicate a strong move towards cities as economies and communities become more diversified and globalised, therefore sparking the need for proper long term planning and strategic initiatives and incentives to better control and prepare for the expected growth. Currently Polokwane is enjoying a population growth rate of roughly 2.15% and should the current trend continue, the expected population figure will stand at 942 962 persons in 2030 compared to the current 628 999. Research further indicates a strong migration from other local municipalities within the Capricorn District and this is likely to continue and even increase as Polokwane becomes more developed.

It is a well-known fact that the City of Polokwane is struggling to keep up with the service delivery demands caused by the increases in population and therefore a strategic, integrated and 'fresh' approach to economic development and growth is needed. Furthermore the pressure on the environment is increasing, thereby also increasing the need for cities to become more resilient towards natural and other socio economic disasters in light of the recent and on-going global economic crisis.

As identified and discussed in the research document of the Polokwane 2030 Economic Growth and Development Plan, a variety of excellent policies and development strategies exists within the national, provincial, district and local context. However, there is a dire need for an integrative and holistic approach which takes into account strategic planning in all spheres and sets out tangible initiatives and strategies which will ensure sustainable economic growth and development. Such holistic planning should be based on a collective vision for the City of Polokwane and should steer the city towards the achievement of long term goals.

The Polokwane 2030 Economic Growth and Development Plan therefore have the following purpose:

- Confirm the long term vision of the City of Polokwane.
- Clearly define and clarify development objectives.
- Aid the City of Polokwane in arriving at and the implementation of certain specific initiatives to attain goals and objectives.
- Build and expand on the cities' reputation for its innovation.
- Introduce a new approach to conceiving economic growth and development.
- Identify areas of strategic importance (institutional, physical, legal and economic).
- Clearly define areas in need of drastic intervention.
- Make use of strategic location nationally (i.e. intersection with N1, N11, R521, R37 and R71) and internationally (border with Zimbabwe, Botswana and Mosambique).
- Phased approach to moving towards a Smart City.
- Integrate various other planning instruments to facilitate a long term vision and development strategy.
- Stimulate on-going interdisciplinary dialogue and debate around development issues.

As can be seen from the above, it is therefore intended that the 2030 Economic Growth and Development Plan inspire and inform future strategic planning and orientate the City of Polokwane towards inclusivity, equality and sustainable prosperity.

4. Contextual Planning

In light of the recently renewed urgency for holistic forward planning, it is of utmost importance that integration between the various hierarchies of planning contexts is achieved. This section therefore clearly defines and delineates the role of the Polokwane 2030 Economic Growth and Development Plan in terms of other strategic planning instruments affecting Polokwane.

4.1 National Context

The Reconstruction and Development Plan were implemented in 1994 in an attempt to attach poverty and deprivation and to build a united, non-racial and non-sexist South Africa (NDP, 2011). Various on-going debates argue that although this programme was quite progressive and ground breaking at the time, it had not achieved its objectives and that a newer approach will be needed.

In order to redirect the entire country to inclusive growth and development, the National Planning Commission, headed by Minister Trevor Manuel, was established. The primary goal of the National Planning Commission (NPC) is to develop appropriate measures to pull South Africa from poverty and eradicate inherited inequality from past discriminatory practises. One of their first mandates was therefore to conduct comprehensive and honest research into the current status of the country, create a long term vision and an accompanying plan detailing initiatives to achieve its goals and objectives.

The National Development Plan (NPD) comprised of two main sections: the research report, known as The Diagnostic Report, and the long term vision and plan, known as the National Development Plan. From the onset of the creation of this plan, it was emphasised that a strong correlation is required between the assessment, the vision and the plan. In order to achieve this, the NCP summarised the challenges the country is facing into 9 distinct challenges and then developed a plan for overcoming each individual challenge in an attempt to overcome inequality and eradicate poverty. The 9 challenges and corresponding solutions/ plans could be summarised as follow:

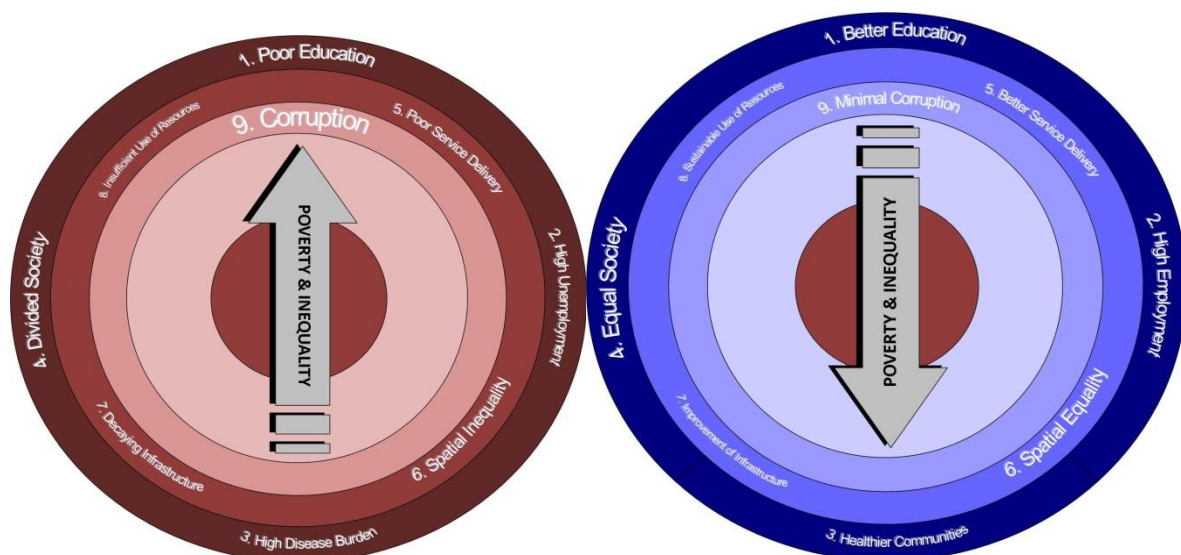


Figure 2.1: National Development Plan Challenges and Solutions

As illustrated above, the NDP successfully highlighted key challenges and devised several initiatives to overcome such challenges. A significant feature of this is the fact that these challenges and plans are meant to be implemented across the whole country and therefore the Polokwane 2030 Economic Growth and Development Plan takes these challenges and proposed solutions into account and base initiative around the attainment of these proposed national objectives.

The New Growth Path Framework is one of the key programmes of the NDP and places significant focus on transport, communication, energy, water and housing. This together with the further identified priority areas namely the green economy, agriculture, mining, manufacturing and tourism (Capricorn District Municipality 2030 Growth and Development Strategy – Diagnostic Report, 2013) was used as the basis for interventions ensuring the trickling down of national programmes to local municipal level.

Furthermore the same thinking in terms of holistically arriving at solutions was applied in the drafting of this plan. This forms the main principle upon which the plan is based as it has been identified that real growth and development could only take place when efforts are collaborative.

Apart from the NDP, the Polokwane 2030 Economic Growth and Development Plan also needs to ensure that it does not contradict other national laws, regulations and development policies. The objective of this plan is therefore to strengthen existing structures and use it to the cities' advantage, rather than re-writing roles and responsibilities and governance structures. This plan would therefore play a re-enforcing role. The National Transportation Master Plan 2050 is another good example of national forward planning instruments which this plan needed to take particular note of.

4.2 Provincial Context

Seeing as the City of Polokwane is the capital of the Limpopo Province, the vision of the municipality needs to correspond with that of the province and therefore also oblige to and integrate with provincial planning instruments. The Limpopo Growth and Development Strategy 2004 to 2014 place significant focus on the use of industrial clusters to foster growth and development in certain areas.

Some of these identified clusters impacting on Polokwane are:

- The Platinum Mining Cluster on the Dilokong Corridor between Polokwane and Burgersfort (Sekhukhune district) and also in the Waterberg district
- Logistics cluster in Polokwane (Capricorn district)
- Red and White meat cluster on all the corridors (all districts)
- Eight tourism sub-clusters at a number of high-potential destinations

These clusters will only be successful if it is properly implemented on a local municipal level and therefore this has been given serious consideration. Furthermore the Limpopo Provincial Growth and Development Strategy place emphasis on the importance on transportation.

The Department of Roads and Transport's Strategic Plan for 2010/11 to 2014/15 reaffirms this importance of transportation, specifically infrastructure, public transport, road safety, international gateways and freight logistics. Another important aspect of provincial transport planning is the proposed railway priority routes for which feasibility studies have been conducted. Seeing as roads and transport are mainly the responsibility of the provincial government, this plan strongly relies on the department's relevant long term strategies.

4.3 District Context

During the drafting of this plan, the Capricorn District Municipality was also in the process of drafting its 2030 Growth and Development Strategy. This was therefore an opportunity to ensure integration from the onset of the drafting of the Polokwane 2030 Economic Growth and Development Plan as several engagements with the District Municipality had taken place, thereby confirming several similar findings. Close consultations between the Polokwane Local Municipality and the Capricorn District Municipality also ensured that the revised vision and mission statements are complimentary and that a similar development approach is followed.

According to the Capricorn District Municipality 2030 Growth and Development Strategy – Diagnostic Report, one of the strategic priorities of the Government’s Medium Term Strategic Framework is the Comprehensive Rural Development Programme (CRDP) 2009 which takes a proactive participatory community based planning approach rather than an interventionist approach to rural development. The CRDP’s strategy is based on agrarian transformation, rural development and land reform. The Capricorn district is also identified as one of the 23 national districts to pilot the CRDP. Due to the fact that Polokwane is the largest city in not only the Limpopo Province, but also the district, the Polokwane 2030 Economic Growth and Development Plan will need to adopt a combined approach to rural and urban development.

Apart from the above, the Polokwane 2030 Economic Growth and Development Plan will also need to be informed by the special projects and interventions proposed and implemented by the District Municipality and will seek innovative ways of integrating local and district interests.

4.4 Local Context

In terms of the local context, the Polokwane 2030 Economic Growth and Development Plan will seek to provide insight on the way forward for the municipality to ensure that development is holistically proactively conceived, rather than exclusively and in an interventionist manner. Although it takes its queue from the draft IDP and Spatial Development Framework 2011, it will in the future guide the drafting of both these documents in order to arrive at the long term municipal goals and vision. Furthermore it draws from various local strategic planning instruments, such as the Polokwane Municipal Integrated Transport Plan, 2008; the Polokwane Municipality Public Transport Plan, 2007; Polokwane Local Municipality: Compilation of Framework Plan for Strategic Development Areas 1, 2 and 3, 2007; Polokwane Local Municipality: CBD Development Plan, 2005, and seeks to create renewed eagerness to implement vital projects.

Although this plan can in no way mandate municipal departments to deliver certain services, it merely creates an environment conducive for accountability and responsibility by means of consultation, engagement and constant dialogue between various departments. Another important aspect of the plan is that it will ensure that local institutions and role players are actively involved in developmental issues. This will ensure that economic growth and development is contained within Polokwane boundaries, resulting in real growth and development.

5. Status Quo Analysis and Literature Review

This section provides a broad overview of the Research and Recommendations Report and therefore reference should be made to the relevant sections of the report for additional details and explanations on methodologies and data sources. It should also be noted that the Research and Recommendations Report played a major role in the drafting of this plan.

5.1 Research Background

In order to ensure that no stone is left unturned, the research and analysis phase constituted of 3 main research methodologies, each comprising a variety of resources. This phase therefore started with a comprehensive literature review whereby all the relevant and available policies, strategic plans, academic research and other articles were examined. Such research revealed additional important sources of data and assisted the project team with gaining a historical understanding and context of Polokwane.

Research then proceeded to the Status Quo Analysis sub-phase which specifically looked at statistical data from a variety of sources, including Census 2011 data. Future projections and averages were calculated using several techniques of forecasting, which were then graphically illustrated for easy reading and understanding purposes. The Status Quo Analysis was conducted along 4 different contexts – physical, institutional, economic and social – which, if read and interpreted together, formed a holistic picture of Polokwane. Statistical analysis was also used to confirm facts gained from the literature review and therefore cross reference was also made in the concluding sections of the report.

Stakeholder engagement forms a vital component of all strategic planning and therefore a comprehensive stakeholder engagement methodology was developed and implemented. Seeing as stakeholder engagement cannot simply be reduced to certain phases of the drafting process, the methodology seeks to be on-going throughout the entire project and ensure that constant communication and critique takes place. For the purpose of the research phase a fill-in questionnaire was sent to all identified stakeholders (from both public and private enterprises). In addition an interactive website solely dedicated to this project was design and implemented. Stakeholder engagement was also facilitated via this site. As mentioned in the Research Report, stakeholder engagement was relatively poor, regardless of the several attempts made.

5.2 Research Challenges and Assumptions

With each research project several challenges are experienced and therefore several assumptions area also made to overcome some of these challenges. The impact of these challenges include that insufficient information is available; information that are available are often outdated and that several contradictions might affect the validity of information sources. Please refer to the full Research, Analysis and Recommendations Report for a comprehensive discussion on these matters and how it might have influenced the drafting of the Polokwane 2030 Economic Growth and Development Plan.

5.3 Main Findings

This section provides a broad overview of the main findings of this report. It therefore incorporates the literature review, status quo analysis and the stakeholder engagement phase. Please note that detailed information is located in their respective sections in the applicable graphs and tables of the Research and Recommendations Report.

Physical Context

Polokwane is located in the most northern part of South Africa with various strategically located road intersections including the N1 highway connecting Zimbabwe and Johannesburg, the N11, R521, R37 and R71. In terms of sheer land mass, Polokwane is the second largest municipality in the Capricorn District at 22% of the total land area and it is deemed that 23% of the land is urbanised and 71% rural – compared to the 96% rural settlements in the district. The municipality is further divided into 38 wards.

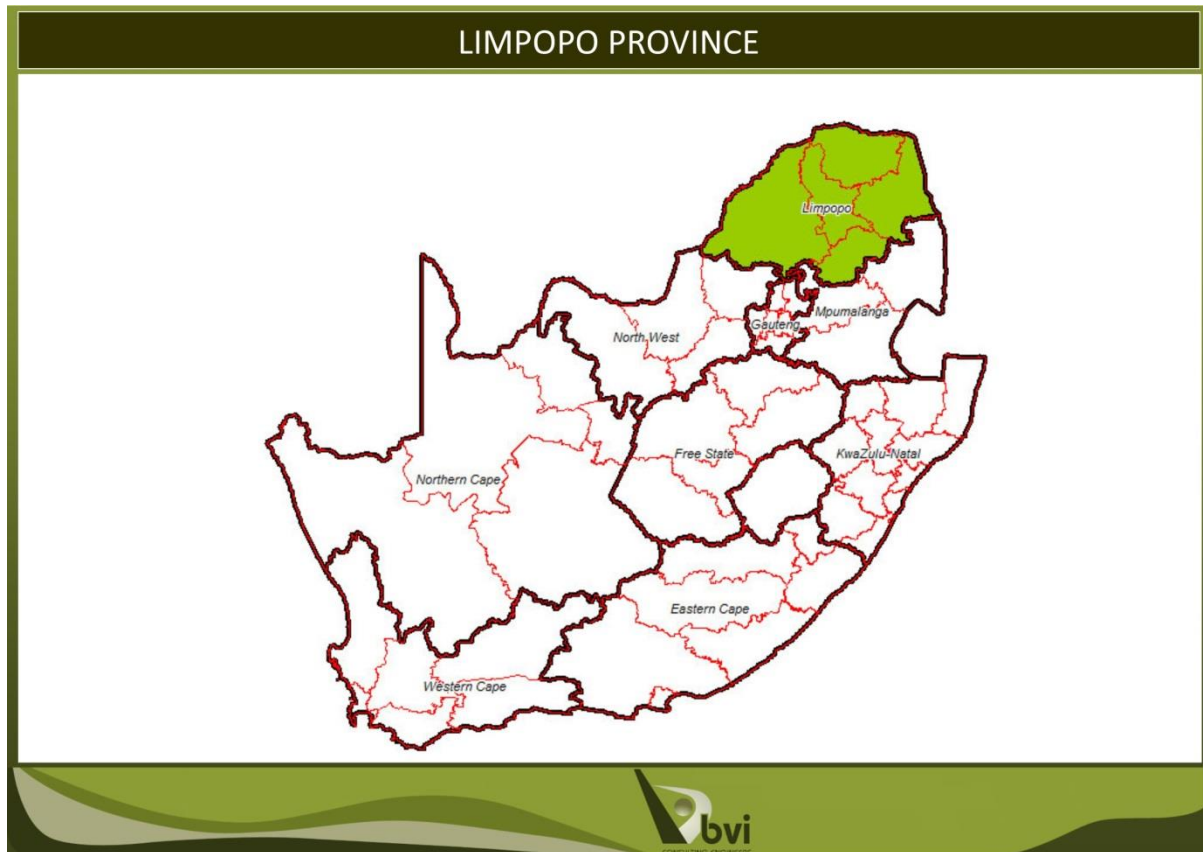


Figure 3.1: Limpopo Province

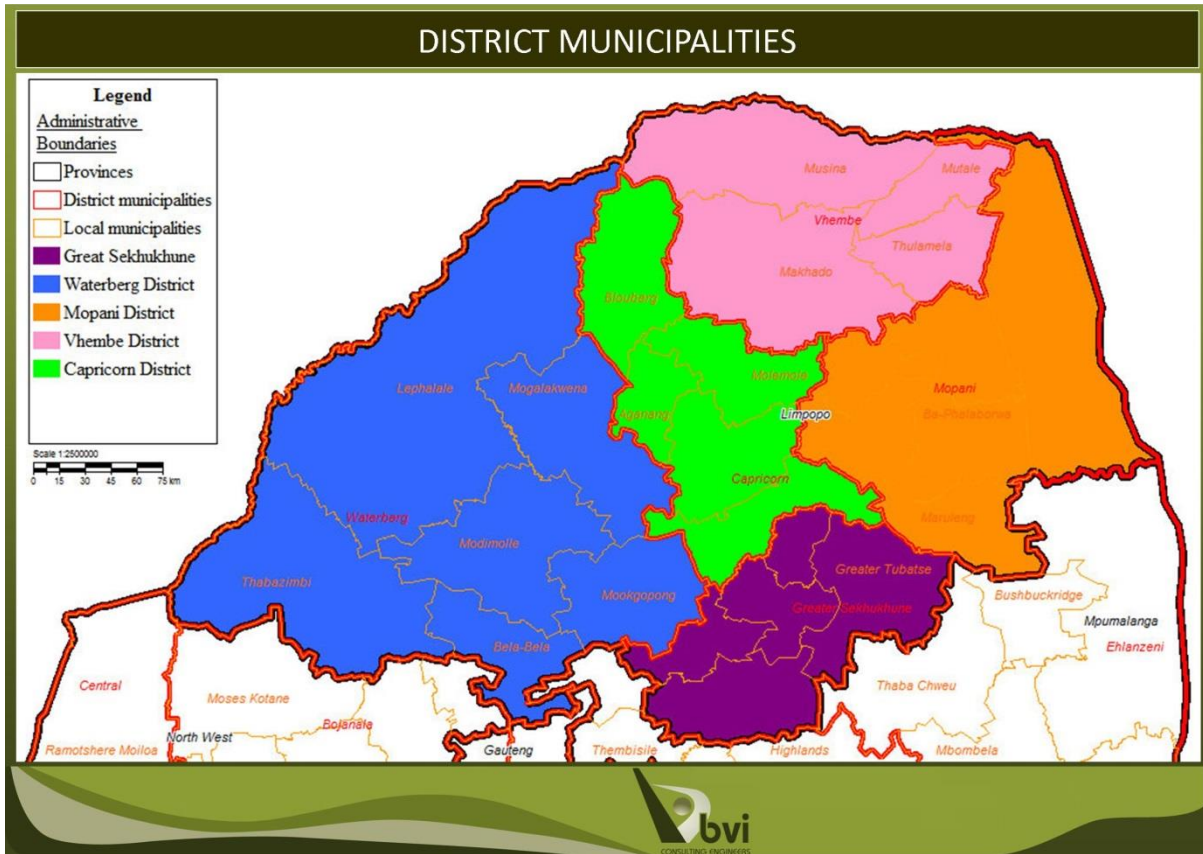


Figure 3.2: District Municipalities

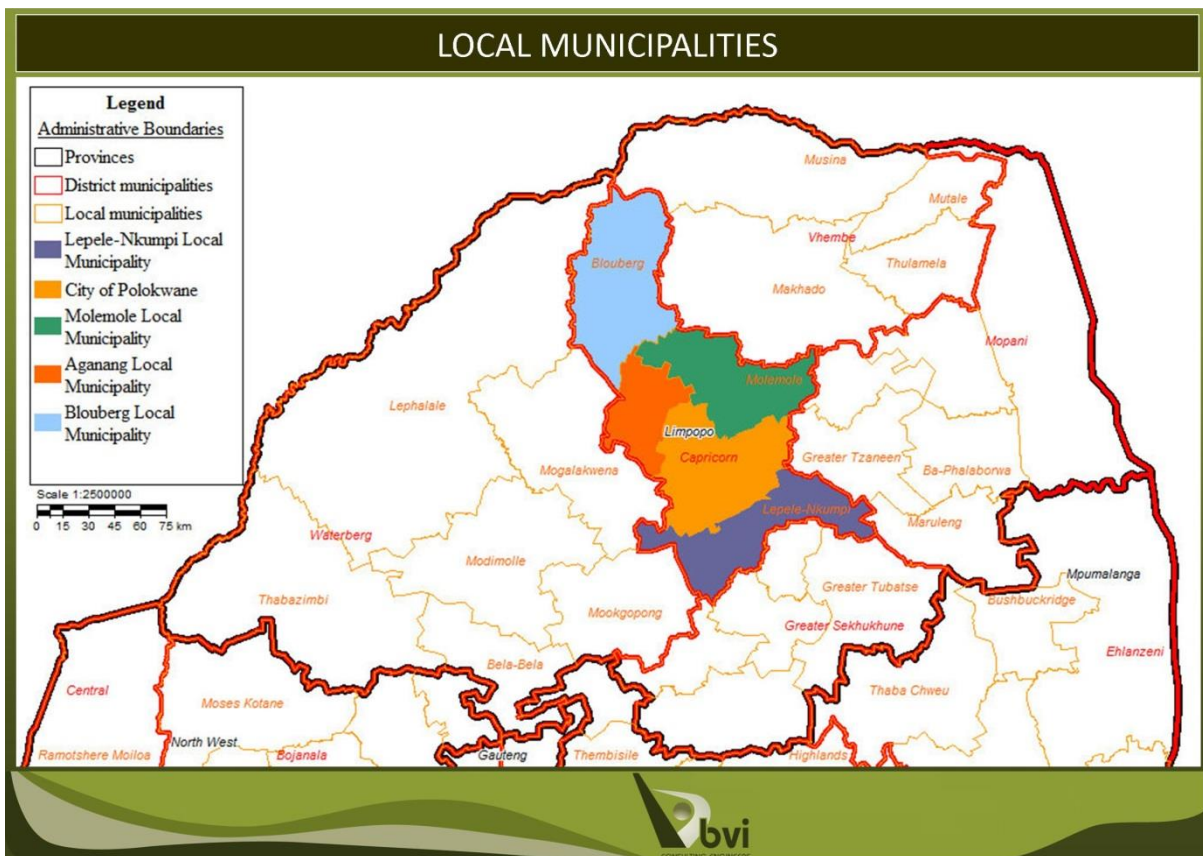


Figure 3.3: Local Municipalities

For the purpose of this report, Polokwane can further be divided into 6 broad categories: suburban (former white areas), urban core (the CBD), Townships (former demarcated areas according to race), RDP areas (are integrated with townships and semi-rural areas), semi-rural areas and informal settlements. According to the Capricorn District Municipality Diagnostic Report, Polokwane has around 224 settlements which are the highest in the entire district's 637 settlements. From the research conducted it was found that although the CBD holds an extensive range of retail, office and commercial activities, it is currently experiencing rapid urban decay. This is mainly due to businesses, including banking sector services, moving their operations out of the urban core into surrounding areas, such as the Mall of the North. This has resulted in an influx of migrants into the CBD as rents are quite low compared to other areas in Polokwane. Furthermore Polokwane has also been identified as a strategic city for integrative transportation systems.

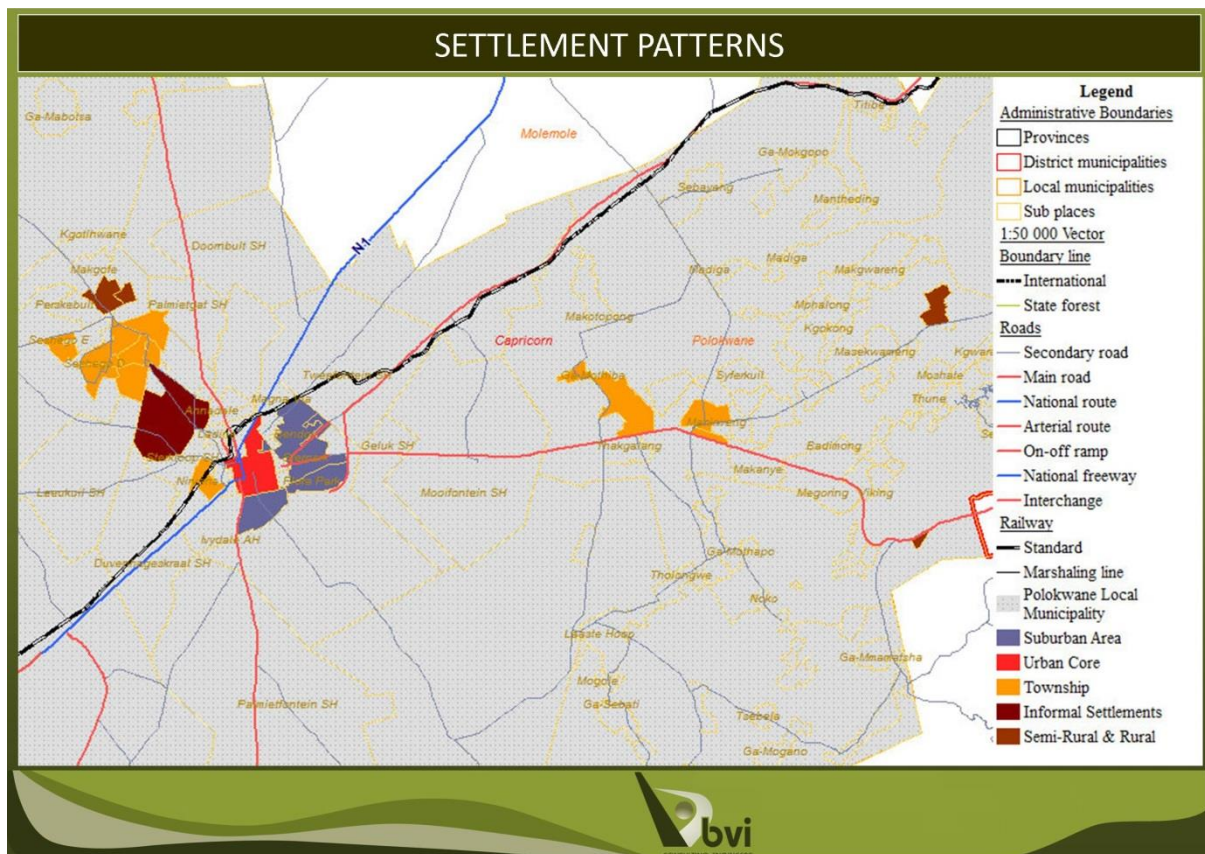


Figure 3.4: Spatial Division

As can be seen from the various maps, graphs and illustrations, Polokwane is spatially segmented and segregated- showing clear signs of the inherited spatial inequality created by the apartheid planning regime. Integrative planning is therefore required to minimise the gap between areas.

Another important aspect Polokwane's locality with regards to economic growth and development is the fact that the city is situated on 3 provincial corridors, namely: Trans Limpopo, East West Sub-Corridor and the Dikolong Sub-Corridor. The Trans Limpopo Corridor connects Polokwane with Musina. The East West Sub-Corridor links Polokwane to Botswana via Mokopane. The Dikolong Sub-Corridor contains an important road linking Polokwane to Burgersfort, via Mafefe.

For the purpose of this study, environmental protection was included under the physical contextual analysis of Polokwane. Although information was relatively unavailable and unobtainable, it is generally regarded that Polokwane is in need of biodiversity and environmental management plans and strategies. Furthermore nature conservations are also in poor conditions and are currently not utilised efficiently to generate income.

Institutional Context

For the purpose of this report, the institutional context was defined as all tangible and intangible agencies, NGO's, corporations and forums impacting on growth and development in any shape or form, be it finance assistance or creation of human capital, in the City of Polokwane. It was found that a variety of development agencies operate within Polokwane, some of which are local agencies and others which operate at a national level. They include: the National Youth Development Agency (national), Small Enterprise Development Agency (local), Limpopo Business Support Agency (provincial), Limpopo Economic Development Enterprise (provincial), Department of Trade and Industry (national) and the Industrial Development Corporation (IDC). A broad overview of these institutions and agencies follows.



The National Youth Development Agency (NYDA) was established in 2009 in terms of the NYDA Act (Act 54 of 2008) with the goal of fostering and furthering youth development in South Africa. The NYDA play the leading role in ensuring communication and collaboration among governmental agencies in designing programmes and projects aimed at improving the lives of the youth. At a micro-level, the NYDA provides direct services to youth such as: career guidance, mentorship, skills development and training, entrepreneurial development and support, loan funding, health awareness programmes and involvement in sport. The agency also functions at a community level (meso-level) whereby the NYDA encourages young people to be catalysts for change in their communities through involvement in community development activities, social cohesion activities, NYS programmes and dialogue. At a provincial and national level (macro-level), the NYDA facilitates the participation of youth in the development of key policy inputs into shaping the socio-economic landscape of South Africa, by means of its policy development, partnerships and research programmes. (NYDA website). The NYDA is currently active in Polokwane, especially with regards to entrepreneurial support and development. An example of such a project was the 2012 Global Entrepreneurship Week held at the Peter Mokaba Stadium.



The Small Enterprise Development Agency (SEDA) is an agency of the Department of Trade and Industry (DTI) which was established through the National Small Business Amendment Act, Act 29 of 2004. SEDA has the following mandate:

- Implementation of the government's small business strategy;
- Design and implementation of standard and common national delivery network for small enterprise development;
- Integration of government funded small enterprise support agencies across all tiers of government. (SEDA website)



The Limpopo Economic Development Agency (LEDA) is a relatively new addition to the institutional context in the Province and will definitely exert some influence in Polokwane itself. This institution was established with the amalgamation of the Limpopo Business Support Agency (LIBSA), Trade and Investment Limpopo (TIL) and Limpopo Economic Development Enterprise (LimDev).



As a result of the Provincial Growth and Development Strategy which focuses on the exploitation of opportunities in all economic sectors for business development, the Limpopo Business Support Agency (LIBSA) was established. This agency was originally mandated to promote enterprises in the mining, tourism, agricultural, construction and information communication sector. LIBSA now also incorporates enterprise development, co-operative development, training and other special projects such as the poverty relief projects in rural areas. Furthermore LIBSA has several partners which provide its assistance on certain projects. (LIBSA website)



The Limpopo Economic Development Enterprise (LimDev) was established in terms of Northern Province Development Corporation Act No. 5 of 1994 and operates as a Provincial Government Business Enterprise. LimDev's primary mandate is to provide finance and assistance to small, micro, medium enterprises (SMME's) in the area of housing, mining, public transport, investments and other projects.



Trade and Investment Limpopo was established with the sole purpose to facilitate investment in Limpopo by assisting investors in a variety of manners. This agency has therefore been involved in the research, packaging and marketing of investment opportunities and can therefore play a vital role, not only as part of LEDA, but also within the overall institutional context in Polokwane.



One of the biggest and most notorious names in business development in the whole of South Africa is the Department of Trade and Industry (DTI) which provides a wide array of specialised services such as economic empowerment, SMME development, industrial development, trade, export and investment, financial assistance, and, legislation and business regulation. The DTI have been responsible for the successful implementation of a variety of developmental projects and are constantly seeking new ventures for economic growth. Furthermore the DTI has an incredible reputation for gaining private support and buy-in and is most definitely a valuable source of guidance and financing for catalyst projects.



Equally important as economic development, are social development. The Life Line has therefore been established to provide anonymous and free counselling to the general public. Life Line is also quite involved in community building with several training programmes and outreach projects.



The Industrial Development Corporation (IDC) is another well-known development agency which provides financial aid to large projects, especially in the industrial sector and infrastructure development. With the IDC having a national footprint, Polokwane could most definitely benefit from this agency.

The City of Polokwane has also recently launched the Local Economic Development Forum and Polokwane Tourism Association which have the following mandate:

- Attract investment for projects.
- Act as vehicle for channeling resources.
- Serve as link between various development parties.
- Promotion of knowledge management and best practises.

Furthermore various twinning agreements exist which is based on the notion that more developed cities assist smaller underdeveloped cities with infrastructural development. Twinning agreements could be defined as cooperative agreements between towns, cities and countries in geographically and politically distinct areas to promote cultural and commercial ties. These agreements serve as promotion instruments for these cities and are aimed at pushing economic growth and development. Polokwane has several of these twinning agreements in place, one of particular importance are the twinning agreement with Reggio Emilia in Italy. At a conference held honouring this twinning agreement it was reaffirmed that Italian business people would invest in Limpopo businesses, particularly with regards to training and skills development.

The following additional twinning agreements will most likely also have an impact on Polokwane:

- Bulawayo: Memorandum of Understanding (MOU) has been signed by both cities. This agreement indicated that both cities will explore areas of further co-operation in a bid to improve service delivery. (Pending)
- California State: Declaration of Intent to Co-operate between the Limpopo Province and California State (Pending)
- China National Construction and Agricultural Machining Corporation, Beijing: Memorandum of Understanding between the Limpopo Department of Agriculture, Limpopo Province, Republic of South Africa and the China National Construction and Agricultural Machinery Corporation Beijing, People's Republic of China. (Pending)
- County of Carmaland (Sweden): Declaration of Intent on Cooperation of the Province of Limpopo of the Republic of South Africa and the County of Varmland of Sweden.
- Foton Lovol Heavy Industrial Import and Export Company Ltd. –China: Agreement between the Limpopo Department of Agriculture and the Foton Lovol Heavy Industrial Import and Export Company Ltd – China (Pending).
- Henan Province – China: Agreement on the Development of Friendly Exchanges and Cooperative Relations between the Henan Province of the People's Republic of China and the Limpopo Province of the Republic of South Africa (Pending).
- Holguin Province – Cuba: Memorandum of Understanding between the Limpopo Province and the Holguin Province of Cuba on the Establishment of an Inter-Provincial Relationship (Pending)

As can be seen from this section, a variety of twinning agreements and MOU's exist. At the time of this research it was however virtually impossible to directly measure the impact of these twinning agreements. Additional research will be required to determine the strategic value of these agreements for economic growth and development.

Economic Sectorial Distribution

High agricultural potential was emphasised as an important opportunity and strength. Currently the primary sector, which includes among other sectors agricultural industries, accounts only for 3% of Polokwane's economic composition. From 2004 to 2005 a significant decrease in the primary sector was observed. The growth rate strengthened between 2006 and 2007, but was reduced from 2008 to 2009 again. This is evidence that the global economic crisis affected Polokwane. Although Polokwane does not have the highest primary sector growth rates, compared to Aganang and Molemole, it is regarded that the city has at least some underutilized mining and mineral potential, especially with regards to gold and diamonds. Furthermore strong agricultural potential exists along the Diepriver and could be utilised in all economic sectors.

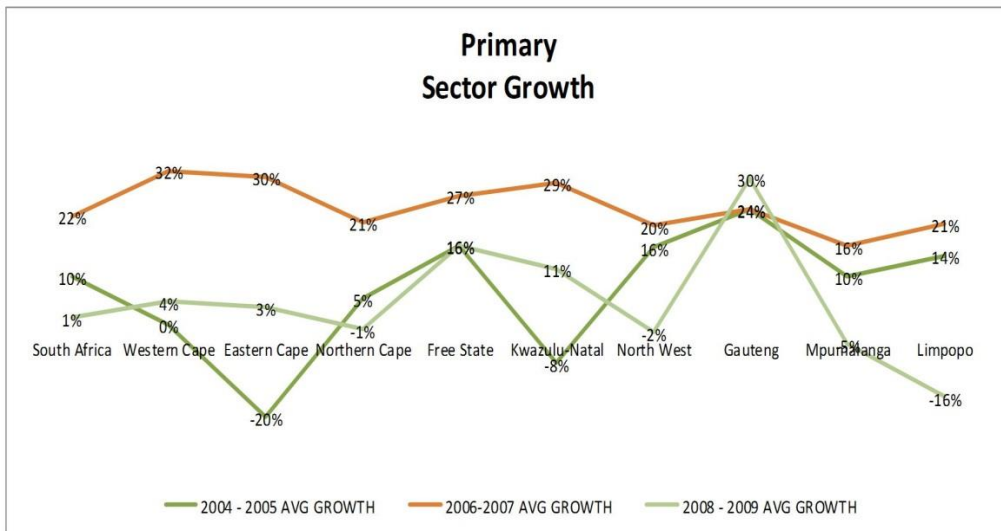


Figure 3.5: Growth Rates for Primary Sector

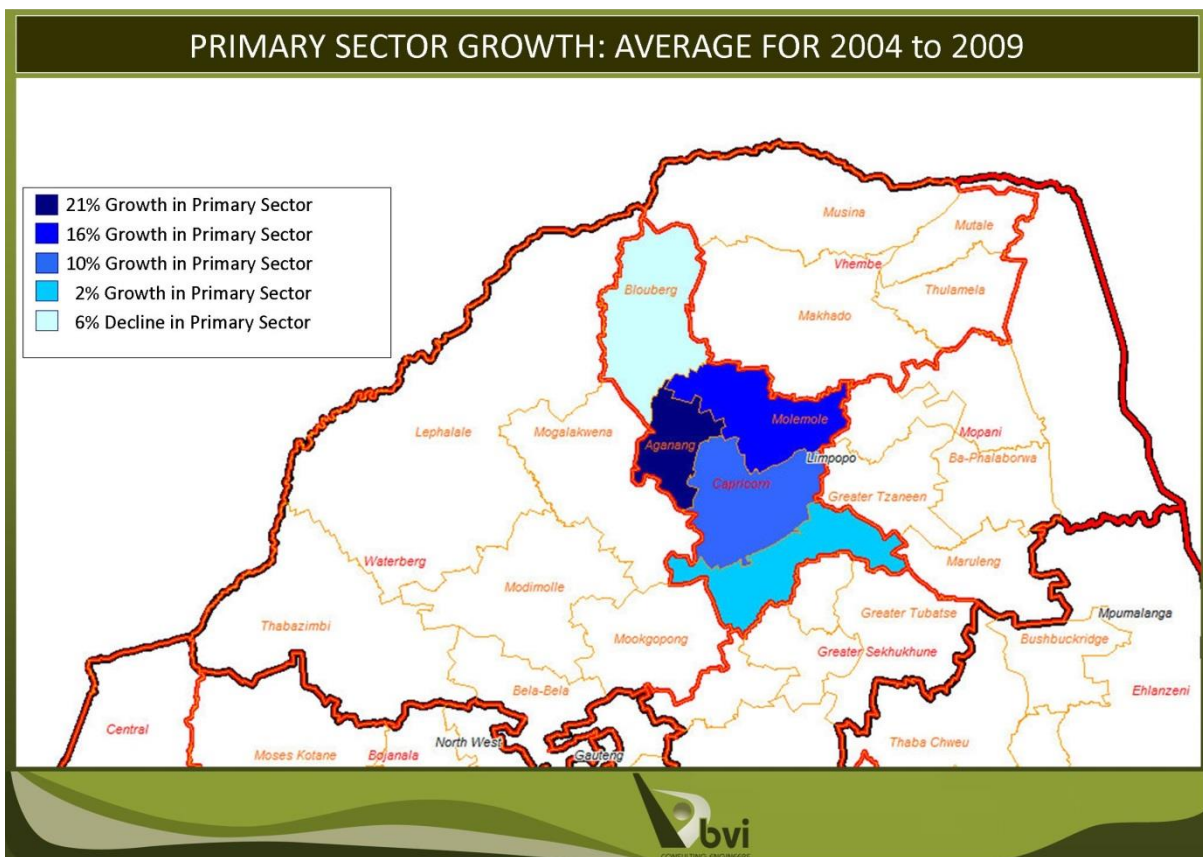


Figure 3.6: Growth in Primary Sector per Local Municipality

It was also found that string growth in the mining sector had taken place between 1995 and 2002, after which it had slowed down slightly. Mineral resources were identified as having several opportunities, along with tourism which is currently highly underutilised. Between 2004 and 2009 Polokwane showed an overall decline in the secondary sector. It was calculated that a staggering 42% of the Secondary Sector consists of construction. According to the Capricorn District Municipality 2030 Growth and Development Strategy, almost all of the district's industrial activity is located in Polokwane, in particular Magna Via, Laboria, Ladine, Industria and Suburbia. This is an important fact as the economic growth and development strategy ought to utilise this competitive advantage.

A comparison between the local municipalities within the Capricorn District illustrate that Polokwane does not have the best performing secondary sector. Molemole, Lepelle Nkumpi and Blouberg have higher average growth rates.

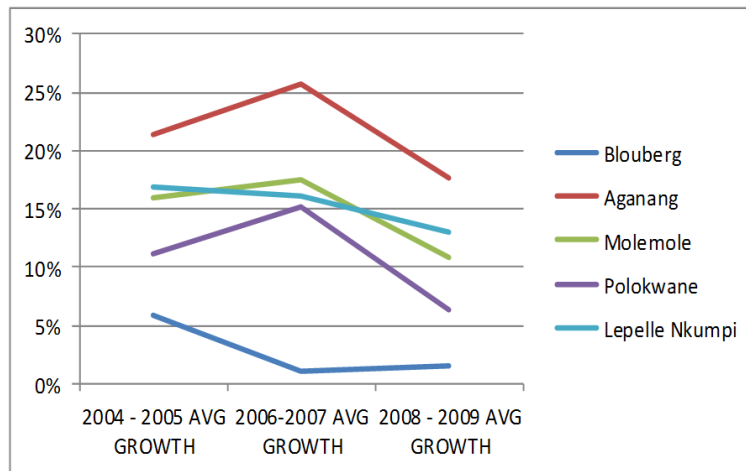


Figure 3.7: Comparison Between Local Municipalities

This should however be understood in context as it does not necessarily indicate that Polokwane’s secondary sector is actually smaller than other municipalities’, but rather that growth over these periods were slower.

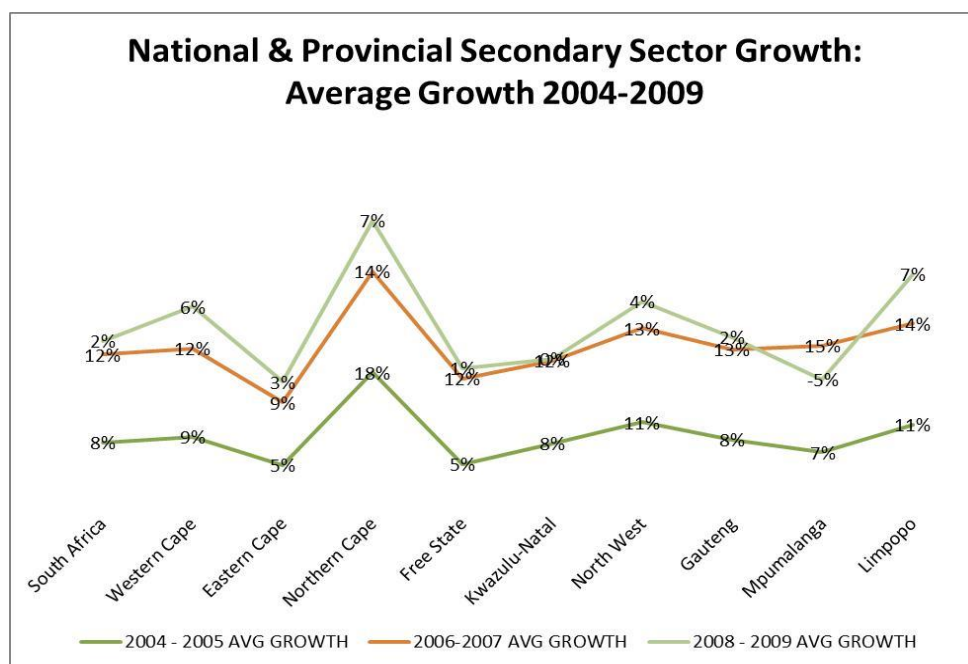


Figure 3.8: National Secondary Sector Growth

The tertiary sector is currently the biggest economic sector in Polokwane as it makes up 83% of the total economy. A peak in the tertiary sector was experienced between 2006 and 2007 with a severe decline in 2008 to 2009 after which it returned to ‘normal’ levels. This is once again evidence of the global financial crisis experienced. The tertiary sector is comprised of 23% wholesale & trade, 22% government services and 19% community, social and personal services.

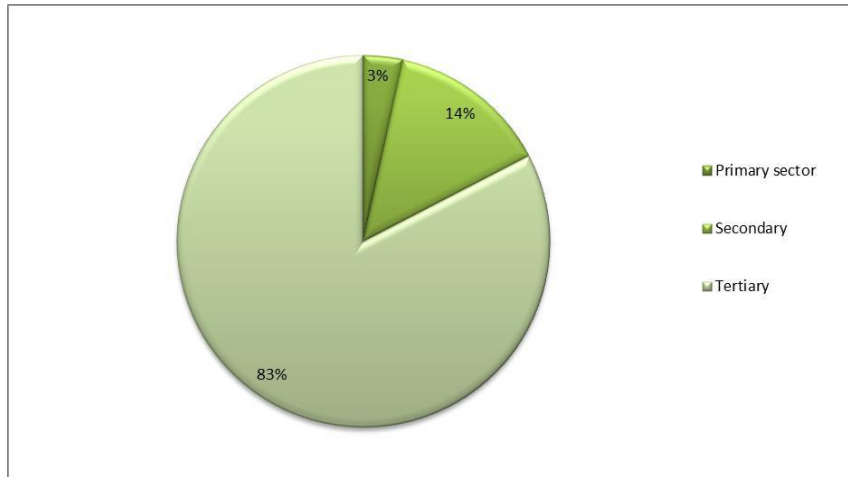


Figure 3.9: Composition of Economy

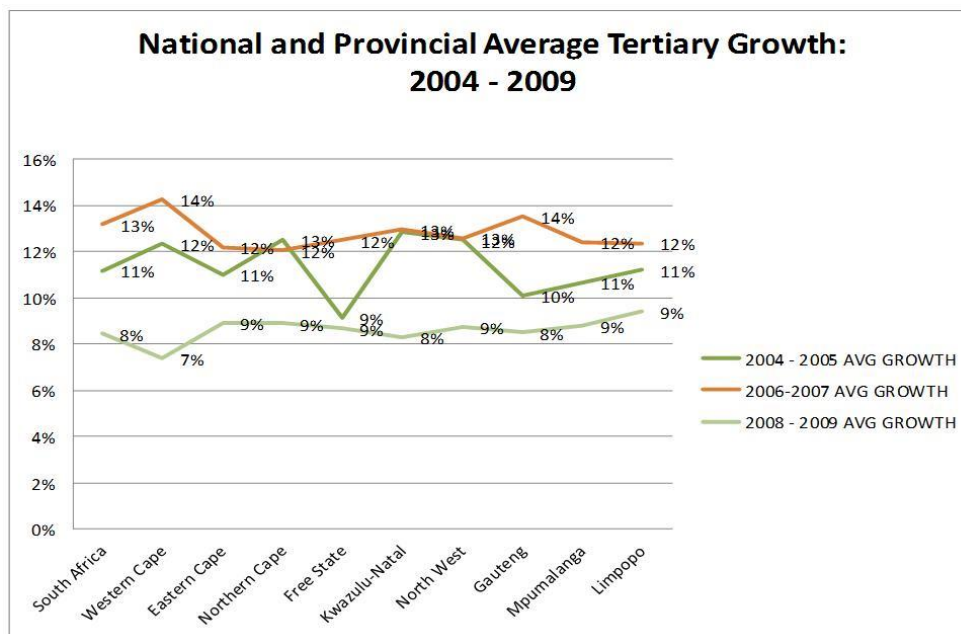


Figure 3.10: National Growth Figures for Tertiary Sector

In conjunction with the above, the Limpopo Growth and Development Strategy, 2004 – 2014, clearly outlines a strategy to adopt the development cluster value-chain approach whereby clusters are used as initiatives to punt economic growth and development. According to the strategy a clusters could be defined as “...critical masses, spatially concentrated and of unusual competitive success in a particular field.” The Department of Trade and Industry’s Industrial Development Strategy, 2006, identified the Polokwane – Tzaneen region as a key trade, tourism, agriculture and public service region (Capricorn District Municipality 2030 Growth and Development Strategy) which could most definitely be used to Polokwane’s advantage in creating specialized clusters.

Education

Educational institutions play a major role in cities. Not only do these institutions greatly assist in the creation of an educated and employable population, but they also often act as catalysts for research, innovation and on-going development. The role of, and relationship with educational institutions should therefore be clearly defined, emphasised and more productively utilized.

From the available data it was found that Polokwane has quite an extensive range (in both scope of education/ training and diversity) of educational institutions comprising of primary schools, high

schools, a universities, technicons and several further education and training centres (FET Colleges). It was found that Polokwane has a total of 17 primary schools, 7 high schools, 1 local university, 2 satellite university campuses, and, 16 FET colleges. Although the education levels have increased since the abolishment of apartheid, Polokwane is still below the national average with only 27% of the population having attained grade 12. A sizeable portion of the population (5%) have no schooling at all, further creating inequality and directly impacting on employment, especially among the previously disadvantaged portion of the population.

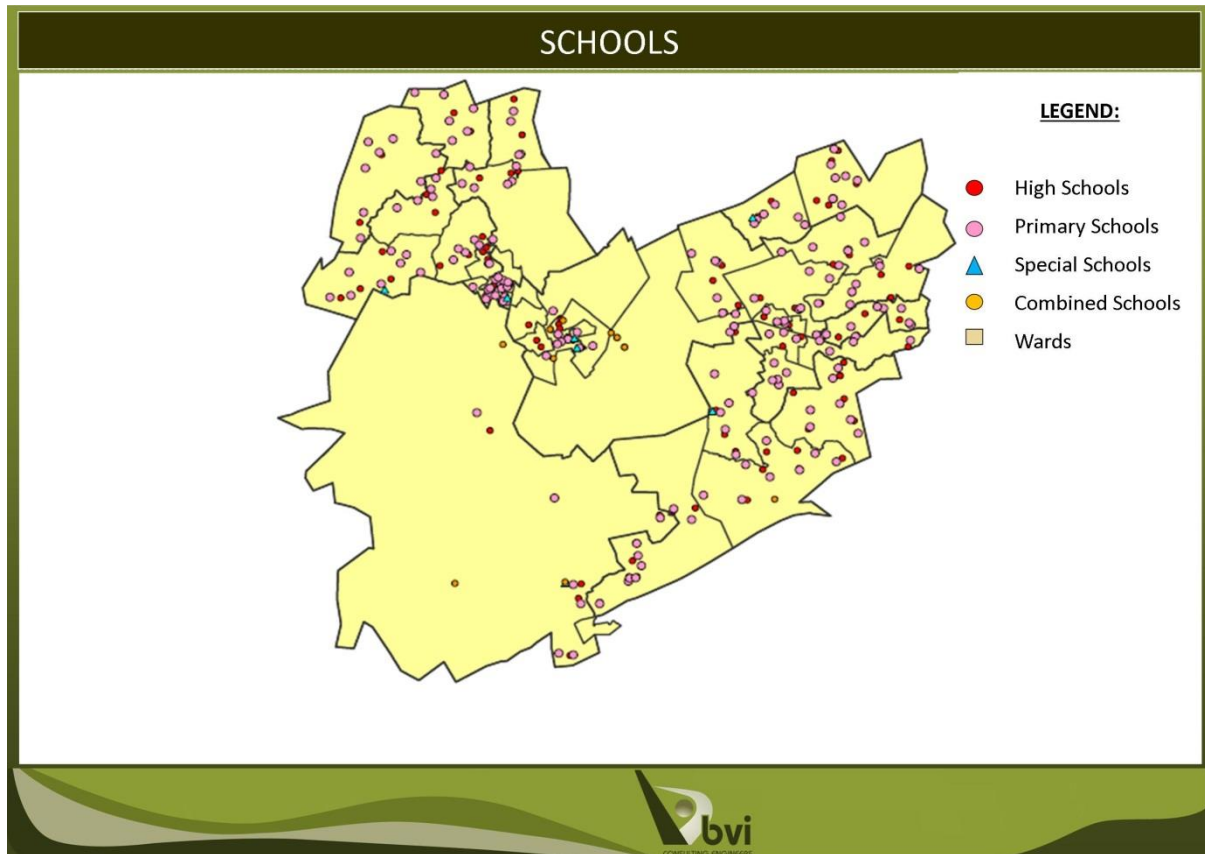


Figure 3.11: Distribution of Schools

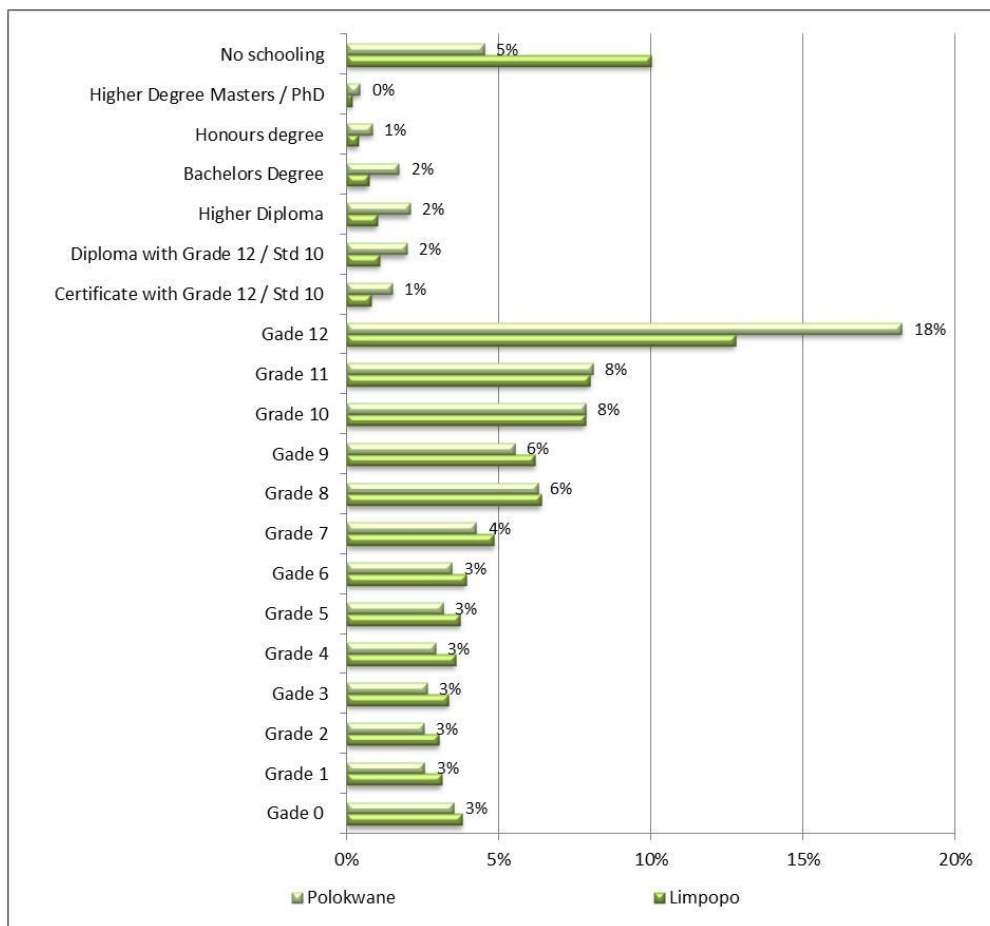


Figure 3.12: Levels of Education

As mentioned above, universities often play a vital role in economic growth and development as these areas are usually centres of diverse activities and complementary services. Universities need to be actively involved in growth and development matters and therefore communication between the city and the university is of utmost importance. It was however found that the university's role in Polokwane could be significantly increased in a variety of aspects. One of these aspect include that real initiatives should be implemented and aggressively maintained to ensure that prospective students do not relocate to areas outside of Polokwane to attend other universities, as often the case. Such students are very unlikely to return to Polokwane after graduation and therefore the city experiences a loss of potential employable youth. Another important aspect relates to the linkage and transition from student life to becoming employed. At this stage there are insufficient opportunities for students who graduated at the University of Limpopo, or other institutions, to start their long term careers within Polokwane. Young work seekers will therefore migrate to other cities and Polokwane experiences what is commonly referred to as a 'brain-drain'. From an investment point of view it is also often the case that a student might receive financing and support from local agencies, but when he/she is unable to find a job after graduation, he/she leaves the city, thereby not realising the investment in human capital. A possible indicator of the aforementioned phenomena is the fact that only 9% of the population hold tertiary degrees and/ or diplomas. During several communications with municipal officials the abovementioned was re-affirmed and it was stressed that educational institutions, particularly the University of Limpopo, need to play a larger role in development.

Disposable Income

Disposable income is an important indicator as it provides a sense of the population’s wellbeing. From the available information 40% of Polokwane’s population has no income at all. This is 2% lower than the Provincial average. Only 0.08% of the population earns more than R 204 801 per annum.

These figures directly relate to the national phenomenon of inequality whereby a very small portion of the population has the majority of the wealth. Another important aspect to be taken into consideration is the fact that numerous reports on Polokwane have indicated that the city is currently experiencing a severe backlog in human capital, i.e. skilled and employable staff. These figures should therefore be interpreted in terms of previous estimates.

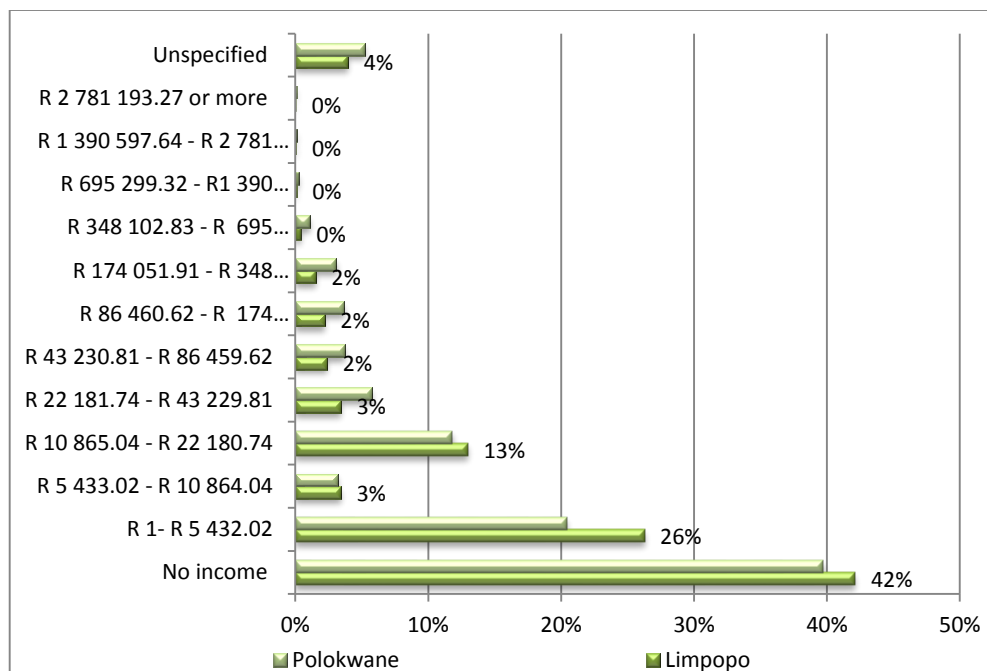


Figure 3.13: Income

Expenditure

Expenditure figures provide clear patterns of the population’s consumption habits and abilities. Food and beverages were the highest areas of expenditure with 26% being spent on this category. Other categories where majority of expenditure took place are clothing, transport and rent.

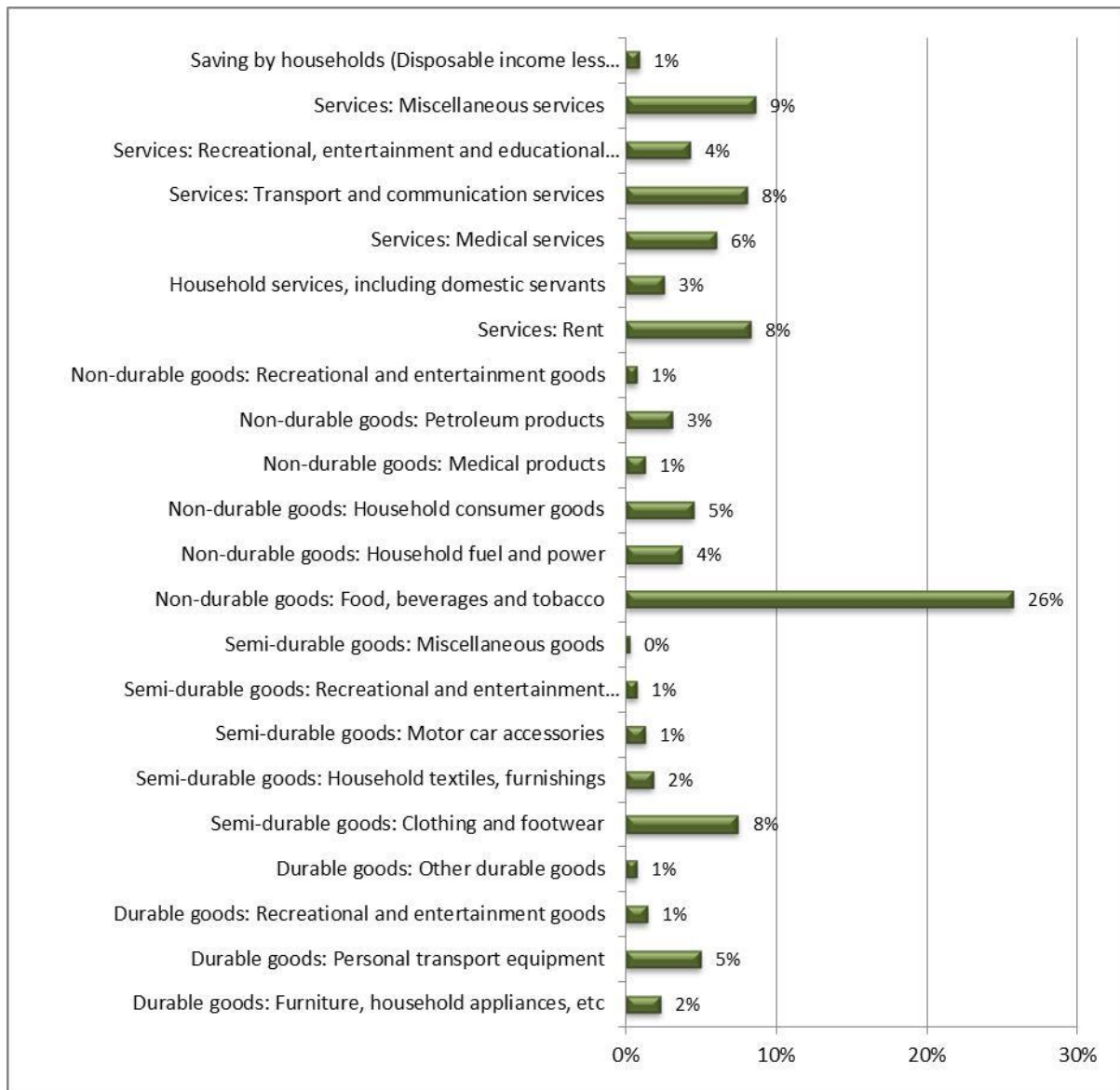


Figure 3.14: Expenditure

It is clear from the above that the majority of Polokwane's population do not have the financial means to spend money on luxury items. This is directly linked to disposable income and employment figures which are quite daunting.

Employment

In Limpopo it is estimated that around 17% of the population is unemployed, which is higher than provinces such as Gauteng (13%), North West (11%) and Mpumalanga (11%). Polokwane has an employment percentage of roughly 24.75% and unemployment of 11.89%. From this it can be seen that Polokwane has a higher employment rate than the entire province. A mere 4% of the Polokwane population are discouraged works seekers.

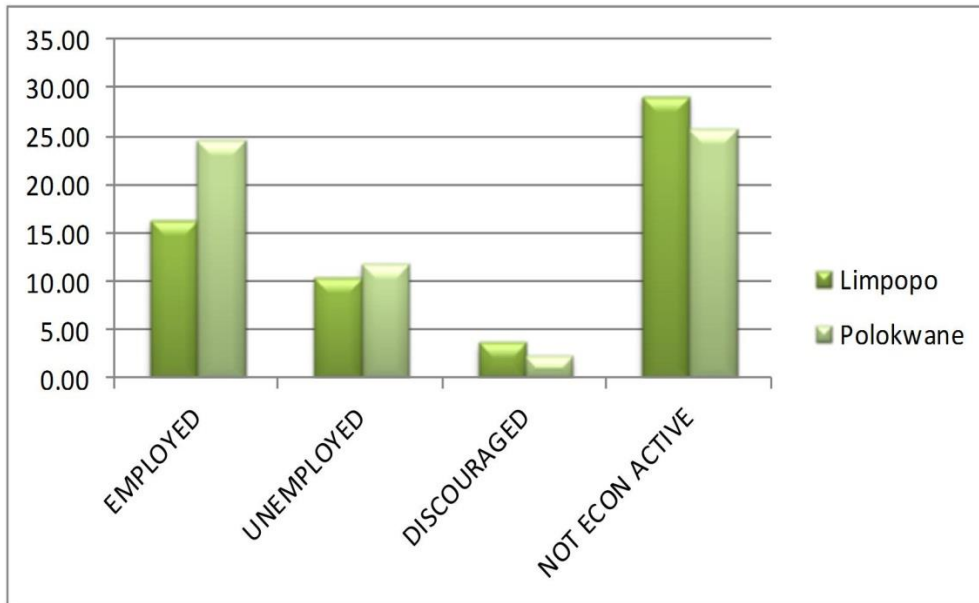


Figure 3.15: Employment

Compared with other local municipalities in the Capricorn District, Polokwane has the highest employment percentage, but also highest unemployment figures. This could be attributed to the fact that Polokwane is regarded as having the most diversified economy of all local municipalities, especially considering the size of the tertiary sector.

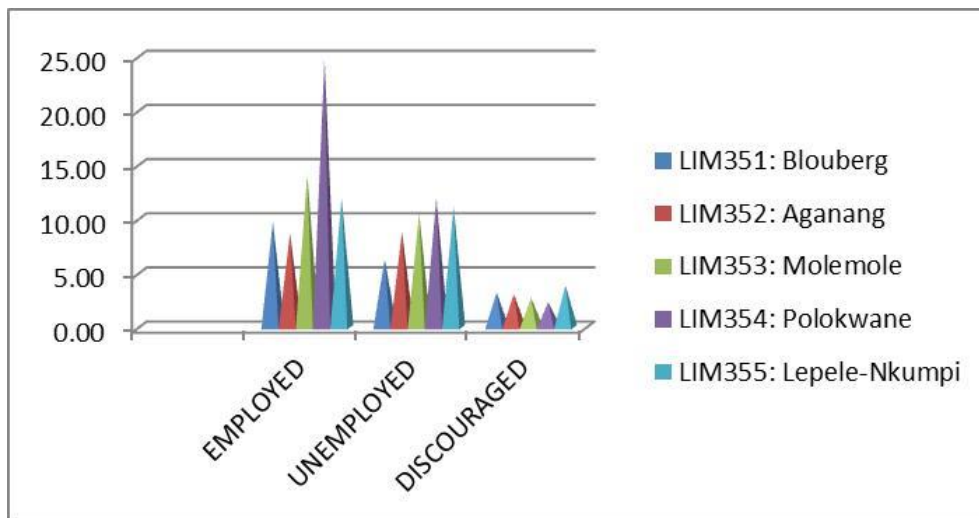


Figure 3.16: Employment Per Local Municipality

Ward 21, 23, 20, 22 & 6 are the wards with the highest employment rates. These wards are located more towards the urban core and former white areas surrounding the urban core. Ward 8, 37, 17, 10 & 16 has the highest unemployment and typically include more townships and rural areas.

EMPLOYMENT PER WARD

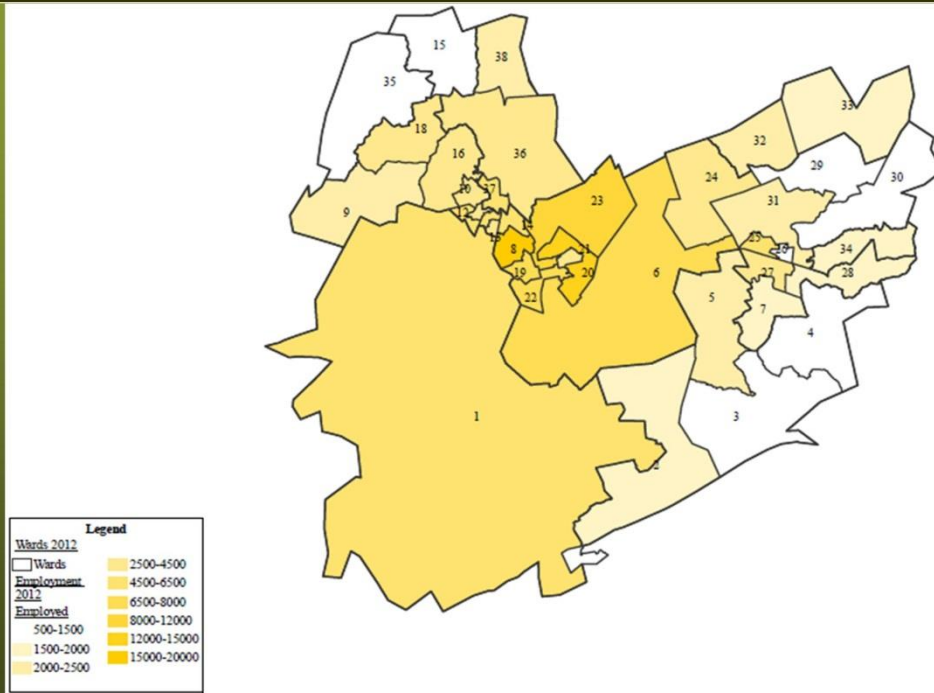


Figure 3.17: Employment Per Ward

UNEMPLOYMENT PER WARD

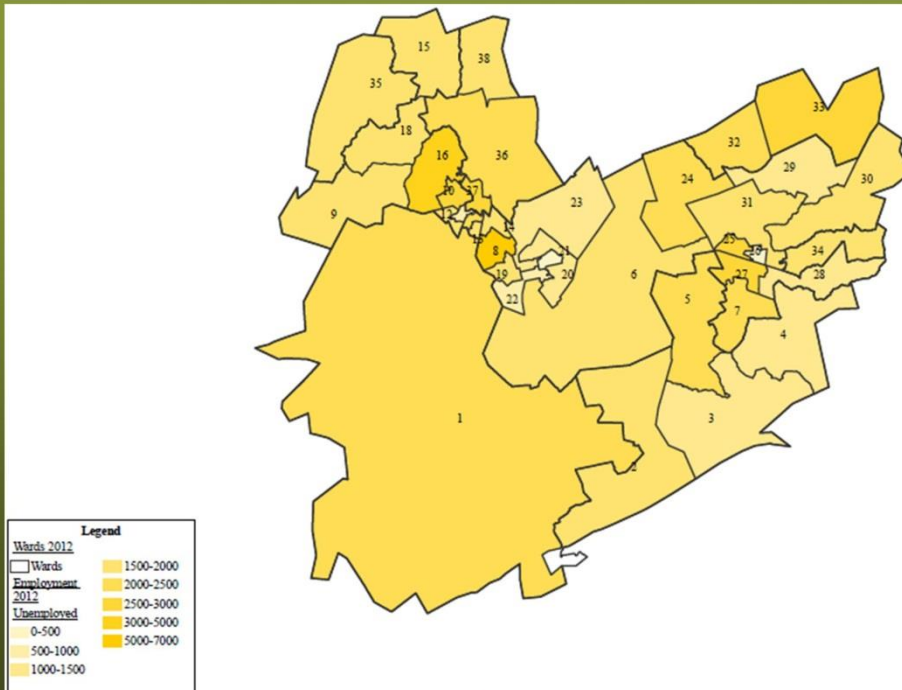


Figure 3.18: Unemployment Per Ward

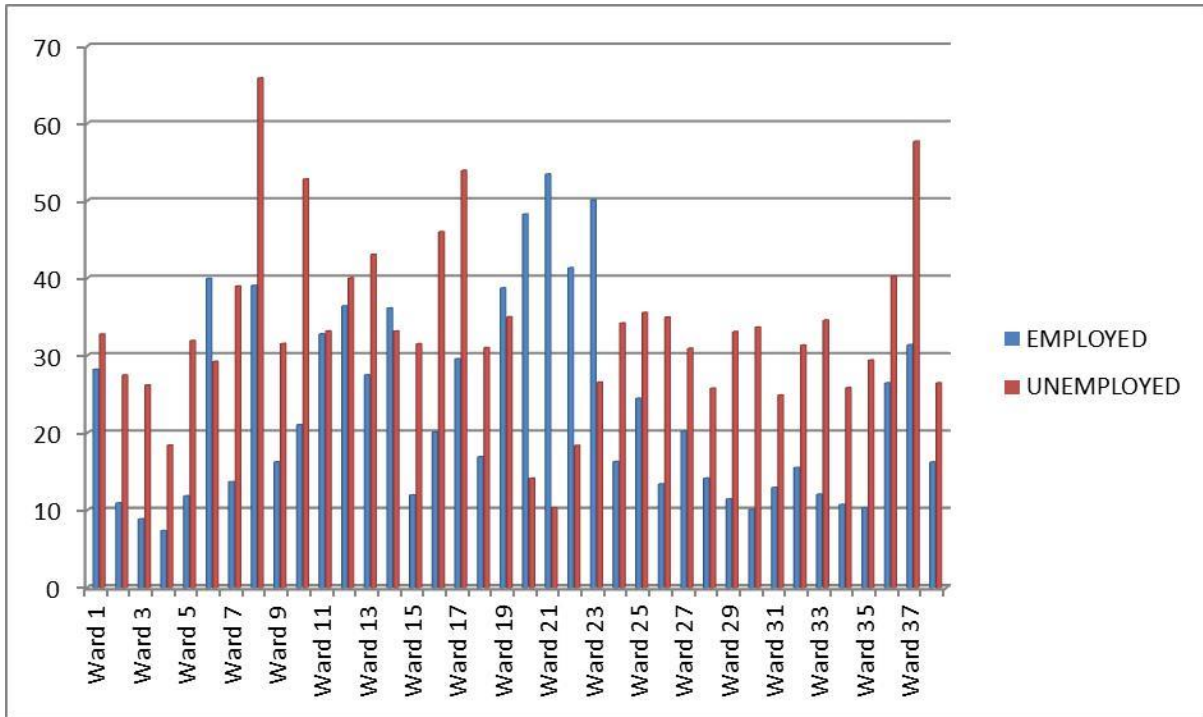


Figure 3.19: Employment and Unemployment Per Ward

From the above a clear correlation can be drawn between urban environments and employment. This is also indicative of a change in the economic sectors experiencing growth.

Formal and Informal Economic Sector

From the research conducted, it was found that more could be done to facilitate informal trading as it comprise 13% of the economic sectors in this category. This figure is however lower than the provincial rate of 18%. Formal employment makes up at least 71% in Polokwane, compared to the province at 65%.

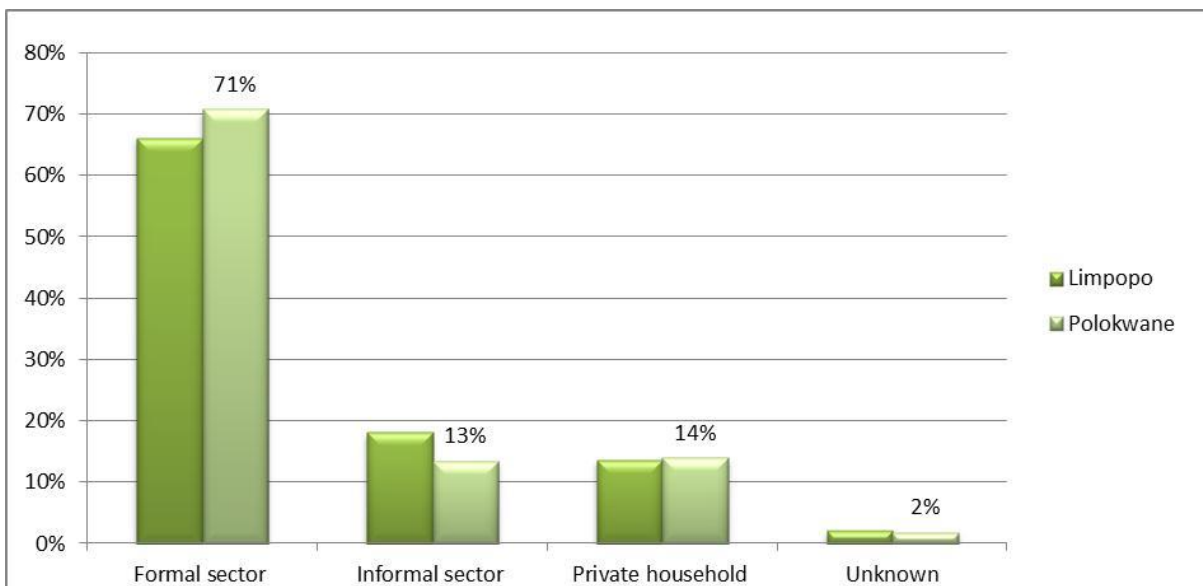


Figure 3.20: Formal and Informal Sector

Informal trading serves as a valuable source of income and employment and should not be neglected. The informal sector is also a valuable period for business incubation and therefore facilitates transition into the formal sector. It has also been argued that the procedure involved in transitioning a business

from the informal to the formal sector are often barraged with time and capital intensive application processes and that cities should aim to provide assistance and transitioning programmes to aspiring business people. Although the City of Polokwane do not oppose the informal sector in any way, a more focused approach to regularisation and supply of the minimal vital infrastructure should be adopted. During the presentation of the Draft IDP the Municipality has called for the regeneration of the down town inner city, characterised by informal trade, as this area are becoming increasingly derelict due to a lack of regularisation. Intervention could utilize the existing human capital and informal business structures to create better and more productive areas, thereby positively impacting on economic development.

GDP

The GDP is probably one of the most important indicators of economic growth as it measures productivity of an area. According to calculations, 2002 to 2012 saw the following changes in the GDP:

- Decline of 1% in wholesale, forestry and fishing.
- Decline of 1% in mining and quarrying.
- Increase of 9% in agriculture, forestry and fishing.
- Increase of 6% in construction and electricity, gas and water.
- Increase of 5% in transport, storage and communication.
- Increase of 4% in community, social and personal services, and, financial and business services.

Furthermore overall GDP growth was experienced as follows:

- 2000 to 2001: 7% growth
- 2001 to 2003: 5% decline
- 2003 to 2006: 3% growth
- 2008 to 2009: 9% decline
- 2010: Regained growth to 3%

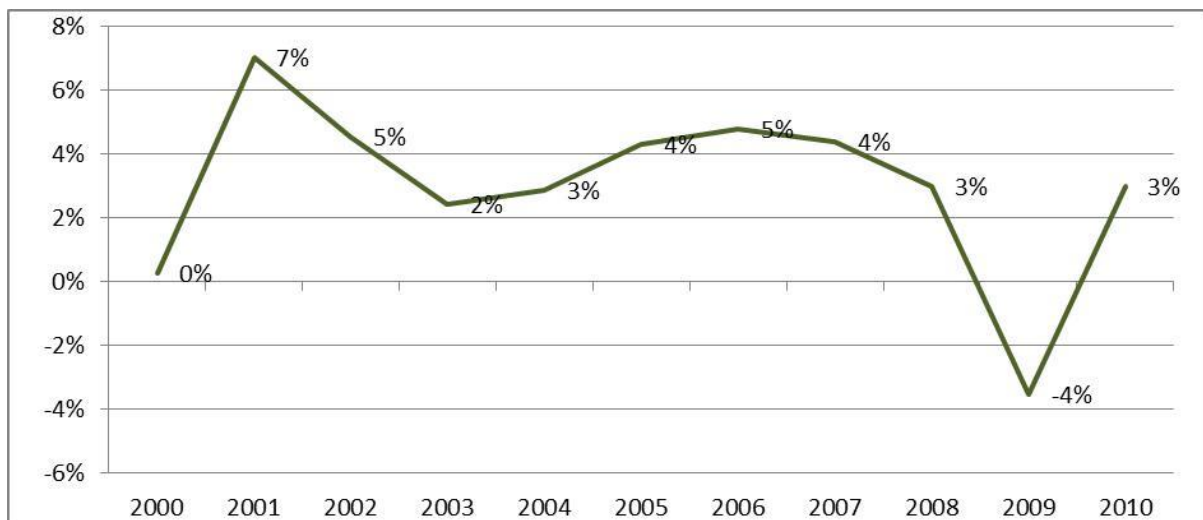


Figure 3.21: GDP Growth

From the above it is clear that the global financial crisis was experienced in 2008 to 2009 in Limpopo with a decline in GDP of 9%. The GDP growth had however regained some momentum in 2010 with a rate of 3%.

Population

The Polokwane population was estimated at 628 999 in 2011, according to Census 2011 data. At a calculated growth rate of 2.15%, the current population is 656 387. Polokwane is the only local municipality in the district that currently has a positive population growth rate. With a calculated growth rate of 2.15% it is also higher than the growth rate for the entire province. It was further calculated that by 2050 Polokwane will house 20% of the entire Limpopo population. Another interesting aspect is that Aganang is currently experiencing a higher population decline than Molemole and by 2030 Molemole’s population will surpass Aganang.

	GROWTH RATE	2012	2013	2015	2020	2030	2050
Limpopo	0.79%	5447610	5490691	5577876	5801945	6277446	7406667
Capricorn District	0.80%	1271617	1281852	1302570	1355843	1469015	1738366
Polokwane LM	2.15%	642547	656387	684967	761982	942962	1475190
Blouberg LM	-0.54%	161747	160869	159128	154859	146659	130827
Aganang LM	-1.12%	129689	128230	125362	118468	105798	83429
Molemole LM	-0.10%	108210	108098	107876	107323	106224	103954
Lepelle Nkumpi	0.10%	230589	230829	231309	232513	234941	240121

Figure 3.22: Population Growth Estimates

The above figures speaks to the current global trend of urbanisation and seeing as Polokwane is the most urban city in Limpopo, it is reasonable to assume that a vast majority of the district’s population is migrating to Polokwane.

Migration

In a study conducted across Polokwane, it was found that 5% of all migrants to Polokwane are from other countries. Zimbabwean migrants comprise 90% of the international migration figures which is expected with the close proximity to the border. Reasons for internal and international migration include economic, education, conflict in countries and land disputes. Interestingly though is the fact that 98.6% of all applications for asylum status are rejected. This basically means that a sizeable portion of migrants are undocumented. These statistics most definitely have a large impact on the Polokwane population.

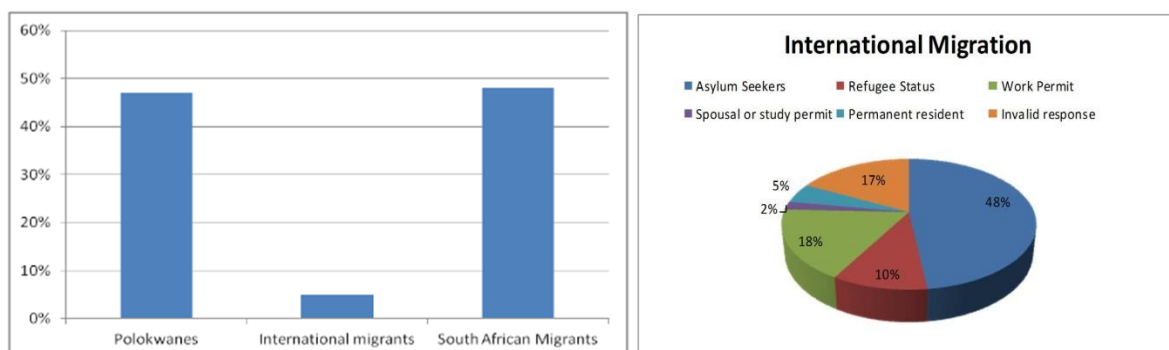


Figure 3.23: Migration Patterns

Another vital statistic with regards to migration patterns are the amount of people who move between Polokwane and other cities on weekends and during important cultural events. It was reported that in 2013 the ZCC annual event in Moria had attracted between 3 and 5 million people to the City of Polokwane. It could further be anticipated that a large number of the working population stay in cities outside of Polokwane, typically Tshwane and Johannesburg, during the week migrating back to

Polokwane over certain weekends and December holidays. The exact figures are unfortunately unknown, but it is anticipated to be a significant number.

Household Profile

The household profile of an area can often reveal vital information with regards to welfare as smaller households typically point to the fact that interdependency is lower. Larger households can create a myriad of social ills such as overcrowding and therefore largely impact on people’s quality of life. It was calculated that the average household size for Polokwane is 3.5 persons per household. This figure is lower than the provincial and national average of 3.8 and therefore serves as an indication that Polokwane is slightly better off. These figures should however be read in conjunction with other economic and social development indicators.

	Households	Population	AVG Household Size
Limpopo	1418102	5404 868	3.8
Capricorn	342838	1261463	3.7
Polokwane	178001	628999	3.5
Blouberg	41192	162629	3.9
Aganang	33918	131164	3.9
Molemole	30043	108321	3.6
Lepele Nkumpi	59682	230350	3.9

Figure 3.24: Household Sizes

Age

Assessing the City of Polokwane’s population in terms of the different age groups is vital for long term economic growth and development planning. Such planning instruments should place significant focus on youth development, education and empowerment and it is therefore equally important to identify the Potentially Economic Active (PEA) population. This should then be measured against employment figures to determine the extent of the gap between those who are employable and those who are actually employed.

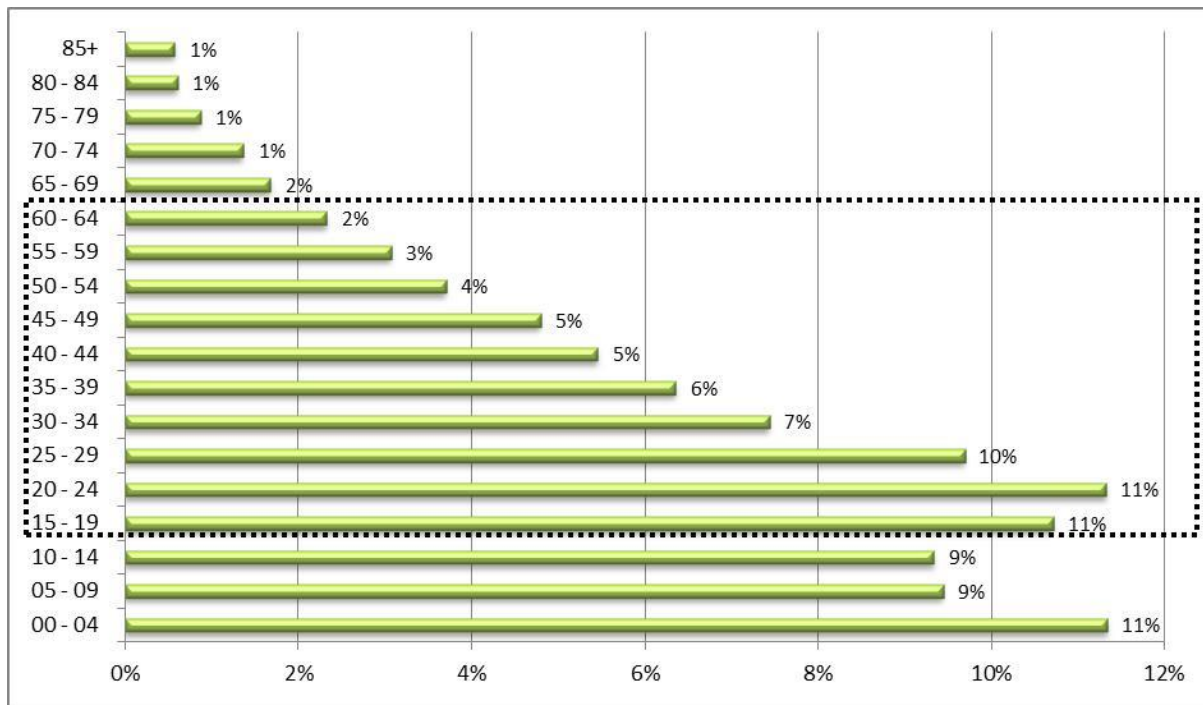


Figure 3.25: Age Profile

It was found that overall Polokwane has a youthful population with the majority of the population located being 24 years and younger. The category 20 – 24 year old comprises 11% of the total population. A staggering 30% of the total population have been found to be younger than 15. From analysis it was also found that the population significantly declines after 24 years which could point to an out migration to other areas in search of employment opportunities. The general trend therefore points to the city’s inability to attain its youth. The potentially economic active population comprise 65% of the total population (the black dotted area in the image above).

Housing

In Polokwane 48% of the population reside in homes that are owned and fully paid off. This is lower than the provincial average of 53%. Formal dwellings increased over the past 10 years from 68.5% to 77.6% - a sign that housing delivery programmes have been successful to some degree. The proportion of households residing in traditional dwellings had decreased from 14.8% to 7.9% and informal settlements from 16.4% to 3.6%.

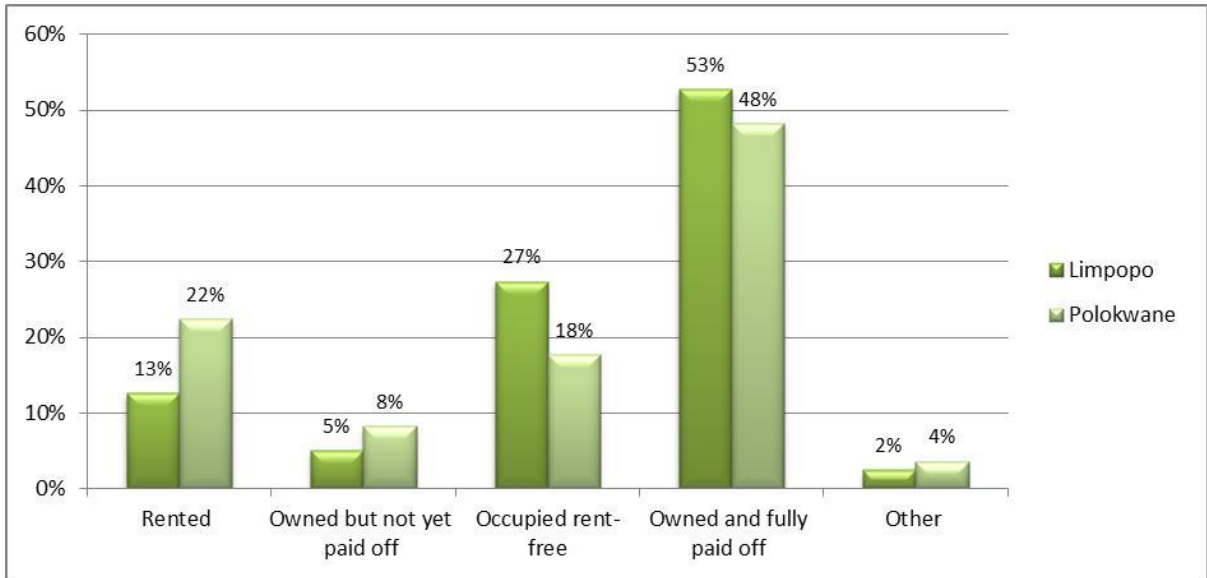


Figure 3.26: Home Ownership

A possible reason for the high owner percentages might include that homes are kept in the family and inherited from generation to generation. Another explanation could be the homes are more affordable outside the urban core. It cannot therefore be assumed that ownership within the city had increased significantly or that remarkable economic development had taken place.

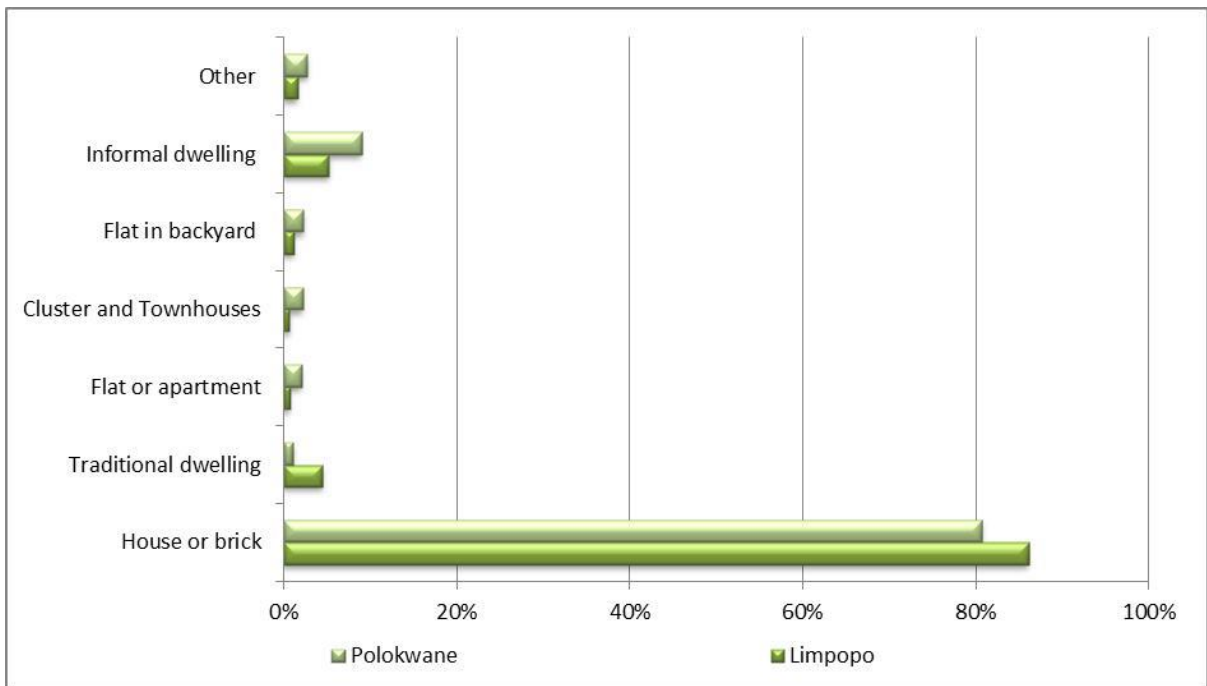


Figure 3.27: Housing Typology

The type of dwellings that people reside in is also an important indicator of economic development as it directly impacts on quality of people’s lives. Strong, well-built structures provide better protection against environmental hazards and could reduce vulnerability to opportunistic crime, thereby making communities more resilient. As can be seen from the figure above, the majority of homes are brick homes. Roughly 10% of all homes constitute informal dwellings. This figure is however viewed as being quite optimistic as it could in fact be anticipated to be much higher in reality.

Health

The following is a summary of the key trends identified.

- There is a move towards private healthcare for those that can afford it as a result of the poor state of health infrastructure. However, the introduction of the National Health Insurance programme that aims to provide essential healthcare to all South Africans could direct the private and public health sector into a new direction.
- Even though there are a number of health facilities in Polokwane, a large portion of the population resides more than 10km from the closest health facility. It is specially the poor rural population that is marginalised in terms of access to healthcare.
- The decrease in the productive population as a result of the high mortality rate of the population aged between 20 and 60 is extremely worrisome and could have a detrimental long term impact on the economy.
- The use of technology can increase the access to health facilities for the marginalised population. Such a movement is particularly important for Polokwane with a smart city vision.

Please refer to Section 6.5.11 of the Research Report for detailed discussions on Health issues.

Access to Water & Sanitation

Polokwane is currently experiencing major water shortages especially in light of the rapid urbanisation and growing population. Water provision is one of the municipalities' key areas of investment and therefore several projects are currently in the pipeline to improve quality and increase provision.

According to the available statistics the follow holds true of access to water in Polokwane:

- 34% of the population has access to piped water inside their dwellings.
- 38% of the population has access to piped water inside their yard.
- 25% of the population has access to piped water inside their community.
- 4% of the population has no access.

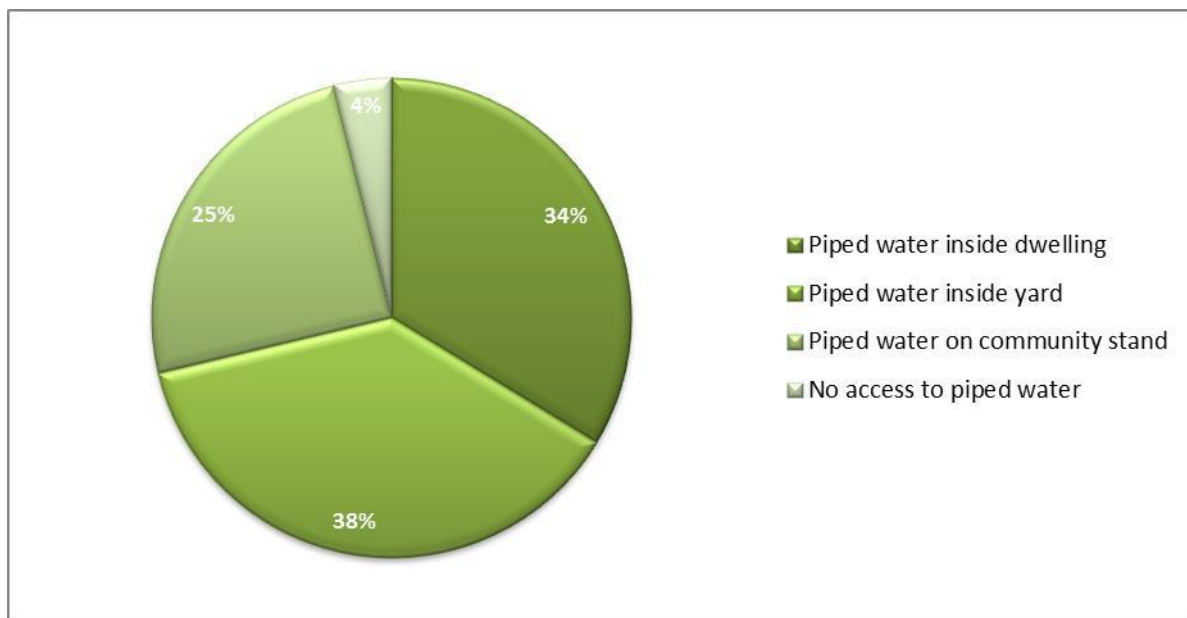


Figure 3.28: Access to Water

The above figures are mainly influenced by the fact that the majority of the Polokwane population resides in townships, informal settlements and rural areas where service delivery is unable to keep up with the rapid growth of areas. Several additional challenges face water provision in these areas including a lack of financing, in-proper long term planning and overall capacity constraints. During the State of the City Address, 10 June 2013, Executive Mayor confirmed that the City of Polokwane is doing

all it can to reduce these backlogs. It was stated that Anglo Platinum is to invest around R 80 million to refurbish the overloaded Polokwane waste water plant and that the Department of Water Affairs have made R 10 million available for the 2013/14 financial year. The Department of Water Affairs have also committed to assist Polokwane with the funding of a new Regional Waste Water Treatment Plant. In order to reduce the backlogs in rural areas, a staggering R 112 million have been budgeted through the Municipal Infrastructure Grant for the provisioning of water infrastructure in these areas.

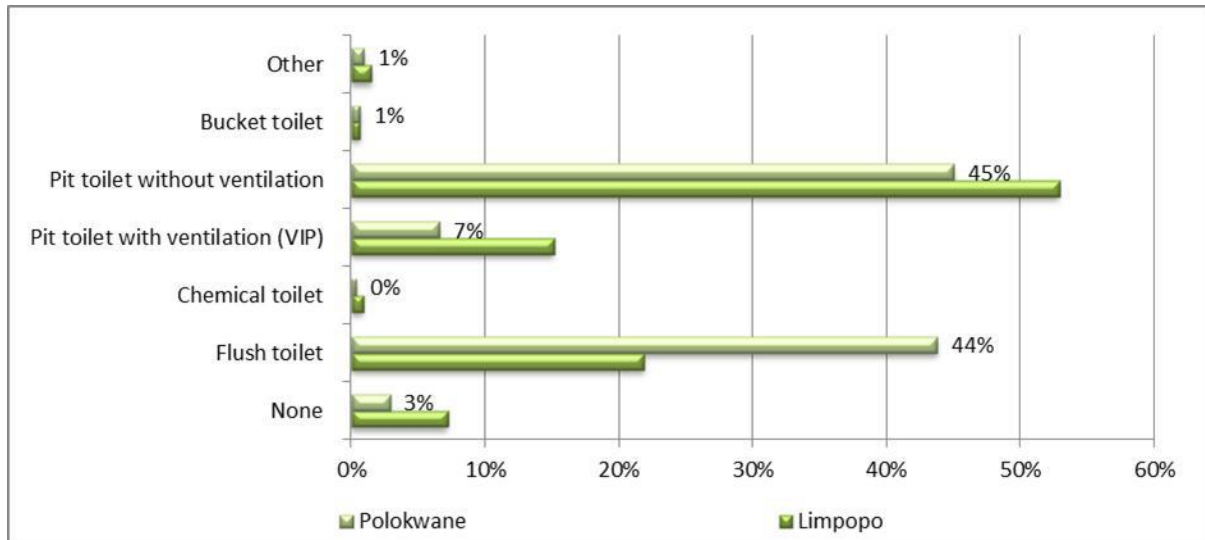


Figure 3.29: Access to Sanitation

According to the data available, 53% of the Limpopo Province and 54% of Polokwane has access to pit toilets without ventilation. 7% of the Polokwane population has access to a pit toilet with ventilation, 44% has access to flush toilets, 1% makes use of bucket toilets and 3% has no access to sanitation. Access to sanitation does not only affect the economic development of an area, but also has a major impact on people’s morale’s and quality of life. For this reason R 40 million have been budgeted through the MIG to construct more than 4000 VIP toilets in rural areas, according to the State of the City Address by the executive mayor.

Electricity

Access to electricity is regarded as a vital indicator of development in an area. Most of people’s daily household activities require the use of electricity, not to even mention the importance thereof for conducting business. It is therefore important to know and understand where backlogs exist and to what extent. Apart from the obvious, it is also important to note what portion of the population still makes use of more traditional energy sources such as paraffin and candles. The use of paraffin and candles for household activities also has several health and safety implications as many homes are burnt down each year, especially during the winter when electricity usage is higher.

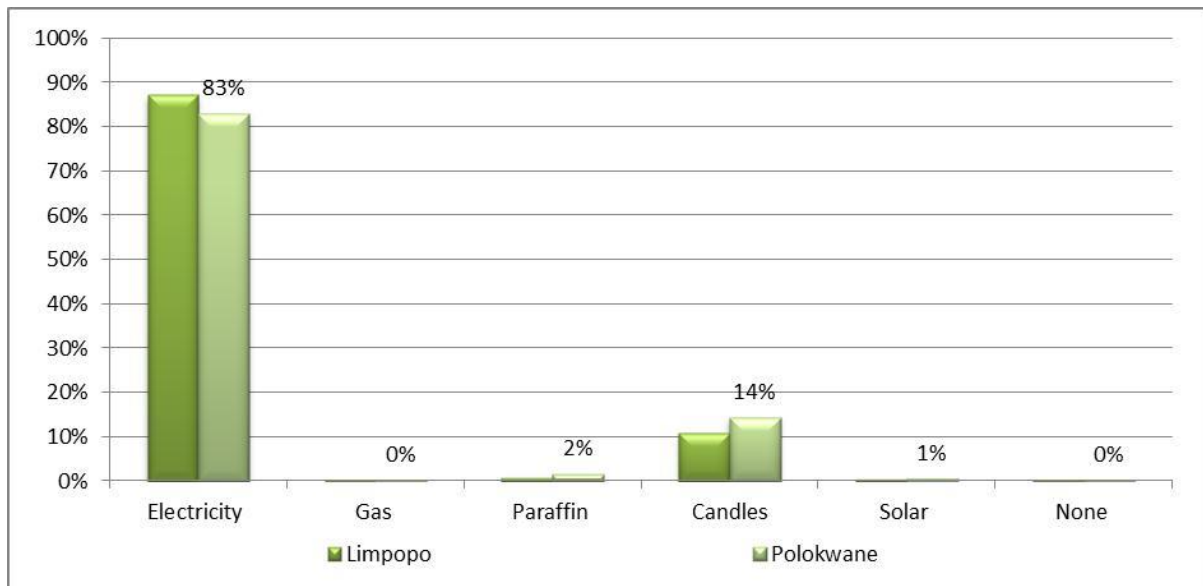


Figure 3.30: Methods for Lighting

From the available data it was found that 83% of the Polokwane population makes use of electricity for daily household activities. 14% still make use of candles and 2% rely on paraffin. Only 1% of electricity is generated by means of solar energy sources. Due to Polokwane’s geographical locality this is regarded as a major under-utilisation of natural resources.

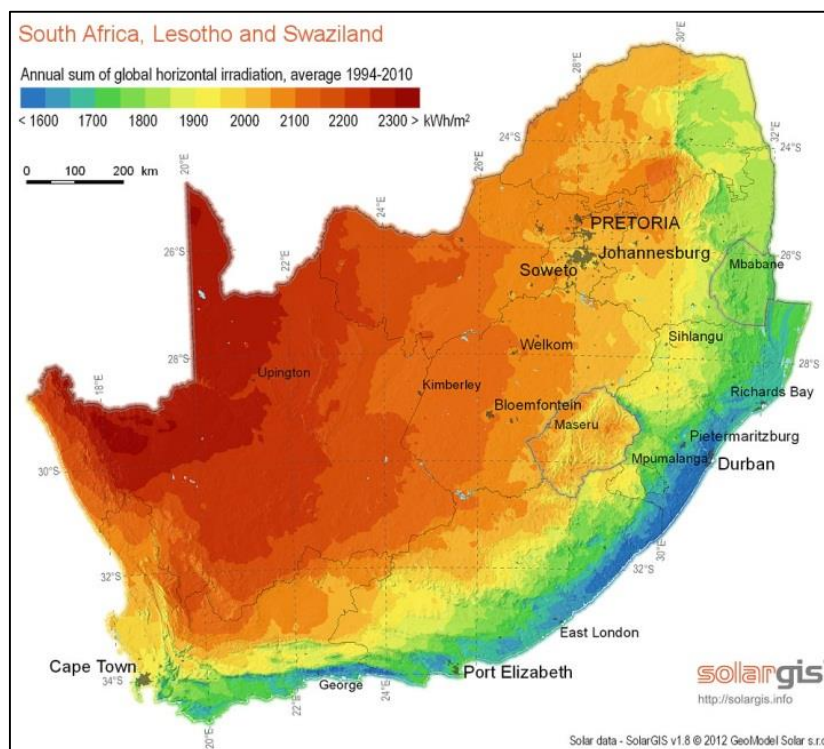


Figure 3.31: Radiation

Perhaps one of the biggest factors influencing the lack of solar energy is the fact that infrastructure gets stolen or vandalised. Electricity generated by wind is unfortunately not a viable option as the geographical locality of Polokwane is not favourable for this type of electricity generation. It has however been argued that hydro electricity generation should be investigated as Polokwane has several large water sources at its disposal.

Refuse Removal

Refuse removal is another vital service which a municipality ought to deliver effectively in order to reduce and avoid major health risks. Although it is deemed that refuse removal have significantly improved over the past decade, service to areas are still devastatingly inadequate as illegal dumping and pollution is ever increasing. 45% of the Polokwane population receives municipal refuse removal services whilst 50% removes waste themselves, 1% makes use of communal removal and 1% does not receive any services. In an attempt by the municipality to rectify this situation it actually exacerbated the problem as the initiative aimed at easing dumping in a landfill site actually complicated and frustrated the process. New initiatives and corruption limiting controls needs to be implemented and access to services and dumping sites need to be increased.

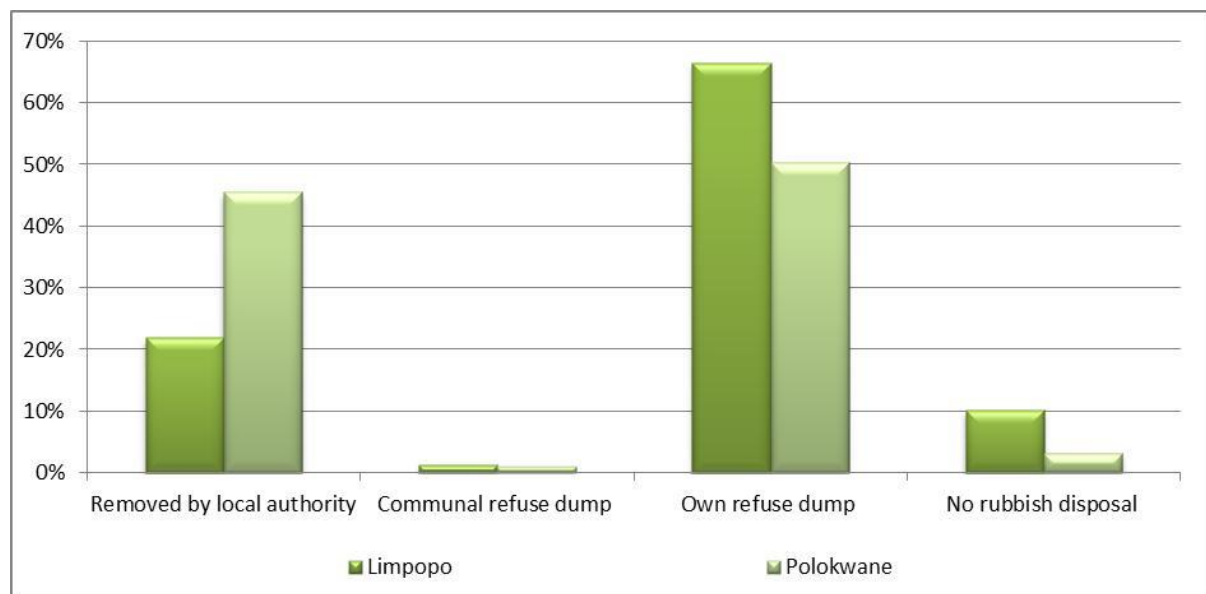


Figure 3.32: Refuse Removal

Roads and Transport

The importance of roads and transport cannot be over emphasised in any type of economy – developed or emerging. Seeing as Polokwane is strategically located, roads and transportation is seen as the first and debatably most important prerequisite for both economic growth and development. Development naturally occurs along areas with good supporting transport infrastructure and should therefore be strategically utilised. Currently roads and transport in Polokwane are deemed inefficient, experiencing rapid decay and lacking vital integration between different modes.

According to the National Transportation Master Pan 2050 South Africa need to place a very strong emphasis on the development, maintenance and redevelopment of rail as a transition mode over road travel. This ideal is supported by the Limpopo Department of Roads and Transport’s Strategic Plan for 2010/11 – 2014/15 and have subsequently led to the Travel Demand Management Study for the Capricorn District in 2010 and feasibility studies conducted by PRASA for several priority routes. These priority routes were identified as Seshego – Polokwane, Polokwane – Moria, Polokwane – Leboukgomo and Polokwane – Mokopane.

In addition to these exciting plans, the City of Polokwane is also in the process of implementing the Integrated Rapid Transport Network which will see the complete integration of a variety of transport modes in a safe and efficient manner.

Incubation Programmes

It has been discovered that several incubation programmes exist in Polokwane, each with some degree of success. These incubation programmes are primarily aimed at providing vital support services and infrastructure to emerging businesses and entrepreneurs. Incubation programmes include the Itsoseng Entrepreneurial Centre and the Mothiba, Moletjie and Seshego Incubation Programmes.

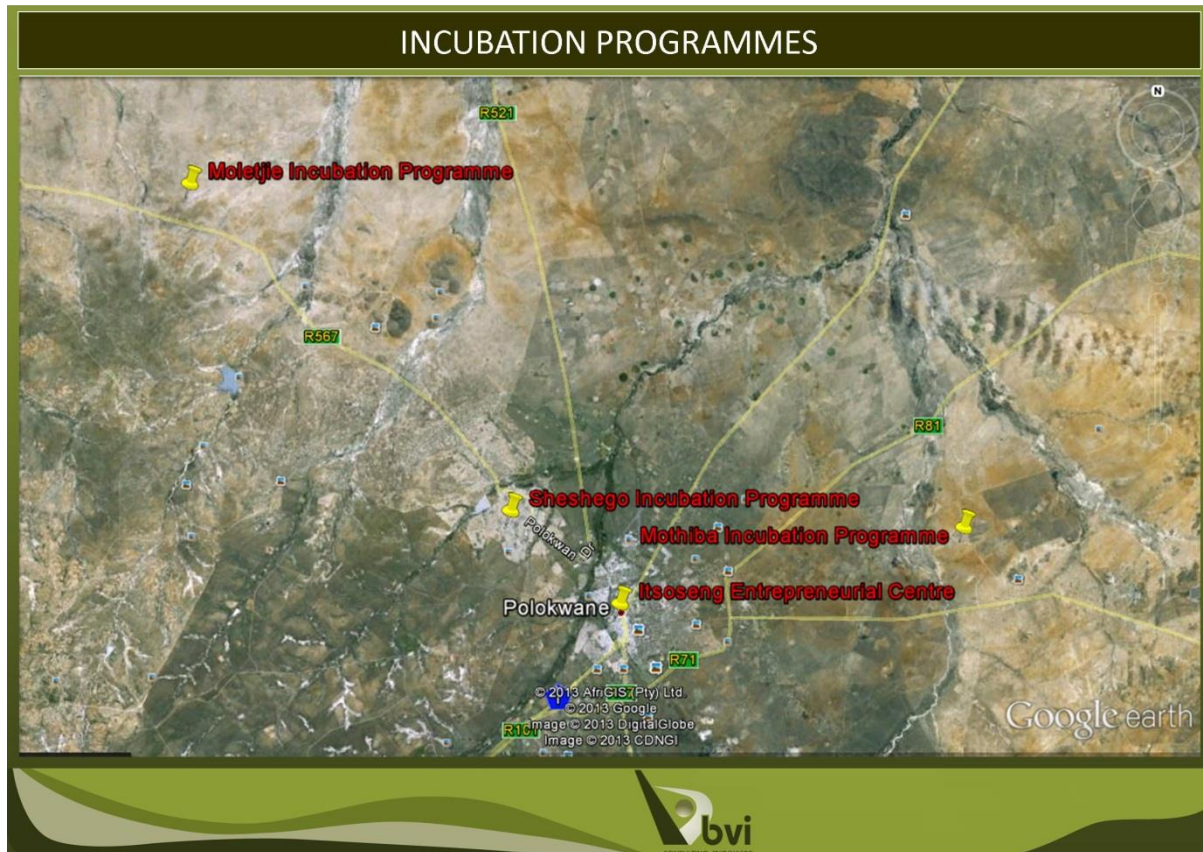


Figure 3.33: Location of Incubation Programmes

Research have however revealed that the successes of the incubation programmes are hindered by insufficient knowledge of the municipality to lead these programmes, a lack of and decaying infrastructure, corruption and insufficient administrative capacity. According to the Limpopo Growth and Development Strategy, 2004 – 2014, the entire province should adopt the cluster development approach and therefore an opportunity exists to utilize the incubation programmes for skills and knowledge transfer. These clusters and incubation programmes should however attract private investment and knowledge and skills sharing as the current lack thereof could stifle attempts.

Please refer to Section 7.3 (iii) of the Research Report for a detailed discussion on the abovementioned incubation programmes.

Health

Health matters are a crucial component for social development and directly impact on people's life expectancy and quality of life. Although there are a myriad of health issues that need to be investigated, focus was placed on HIV and TB for the purpose of this study. According to the relevant research, Polokwane has been experiencing infection rates which are below national averages. This is a positive reaction to the awareness and other health programmes rolled out by the Limpopo Department of Health. It was however found that health care services are largely deemed inefficient in rural areas requiring residents to travel vast distances to access such services. The Limpopo

Department of Health Annual Performance Plan 2013/14 do however indicate that several projects have been successfully completed, including the Limpopo Academic Hospital.

Smart City

During the Departmental and Business Units Planning Session Workshop in January 2013, Municipal Manager reiterated that the Polokwane political leadership had agreed that the city needs to become a Smart City in the foreseeable future. The Smart City concept encompasses a variety of new and innovative technologically driven solutions to global mega trends affecting the way a city is governed and planned for and include, but are not limited to:

- Enhancing of broadband and wireless technology.
- New ways of conducting business.
- Integrated transportation systems.
- Service delivery quality control.
- Implementation of alternative energy technology.
- Electronic and interactive town planning and GIS systems.



As can be seen, the implementation of the Smart City can most definitely significantly improve the quality of people's lives, if implemented and maintained correctly. It was therefore found that a holistic and realistic implementation strategy is required.

Conclusion

The research and analysis phase of this project have revealed vital information about trends affecting Polokwane. This will assist in developing a long term strategic growth and development plan based on practical and implementable interventions.

5.4 Trends and Projections

In order for forward planning to yield real and measurable results over the long term, all strategies need to be closely aligned with the anticipated growth figures and trends. It is impossible to foresee what the future holds and learning from history, anything is possible at any given time. In a recent conference held at the CSIR on the Mega City and Smart City concept, it was reiterated that several so-called 'Mega Trends' are currently shaping the future of cities globally. Mega trends include: Urbanisation; Bricks & Clicks; Future Infrastructure; Smart Growth; Innovation to zero; Health and Wellness; Social Trends; and; New Business Models. (Frost & Sullivan, 2012)

This section therefore seeks to 'paint a picture' of what the world and more specifically, Polokwane, will look like in the years to come, based on some of the mega trends and the calculations made throughout the entire document. Seeing as projections are educated guesses, the objective of this section is to speculate rather than provide absolute truths and should be seen as creative brainstorming, rather than strict scientific statistical analyses.

Urbanisation

According to KPMG's research on African cities (2013), it is estimated that more than 50% of Africa's total population will be residing in urban areas by 2035 and that by 2050 we are likely to see urban populations topple the 1 billion mark. Rapid urbanisation is a global phenomenon which is very unlikely to slow down. Inefficient planning by cities could have significant impacts on the quality of residents' lives further increasing inequality, displacement of poverty and the creation of a state of dependency. Various arguments exist both for and against urbanisation and the creation of bigger cities. In the South African context, cities often drive urbanisation in order to gain a higher municipal categorisation which will ensure the allotment of more funds to municipalities. Although this approach will in theory create GDP growth, improper planning and governance results in quite the opposite. It is therefore vigorously argued that cities ought to have governance structures in place before rapid urbanisation starts 'snowballing' and that proper strategic development prioritisation policy and structures be put in place.

According to the calculations contained in this document, population growth for 2013 to 2050 will most likely be as follows.

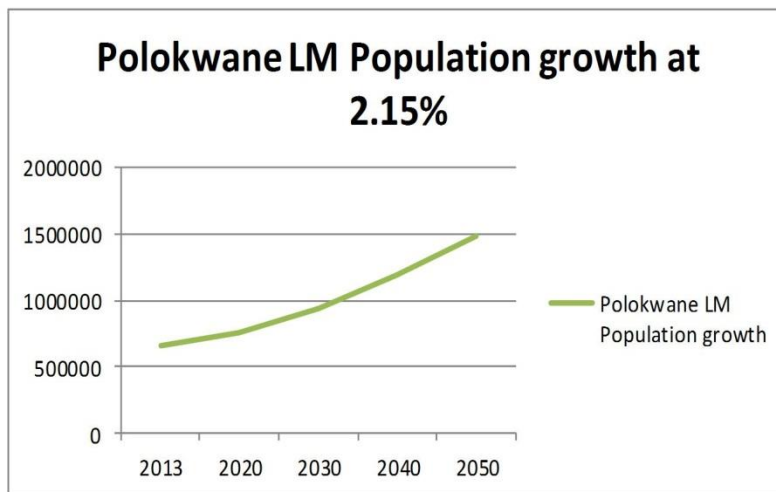


Figure 34: Polokwane Estimated Population Growth (Source: Calculations based on 2011 Census Data)

Although the estimated growth rate is 2.15%, this scenario is likely to increase as Polokwane attracts development and new markets.

Smart Transit

According to Frost & Sullivan (2013), by the year 2020 40 million electric vehicles and motor cycles will be sold globally. This figure might be slightly over-optimistic, but the point being made is that the motor vehicle industry will most likely have been changed quite significantly. Furthermore the study also points out due to rapid urbanisation, the need for alternative and integrative transport system will have become unmanageable resulting in massive investments into smart transit systems. These transit networks then create regional and inter-nodal development corridors.

In this regards Polokwane most certainly has the upper hand as it has already started implementing the IRTPN project. As previously discussed, this development will not only ensure the integration of

various modes of transit, enhance mobility and accessibility within Polokwane, and, provide low cost transportation, it will also significantly add to development and the alleviation of rapid urbanisation.

Another very exciting, but often unknown project which will significantly contribute to Polokwane and Limpopo as a whole, is the PRASA Passenger Rail Development Project undertaken by the Department of Transport. This project is currently still in the feasibility stages, but possible transport corridors being considered which will affect Polokwane, include:

- Polokwane – Mankweng – Moria
- Polokwane – Seshego Extension
- Polokwane – Tzaneen (New Direct Line)
- Polokwane – Pretoria (New High Speed Line)
- Polokwane – Lephalale
- Polokwane – Zebediela – Jane Furse
- Polokwane - Burgersfort

Future Infrastructure

Due to rapid urbanisation and a global move towards the smarter city concept, future infrastructure will need to be more sophisticated and should be developed proactively rather than reactively. Global influences in technology and innovation is undeniable and therefore in order for a city to be competitive, it will need to constantly adapt to the rapid changing and ever evolving needs of the city. KPMG (2012) strongly argue that African cities in general face significant challenges in infrastructure delivery and management. These challenges include:

- High fiscal deficit and poverty
- Limited long term funds in domestic markets
- Weak institutional frameworks and lack of capacities
- Financial weakness of projects
- Poor project structuring

Currently Polokwane requires an investment of R 400 million to bring water infrastructure to an acceptable standard. This investment will ensure water security for only 2 to 3 years after which supply will become inadequate once again. According to the Polokwane Municipality an investment of around R 1.5 billion is required for long term sustained water provision. Furthermore alternative energy will also need significant investment and development as the current supply of solar energy only comprise 1% of total electricity provision.

In addition to the abovementioned 'traditional' forms of infrastructure, the City of Polokwane will also need to make significant investments into the development of technological infrastructure which is required for the transition towards a smart city.

Smarter Growth in Cities

According to Frost & Sullivan (2010), by the year 2020 there will be more than 40 cities globally who have achieved the status of a Smart City. Smart Cities require a strategic technological innovation focus and therefore cities across the world are constantly seeking ways to improve service delivery using smart technology. Arguments in favour of Smart City Development include that it holds various potential advantages for dealing with rapid urbanisation in African cities. It was however also stressed during the Mega Cities Conference (2013) that basic services and governance structures are in place before a comprehensive smart city implementation strategy is implemented. Furthermore it was also argued that the best way in which to apply smart city technology is to gradually implement basic technology and master each section before proceeding to the next phase. This will allow for the detection of glitches and potential 'showstoppers' and learning to deal with disruptions in both

governance and smart city technology. Seeing as Polokwane are currently facing various developmental challenges, it is very unlikely that the city will have achieved this status by 2020, but the 2030 Development Plan will need to clearly stipulate a phased and localised approach to smart city development.

Innovation to Zero

Reducing the carbon footprint of cities should be one of the biggest objectives of all cities globally. It is often more difficult to implement greener technology in well-established and developed cities than in cities which are anticipating significant growth. Based on the population growth calculations and the future plans for Polokwane, it is reasonable to assume that the city will look significantly different in 16 years. It is therefore a good idea to adhere to global trends in creating self-supporting areas as the city expands. As described in a previous section, plans are already underway to implement the Integrated Rapid Transport Network which is a major leap for the Polokwane municipality. Furthermore research and innovation is required for the development of alternative energy generation as currently only 1% of electricity provision is done via solar energy. An approach which could be adopted is to make renewable energy such as solar geysers, solar panels and wind farms an integral part of all new developments.

Health & Wellness

The global trend with regards to health and wellness involves utilising smart technology to diagnose and treat the sick. Technological innovation could actually significantly increase the wellbeing of an area as people would no longer have to travel far to visit a medical practitioner which is especially the case in Polokwane as a significant lack of health care services exist in rural areas. Smart technology could also be used to increase the response time of emergency services.

Central to health and wellness are healthy lifestyles. Urban agriculture is another global trend being implemented in developing and developed countries. Such practises not only enhance the well-being of a community with the constant supply of fresh fruits and vegetable, but it also serves as a trading commodity. Water purification is equally important factor in health and wellness.

With the implementation of an integrated transport network, safe and reliable infrastructure will be created to enhance and encourage walking and cycling as a mode of transport. Studies have shown that this has a direct impact on health.

New Business Models

During the Mega Cities Conference (2013) the issue of financing for infrastructural development was raised on several occasions. Governmental representatives maintained that funding for infrastructure development is limited and that this often severely stifles service delivery and ultimately development. A variety of financing models was then proposed. Among those proposed included changing the perception that infrastructure is only developed by governmental bodies and that is too could be traded as a commodity. This will result in the attraction of the private sector. Furthermore different sources of funding will be utilised in the future.

Another aspect of doing business which is already taking place, are the so called e-trading. This type of trading takes place over the internet and has several advantages such as a significant reduction of overhead costs due to a reduction in the infrastructure utilised. Traditional businesses need premises and all sorts of property rights to trade from, whereas e-trading can take place from someone's home computer and the courier services being the medium of delivery. Tshwane is currently investigating how it can better utilise e-trading for economic growth.

6. Vision, Mission and Developmental Priorities

The City of Polokwane has recently tweaked its vision and mission statement to incorporate and formally adopt a more innovative approach to economic growth and development. This section briefly outlines the various aspects relating to this change.

6.1 Vision Statement

The vision statement of the City of Polokwane is as follows: *“The Ultimate in Innovation and Sustainable Development.”*

6.2 Mission Statement

The mission statement of the City of Polokwane: *“Provision of cost effective services which promote socio-economic development, a safe and healthy environment through good governance and active community participation.”*

6.3 Value Statement

The following value statement was recently reaffirmed: *“Sustainable development through responsive innovation.”*

As can be seen from the above statement, the following values are treasured by Polokwane:

- Sustainable Development
- Innovation
- Responsiveness

The vision, mission and value statement place strong focus on the Smart City concept.

6.4 Developmental Goals and Objectives

From an in depth research process undertaken, the following developmental goals and objectives have been identified in addition to the vision and mission statement. The goal of this section is therefore to provide a broad framework within which this plan will further specialise.

- To become a Smart City by 2030.
- Reduce service delivery backlogs, replace and upgrade aged infrastructure and increase water capacity over the next 5 years.
- Finalising key projects.
- Make use of Polokwane’s strategic location to attract investment.
- Implementation of the Integrated Public Transport Network.
- Implement customer centric systems and governance models.
- Attain, retain and create a highly skilled labour force.
- Enhanced accountability within the public sector.
- More active participation and proactive planning in local government.
- Maximise and utilize the local economic comparative advantages, especially in the tertiary sector.
- Build safer and more resilient communities.
- Social capacity building.
- Creation of decent employment opportunities.
- Improvement in quality and availability of health care.
- To adopt a value chain approach to development.

These developmental goals and objectives greatly influences the interventions and catalyst projects proposed in this plan.

6.5 Priorities and Roles of City of Polokwane

In order for the Polokwane 2030 Economic Growth and Development Plan to yield real results, it is vital that the priorities of the City of Polokwane be highlighted in terms of this plan. Due to the fact that this document is not legally binding, this merely provides strategic direction rather than definitive instructions and should therefore be viewed as a guideline. It should also be noted that this section only related to the priorities and roles of the municipality in executing this project.

- **The municipality to play a facilitative and enabling role**

It is often misunderstood that municipalities' primary roles entail providing employment opportunities and when municipalities are unable to fulfil this role, communities are outraged and quick to severely discredit and criticize government. According to the Municipal Structures Act the role of the municipality is however not to directly provide employment opportunities, but rather to create environments conducive of business development and ultimately employment. This role should however in no way be underestimated or taken lightly as it therefore involves the provision of development enabling services and vital infrastructure directly impacting the creation of employment opportunities.

In order for the interventions contained in this plan to be successfully implemented, the municipality is therefore required to significantly step up all service delivery programmes.

- **The municipality to adopt strategic framework in all forward planning practises**

One of the most common factors of municipalities' inability to attain their developmental goals is the fact that a single vision and set of long term goals, strategic frameworks and policies are poorly adopted, applied and integrated with projects and other forward planning practises. This creates a scenario where various long term visions and loosely tied goals and objectives exist, but not properly aligned to truly impact the long term prosperity of an area. Supporting initiatives are then also unable to play their vital roles.

The City of Polokwane is therefore responsible for deciding on the level of implementation of the Polokwane 2030 Economic Growth and Development Plan and applying the content thereof to future forward planning strategies and ensure long term contingency.

- **Conducting of feasibility studies and implementation strategies**

Seeing as the Polokwane 2030 Economic Growth and Development Plan was formulated at a strategic level, the initiatives and programmes proposed will require additional in-depth research and accompanying implementation strategies. The extent of the proposals made in this document is far too complex and specialized to be significantly covered in a single document.

The City of Polokwane will therefore be responsible for the appointment of the relevant service providers to conduct the necessary feasibility studies and project specific implementation plans for each of the initiatives and development programmes. This will form part of the implementation planning aspect of this plan.

- **Intergovernmental communication and consultation**

As revealed and discussed in great depth in the Research Report, a variety of strategic planning documentation and policies exist on national, provincial, district and local level. This further increases the difficulty of successfully implementing this plan as certain developmental issues are functions of government outside the jurisdiction of the City of Polokwane. One of the goals stipulated in this document is the communication within government and seeing as this plan was drafted for Polokwane, it is therefore also the responsibility of the City of Polokwane to communicate this plan, its contents and impacts on the different levels of government to the relevant stakeholders. Seeing as all relevant and available strategies and policies were consulted with the drafting of this plan, it is generally deemed to be quite integrative and will therefore minimise possible conflicts between the different levels of government.

- **Marketing and availability of the plan**

Seeing as the Polokwane 2030 Economic Growth and Development Plan is mainly a function of the City of Polokwane, the municipality will therefore solely be held responsible for the marketing and availability of this plan to all stakeholders as well as the general public. Although a stakeholder engagement process was followed during the drafting of the plan, it was anticipated that this process would not be sufficient for marketing purposes and therefore this role should be fulfilled by the municipality.

Another important aspect of the success of this plan is the municipality's ability to interpret and apply the plan to inform and encourage stakeholders to adhere to it.

- **Accountability**

One of the main focus points of the Polokwane 2030 Economic Growth and Development Plan is the institutionalisation of accountability. The plan can however only prescribe the recommended accountability structures, but it is once again the responsibility of the municipality to see take full accountability for the lack of implementation of this plan and its contents. The main purpose of this is to create an accountable and responsible municipality to really drive development. In addition to accountability, the municipality will also be responsible for delegation of functions in terms of this plan.

- **Development budgeting**

Seeing as this plan was drafted at a strategic level, the City of Polokwane is also responsible for the budgeting of all initiatives and proposals, i.e. the upgrading of roads and other infrastructure. This function could however be externalised by means of appointing the relevant service providers.

- **Development Guidance**

Where applicable, the City of Polokwane should provide development guidance to external parties and the private sector. This not only includes the funding of projects, but also during application processes, such as town planning and building control. Furthermore the City of Polokwane ought to make all relevant information readily available to all interested and affected parties.

7. Strategic Levers

This section highlights the available and future strategic levers which will be used to attain the goals and objectives of the Polokwane 2030 Economic Growth and Development Plan. Utilisation of the strategic levers will ensure that a holistic development process is followed.

7.1 Definition and Role of Strategic Levers

For the purpose of this plan, a strategic lever could be defined as any vehicle, agency, structure, relationship, opportunity and/or local characteristic or competitive advantage which the City of Polokwane can utilise for the implementation of initiatives, incentives, interventions or any other programme aimed at causing an increase in economic development and growth. The use of strategic levers in development planning comes with the realisation that Polokwane has many existing agencies which continue to play various important supporting roles and that the efficient utilisation thereof could enhance the chances of achieving long term developmental goals. Each of these strategic levers are also characterised by a set of specialised skills and knowledge in a certain field which is gravely needed in Polokwane.

Strategic levers could play multiple of enabling roles which include but are not limited to: communication, skills development and training, financing, strategic guidance etc. Each of the interventions will therefore make use of the required strategic levers in order to achieve its growth and developmental goals. Furthermore these strategic levers will also be responsible for ensuring the implementation of the Polokwane 2030 Economic Growth and Development Plan and will therefore usher in a new era of holistic and participative planning and development. Interaction of different strategic levers should also be encouraged as they can play different integrating roles.

7.2 Existing Strategic Levers

Currently Polokwane has quite an extensive range of existing strategic levers which could be utilised. These strategic levers are located in a variety of contexts and should therefore be applied as such with the formulation of the plan. It should be noted that strategic levers exist on national, provincial, district and local level and are not restricted to only governmental agencies or components.

7.2.1 The Integrated Development Plan

The IDP plays a vital role in municipal planning and should in no way be undermined or disregarded by the implementation of Polokwane 2030 Economic Growth and Development Plan. Seeing as long term planning comprise of a variety of short and medium term planning policies and documents, the IDP should be utilised to drive short term developmental goals by means of channelling municipal spending and investment. The Polokwane 2030 Economic Growth and Development Plan should therefore guide the IDP drafting process over the next 16years.

7.2.2 The National Development Plan

When the National Planning Commission embarked on the drafting of a long term national strategic plan, the intention was to direct the entire country to mutually inclusive growth and development. It then identified 9 key areas of interventions which the Polokwane 2030 Economic Growth and Development Plan have taken to its very core in the drafting of key interventions and initiatives. The National Development Plan should therefore serve as a benchmark to test the validity of all developments and interventions in order to ensure that growth and development takes place holistically and according to national standards. Furthermore the Polokwane 2030 Economic Growth and Development Plan should be communicated to the National Planning Commission as it could garner valid support.

7.2.3 New Growth Path Framework

The New Growth Path Framework is an important implementation programme stemming from the NDP which focuses on several strategic areas of vital intervention, including infrastructure (especially transport, energy and water), communication and housing. This framework primarily functions as a national guiding tool for development intervention in attempt to overcome the challenges posed by the NDP. The Polokwane 2030 Economic Growth and Development Plan will use this framework as a strategic guidance mechanism with the planning and implementation of interventions and development projects based on the aforementioned strategic areas of importance. The New Growth Path Framework will therefore serve as point of departure and will ensure national uniformity with regards to development prioritisation.

7.2.4 University of Limpopo

In a global system driven by knowledge, information, ideas and innovation, universities have become a paramount role player and enabler in many cities. As we move away from traditional economies to more knowledge based markets, education forms the main foundation and prerequisite for individual prosperity and economic freedom and social mobility. It has been proven that higher education can cause significant economic growth as the advantages of these institutions manifest in a variety of contexts. In a study conducted in the UK, it was found that universities had contributed nearly 60 billion pounds to the national economy between 2007 and 2008. Universities are viewed as enabling institutions which provide students and ultimately communities with the required skills to become economically competitive.

Apart from the obvious economic growth benefits of higher education and in particular universities, these institutions provide a platform for social integration, self-expression, community cohesion and health awareness. Many universities contribute significantly towards social development with a wide array of annual projects and programmes, many of which have proven to yield significant results. Furthermore universities can create and enhance cultural aspects of an area thereby enhancing the local character and sense of place which add significantly to economic competitiveness.

The international roles which universities play are also quite often overlooked. Good universities attract students with various skills and talents and the interplay between student, university and community is enhanced. Universities can also boost tourism with the attraction of visitors for major events, be it educational, cultural or recreational.

As can be seen from the above, the University of Limpopo can provide significant partnering opportunities for the City of Polokwane which will ultimately impact both economic growth and development. The Polokwane 2030 Economic Growth and Development Plan will therefore seek to successfully integrate and utilise the University of Limpopo with initiatives and interventions, as well as place some focus on the Mankweng cluster surrounding the university.

7.2.5 Limpopo Strategic Development Framework

The Limpopo Strategic Development Framework, 2004 – 2014, place significant focus on the use of economic clusters to promote strategic growth and development in the Limpopo Province. It clearly describes the benefits of these clusters and details the establishment thereof. Several important clusters are identified, such as the platinum and chrome mining cluster, the logistics cluster, tourism clusters and the red and white meat clusters which this plan will seek to incorporate into its long term planning perspective.

Several initiatives and interventions will make use of the contents and strategic guidance of the Limpopo Strategic Development Framework. Seeing as the aforementioned strategy is one of provincial interest, compliance with it will also further ease communications and secure provincial buy-in and support.

7.2.6 Comprehensive Rural Development Programme, 2009

The Comprehensive Rural Development Programme of 2009 is a government strategy which was developed from a proactive and participatory community based planning approach rather than an interventionist approach. It is aimed at addressing especially rural poverty, food insecurity and to establish vibrant, equitable and sustainable rural communities. The programme is based on three principles namely, agrarian transformation, rural development and land reform which could most definitely be strategically applied to interventions. Furthermore the insights gained from the implementation of this programme in other areas could yield valuable information on the best practises and potential flaws for the Polokwane scenario.

7.2.7 Capricorn District Municipality

At the time of the drafting of this plan, the Capricorn District Municipality was also busy drafting its 2030 Growth and Development Strategy. This provided an opportunity to ensure integration of both plans and to work towards a set of universal developmental goals. Certain functions, particularly strategic planning, form part of the District Municipality's primary mandate and therefore local planning should focus on implementation strategies and planning. In addition, the Capricorn District Municipality is also tasked to assist the Polokwane Municipality on certain developmental issues where and when required, therefore rendering the district municipality an important strategic lever to be utilised with the execution of certain interventions. Although the Capricorn District's primary role will involve strategic direction and additional information, it might also be expected to act as development facilitator and champion when such developments are of regional importance. The district could also assist with the implementation and monitoring of the Polokwane 2030 Economic Growth and Development Plan.

7.2.8 Service Delivery Programmes

Expanded Public Works Programme

The Expanded Public Works Programme (EPWP) was initiated in 2004 with the primary goal of reducing unemployment across South Africa. The EPWP would provide labour intensive employment which includes upgrading of infrastructure, cleaning of parks and streets and other related projects. These projects under the EPWP therefore has a dual purpose namely, job creation and upgrading of infrastructure. Although the EPWP could be utilised for the purpose of this plan as it could provide a base of willing workers. Skills transfer would however be required in order to create real economic growth and development and therefore this programme is regarded a strategic lever.

Ema O Iphidische Programme

Stemming from the Expanded Public Works Programme, the *Ema O Iphidische* programme is a community based initiative implemented in 20 areas in 18 of the 38 wards within Polokwane in an attempt to create job opportunities, whilst at the same time improve infrastructure development and maintenance. Currently the programme employs 500 people.

Poverty alleviation programmes are vital for long term economic growth and development, but often fail to create real value in terms of skills transfer. The Polokwane 2030 Economic Growth and

Development Plan will therefore seek to make use of the successes and advantages of this plan whilst attempting to enlarge the project to deliver real and measurable results.

7.2.9 Polokwane Local Economic Development Forum

The City of Polokwane had recently established the Local Economic Development Forum which seeks to act as mediator and driver of initiatives aimed at promoting local economic development. This forum is comprised of a variety of stakeholders from both the public and private sector and therefore serves as a platform for negotiation and engagement. Seeing as the forum will be able to support the proposed initiatives and interventions with skills, knowledge and communication channels, the Polokwane 2030 Economic Growth and Development Plan will strategically utilise this platform.

7.2.10 Public Private Partnerships

Public private partnerships are arrangements between the private sector entities and government which have often been the catalyst for development. Such partnerships are characterised by the sharing of profit, risk, responsibility and most importantly knowledge and skills. Given the limited resources of government, these arrangements could most definitely improve development and service delivery in Polokwane and attract new investment into the area. The Polokwane 2030 Economic Growth and Development Plan will seek to effectively use PPP's in developmental matters, especially with regards to infrastructure development.

7.2.11 Development Agencies

As identified in the Research Report, a myriad of national, provincial and local development agencies with specialised services operate within Polokwane. These agencies not only include business development assistance in terms of project financing and infrastructure, but also social and educational development which is most certainly a prerequisite for economic growth and development. The overarching and collective role of these development agencies are to ensure the creation of prosperity and the reduction of poverty by assisting government and private enterprises with the implementation of certain initiatives, incentives and developments and given the broad spectrum of expertise embedded in these institutions, interventions contained in the Polokwane 2030 Economic Growth and Development Plan could be strengthened by means of partnering with these agencies, further increasing the chances of success. Development agencies also have extensive knowledge and experience in a particular area within a particular field and could therefore greatly assist with the development of long term growth and development initiatives.

7.2.12 Peter Mokaba Stadium

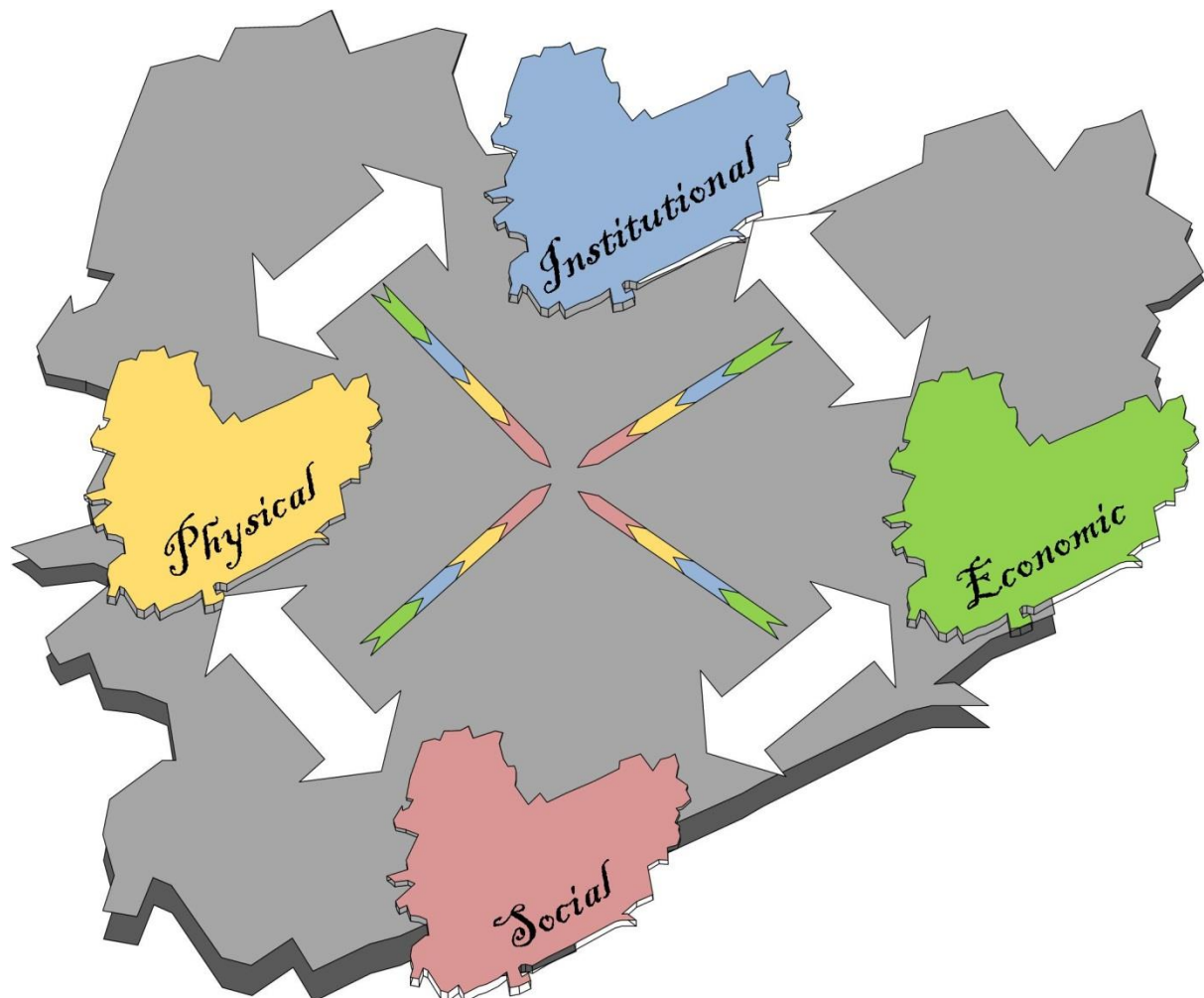
Community development is an important component of economic development which manifests itself in a variety of contexts. Sport and culture, being one of these contexts, has always been a valuable asset for enhancing social cohesion with two shining examples being the 1995 Rugby World Cup and the 2010 Soccer World Cup. Such massive events, has the ability to unite people from various walks of life and creates a pleasant atmosphere conducive of social integration and economic opportunities. The importance of supporting infrastructure is therefore emphasised and seeing as the Peter Mokaba Stadium was built specifically for one of the biggest global sporting events, it should be effectively utilised for both economic growth and development purposes.

It has been estimated that over big match weekends more than 30 000 spectators flood the City of Polokwane and contribute an estimated R 3 to R 5 million to the local economy. However, it is regarded that the role and use of the stadium could significantly be enhanced as it is currently underutilised. Due to the quality and sheer size of the stadium it makes it entirely possible to host a variety of other large events. The Polokwane 2030 Economic Growth and Development Plan

recognises and emphasises the opportunity the Peter Mokaba Stadium presents in enhancing economic growth and development and will therefore seek to use this venue as a strategic lever where appropriate.

8. The Strategy

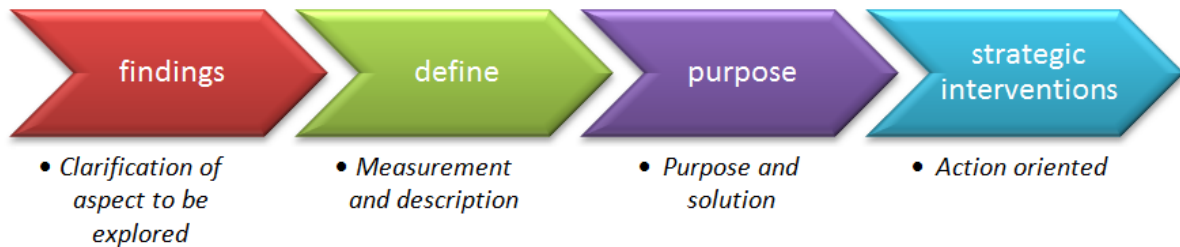
The Polokwane 2030 Economic Growth and Development Plan seek to provide a holistic way forward with regards to the future development of the city. In order to achieve this, the strategy is divided into 4 manageable sections referred to as contextual strategies, each contributing to a specific layer of the city. These contextual strategies are then further broken down and defined into implementable and manageable goals and sub-strategies. The different contexts which the contextual strategies will focus on include- the physical, economic, institutional and social development. Integration of these contexts will ensure holistic development and the existence of supporting structures for other recommended strategies.



The success of this plan will therefore strongly rely on the efficient implementation of each of these subsections.

Seeing as the analysis phase of this project divided Polokwane into 4 broad contexts each with a number of vital subsections, strategies for each was developed. These strategies are then complementary and supplementary to another and rely on the successful implementation of one to result on the successful implementation and maintenance of the other.

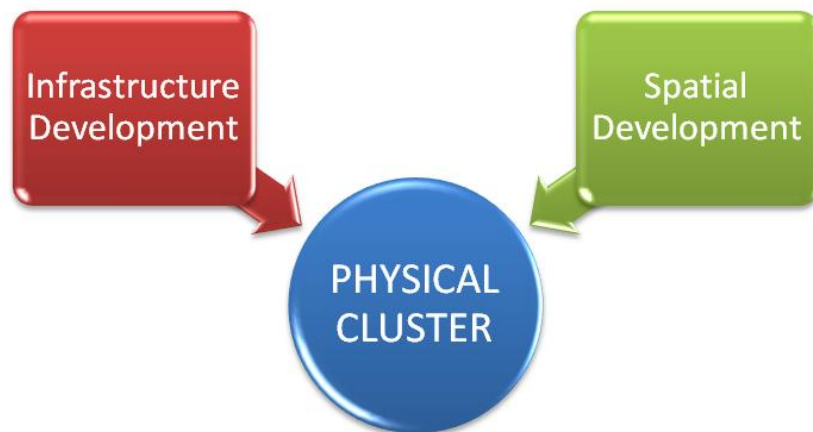
The methodology used to develop the strategies consists of the following:



8.1 Physical Cluster

a. Background

The physical environment constitutes of the external surrounding and conditions in which the city exists. It includes elements of the built environment, natural environment and human environment. The physical strategy will focus on two specific elements in terms of the development of Polokwane, infrastructure development and the spatial equality. The aim of the physical strategy is to develop a Polokwane that is *well integrated* and provides *quality services* to all citizens.



b. Physical Context Problem Statement

Polokwane is currently experiencing crippling service delivery backlogs and require significant infrastructural upgrades and maintenance. However, funding is rather limited and timeframes insufficient for significant growth and development for the coming 16 years.

c. Physical Objectives

To attract significant investment for the development of proper infrastructure in Polokwane and thereby create a physical environment which is conducive of attracting and maintain business activity in Polokwane.

8.1.1 Infrastructural Development

a. Background

The availability and maintenance of infrastructure is crucial for economic development as infrastructure investment in the development of transport (road, rail and air), basic (electrical,

sanitation and water) and social (school, hospital) infrastructure is vital for both economic development and quality of life.

b. Problem Statement

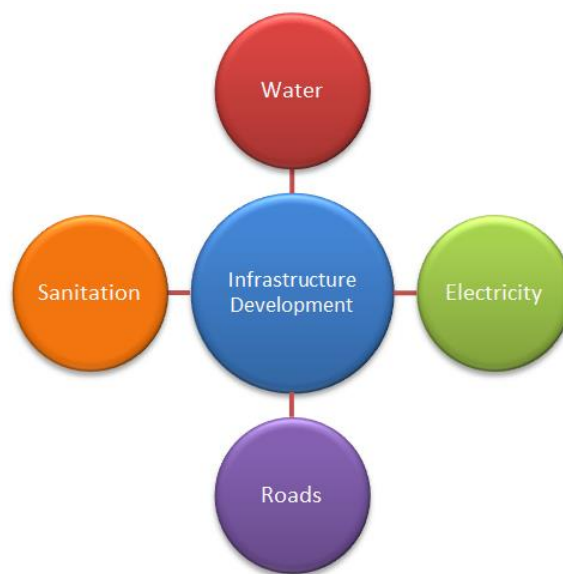
From the research report it is clear that the current bulk infrastructure in Polokwane is under immense pressure. The sector is further hampered by rapid urbanisation, lack of finance, insufficient long term planning and overall capacity constraints. This is specifically evident in the rural areas.

c. Objectives

To ensure that infrastructure is designed and developed to support and promote economic growth and investment within a framework that benefits the poor and underprivileged in Polokwane.

d. Strategic Interventions

The Infrastructure Development Strategy will focus on the following sections:



With regards to the infrastructure development in Polokwane, the following objectives and actions are proposed:

8.1.1 INFRASTRUCTURAL DEVELOPMENT		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Infrastructure and service Delivery; Spatial Rationale	I. Improved provision of basic and environmental services in a sustainable way to our communities II. Increased economic growth, job creation and Sustainable human settlement	An integrated transport strategy that is based on a clear long terms strategy and supplemented by private sector, donor organisations and national and provincial government. Development of several vital development corridors in the context of public transport.
Infrastructure and service Delivery; Spatial Rationale	I. Enhanced Financial Viability and Improved Financial Management II. Improve community confidence in the system of local government	A well maintained and effective infrastructure system that incorporates the needs of the possible rapid urbanisation in the future.

	<p>III. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>IV. Increased economic growth, job creation and Sustainable human settlement</p>	
<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government</p> <p>III. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>IV. Increased economic growth, job creation and Sustainable human settlement</p>	<p>To promote a well-functioning service sector which provides water, electricity, sanitation and waste removal in a long term sustainable manner.</p>
<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale</p>	<p>I. Improved provision of basic and environmental services in a sustainable way to our communities</p>	<p>Protect the natural environment and promote quality open space.</p> <p>'Capitalise' on existing environmental features.</p>

8.1.2 Spatial Equality

a. Background

Polokwane consists of both urban (23%) and rural (71%) areas. Urban areas are characterised by a faster lifestyles, increased technological innovation and use, better quality infrastructure and services and higher population densities. Rural areas on the other hand are defined by a tightly-knit communities and a lack of access to technology, infrastructure and municipal services. For cities to serve as engines of growth there must be strong economic linkages between urban and rural areas. Urban and rural areas have different assets that are often complementary and interact within the spatial context of functional regions. These connections between urban and rural areas can improve the exploitation of existing resources as well as increasing the potential of regions in terms of economic activities, wellbeing and equity in the provision of services.

The following section will deal with the unequal development and investment in rural and urban areas and seek to find a midway to adopt pro-urban as well as pro-rural developmental approach.

b. Problem Statement

- Inequality with regards to service delivery and development planning.
- Underutilisation of rural areas.
- Insufficient connectivity and integration between urban and rural areas.

c. Objectives

To adopt a balanced, holistic approach to development and infrastructural investment.

d. Strategic Interventions

As these two distinct areas differ dramatically in terms of needs and priorities, it is vital to develop interventions that specifically focus on these two areas and furthermore a city cannot regard itself as achieving real and sustained growth and development if more than half of the population are not

receiving adequate services and investment. The urban strategy will focus on business improvement districts and urban regeneration, while rural strategy focuses on small scale agriculture and rural infrastructure.

This Strategy will specifically aim at improving and maintaining urban infrastructure; enhancing the effectiveness and efficiency of urban governance systems and processes; enhance revenue generation; and support greater private sector participation in financing urban development, whilst the rural component will focus on promote rural infrastructure, improving access to food and eradicating rural poverty by means of establishing and fostering local businesses.

8.1.2.1 Urban Spatial Development

a. Background

Urban areas generate jobs and income, deliver education, healthcare and other services more efficiently than less densely settled rural areas, simply because of their advantages of scale and proximity. From the research report it is clear that the CBD is currently experiencing rapid urban decay - businesses are moving their operations out of the urban core into surrounding, decentralised areas, such as the *Mall of the North*. This has further resulted in an influx of migrants, vendors and informal traders to the CBD as a result of decreases in rent and change in consumer demographics and needs. Although a diversified city is desirable, the previously mentioned have had a large impact on the quality of infrastructure and services as rents paid are not necessarily directed towards maintenance and cleaning.

b. Problem Statement

Decentralising urban functions leads to a decaying CBD.

c. Objectives

- To regenerate the CBD to attract new investment and resume functionality.
- To effectively utilise and capitalise the urban core areas' strategic location and existing infrastructure.

d. Strategic Interventions

The CBD can be regenerated by among other aspects such as upgrading and maintaining infrastructure, which can play a major role in providing a quality space and creating a safe and aesthetically pleasing environment. From a land-use perspective, Polokwane's changing economic context is an opportunity for both the private and public sector to regroup and rethink their response to the marketplace and the context of development in the city.

A variety of tools and mechanisms have proved to be quite successful in achieving urban regeneration and reinvestment, one of which includes the establishment of City Improvement Districts (CID's). CID's are private sector initiatives to improve the environment of a business district or urban node. Services financed by a CID are intended to enhance existing city services, not replace public works or economic development departments. However, seeing as CID's rely on community involvement, buy-in and sustained participation, it is likely that supporting mechanisms will need to be implemented ensure the success to the CID.

8.1.2.1 URBAN SPATIAL DEVELOPMENT		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Infrastructure and service Delivery; Spatial Rationale;	I. Improved provision of basic and environmental services in a sustainable way to our communities	To ensure the sustainable economic and socially vibrant CBD.

Local Economic Development.	II. Increased economic growth, job creation and Sustainable human settlement	To clean up the image of the inner city and restore pride in buildings, open spaces and urban functions. Redevelopment of strategic areas in CBD for housing.
Infrastructure and service Delivery; Spatial Rationale; Local Economic Development.	I. Improved provision of basic and environmental services in a sustainable way to our communities II. Increased economic growth, job creation and Sustainable human settlement III. Improved efficiency and effectiveness of Municipal administration	To enhance the capacity of the Polokwane urban areas to generate greater sustainable economic activity and growth. Strengthen and development of corridors which serve as crucial linkages to other areas, most notably the Nelson Mandela corridor towards Seshego.

8.1.2.2 Rural Spatial Development

a. Background

In diverse cities such as Polokwane balanced and inclusive growth and development are often faced with the decision to take on an either pro-rural or pro-urban approach. Seeing as both areas can yield significant contributions to the city as a whole, an integrated approach should rather be adopted. In this sense there should be a trade-off point between rural and urban areas and activities in that each area should host supplementary and complimentary services to the other. Seeing as rural areas are better located for agricultural activity, it is therefore suggested that rural areas take on a more agricultural role.

South African agriculture is comprised of mainly two categories of farming namely, subsistence farming and the commercial farming. It is acknowledged that small scale farming plays a crucial role in the development and sustainability of rural livelihoods in South Africa, as well as supporting government's efforts to secure the country's food security. Various methods can be introduced to enable small scale farming in the rural areas of Polokwane to make food available including promoting community gardens, commonage farming, irrigation schemes for small scale farmers and strategically placed mini fresh produce markets for farmers to sell produce.

b. Problem Statement

- Unequal service delivery and underutilisation of rural areas to create economic development.
- Poor rural focus.

c. Objective

- To create self-sustaining rural communities which make a valuable contribution to Polokwane.

d. Strategic Interventions

Apart from more conventional ways of securing rural growth and development, Polokwane will need to implement innovative information technology and infrastructure to bridge gaps such as access to quality education and communication with authorities. This will also greatly assist authorities to exert quality control and determine when problems arise with regards to service delivery. Furthermore it should be noted that this strategy must not be read, understood and implemented in isolation, but rather in conjunction with the rest of the proposed clustered interventions as each strategy provides vital complementary and supplementary roles.

8.1.2.2 RURAL SPATIAL DEVELOPMENT

Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Infrastructure and service Delivery; Spatial Rationale; Local Economic Development.	I. Improve community confidence in the system of local government II. Improved provision of basic and environmental services in a sustainable way to our communities III. Improved social protection and education outcomes IV. Increased economic growth, job creation and sustainable human settlement V. Improved efficiency and effectiveness of Municipal administration	Long term holistic and integrative rural development planning;
Infrastructure and Service Delivery; Spatial Rationale; Local Economic Development.	I. Improve community confidence in the system of local government II. Improved provision of basic and environmental services in a sustainable way to our communities III. Increased economic growth, job creation and Sustainable human settlement	Promote sustainable rural agricultural hubs.
Infrastructure and service Delivery; Spatial Rationale; Local Economic Development.	I. Improve community confidence in the system of local government II. Improved provision of basic and environmental services in a sustainable way to our communities III. Increased economic growth, job creation and Sustainable human settlement	Promote Access to Urban Opportunities. Strengthen and enable rural areas.

8.1.3 Environmental Protection

a. Background

Environmental protection is the act of developing and enforcing certain rules and regulations to minimise the impact of development. Many rural communities' livelihoods depend solely on environmental features and therefore environmental protection has also become communities' and authorities civil duty. In addition environmental protection holds valuable opportunities for tourism, recreation and conservation innovation.

b. Problem Statement

- Insufficient information on environmentally sensitive areas.
- Insufficient public awareness on environmental conservation.

c. Objectives

- Enhance environmental protection.

- More efficient use of natural resources.

d. Strategic Interventions

The following interventions are suggested with regards to environmental protection.

8.1.3 ENVIRONMENTAL PROTECTION		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Infrastructure and service Delivery; Spatial Rationale	I. Improve community confidence in the system of local government II. Improved provision of basic and environmental services in a sustainable way to our communities III. Increased economic growth, job creation and Sustainable human settlements IV. Improved efficiency and effectiveness of Municipal administration	Detailed sensitivity mapping and GIS system.
Infrastructure and service delivery; Spatial Rationale.	I. Improved efficiency and effectiveness of Municipal administration I. Improved social protection and education outcomes I. Increased economic growth, job creation and sustainable human settlements	To ensure active environmental protection and capitalise on natural resources
Infrastructure and service Delivery; Spatial Rationale; Municipal Transformation and Organisational Development.	I. Improve community confidence in the system of local government II. Improved efficiency and effectiveness of Municipal administration	On-going environmental awareness programmes.
Infrastructure and service Delivery; Spatial Rationale.	I. Improved provision of basic and environmental services in a sustainable way to our communities II. Increased economic growth, job creation and Sustainable human settlement	Establishment of a well maintained and legal landfill site and better management of existing sites.
Infrastructure and service Delivery; Spatial Rationale.	I. Enhanced Financial Viability and Improved Financial Management II. Improved provision of basic and environmental services in a sustainable way to our communities II. Increased economic growth, job creation and Sustainable human settlement	Upgrading of Moletji Nature Reserve and successful long term tourism.

8.2 Institutional Cluster

a. Background

In order for a city to prosper, a strong institutional strategy needs to be put in place and seeing a city is multi-dimensional, integration of both public and private institutions are vital. Institutions present various advantages for development as its main role is to govern society on various levels. Furthermore institutions could not only supply much needed skills, knowledge and financial resources, but also assist in issues such as implementation and monitoring. Due to it's the complexity and intricacy, this strategy will focus on only several broad themes/ sub sections including public private partnerships, community involvement, governmental governance and the smart city concept which together can provide better overall governance of the city and foster growth and development.

b. Institutional Context Problem Statement

- There is a lack of ownership and accountability of development programmes and initiatives.
- Existing institutional arrangements are not optimally utilised.
- Severe lack of integration and communication between institutions at various levels.

c. Institutional Objectives

- Public and private participation and accountability.
- Integrated and transparent approach to governance and performance monitoring.

8.2.1 Public Private Partnerships

a. Background

Public-private partnerships (PPP) is a generic term used to describe the participation of the private sector in the provision of public infrastructure and services. It describes a relationship in which public and private resources work together to achieve a goal or set of goals judged to be mutually beneficial to both the private entity and to the public.

In terms of a PPP, the government meets its obligations without debt on its balance sheet, reduces its deficit, and lays the foundation for economic development. The public receives services that are often more reliable and of a higher level of quality than services provided solely by the government. The private sector finds a new and wider market in which to expand and invest its finances in a stable, long-term cash flow.

Two specific types of public-private partnerships exist: (1) where the private party performs a function usually carried out by government, such as providing water or maintaining a road; or (2) where the private party acquires the use of state property for its own commercial purposes. Payment could involve the institution paying the private party for the delivery of the service, the private party collecting fees or charges from users of the service, or the acquisition of certain rights (especially property rights).

b. Problem Statement

- Unsatisfactory integration of the public and private sector.
- PPP's are severely underutilised to solve pressing issues faced by the City of Polokwane.

c. Objectives

- Enhance communication and cooperation of the public and private sector on developmental issues.
- Creation of long term relationships which yield real and measurable result.

d. Strategic Interventions

History has shown that PPP's can improve urban living through collaborations that combine innovative efforts from the private sector, forward-thinking policies from governments, and support from non-profit organisations. The overall goal of PPP is to utilise the resources of the private and public player in the project for the benefit of the greater community.

PPPs have proven an effective means of bridging the gaps between demand and resources, quality and accessibility, and risk and benefit.

The following strategies objectives and actions are proposed for enhancing the role of PPP's.

5.2.1 PUBLIC PRIVATE PARTNERSHIPS		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Good Governance and Public Participation; Municipal Transformation and Organisational Development.	I. Enhanced Financial Viability and Improved Financial Management II. Improve community confidence in the system of local government II. Increased economic growth, job creation and Sustainable human settlement	Create an environment that is inviting to PPP's

8.2.2 Institutional Context of Smart Cities

a. Background

Due to the fact that the Smart City Concept is a multidimensional approach to the functioning and development of cities, it is also appropriate to discuss its manifestation in terms of the institutional context of Polokwane. Smart City technology provides ample opportunities to assist governments with issues relating to governance, monitoring and infrastructure maintenance and seeing as the intention of the City of Polokwane is to function as such in the near future, it is reasonable to highlight certain strategic goals, objectives and actions to attain this.

b. Problem Statement

- Underutilization of smart technology to help govern cities.
- Misinterpretations of the smart city concept.

c. Objectives

- Creation of a smart city by means of using technology for governance.

d. Strategic Interventions

The following proposed strategic interventions cannot be implemented in isolation and therefore reference should be made to the physical cluster strategy, as well the social cluster.

8.2.2 INSTITUTIONAL: SMART CITIES		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Good Governance and Public Participation;	I. Enhanced Financial Viability and Improved Financial Management	Alignment of all sectors towards becoming a Smart City.

Municipal Transformation and Organisational Development.	<p>II. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>III. Improved social protection and educational outcomes</p> <p>IV. Increased economic growth, job creation and Sustainable human settlement</p> <p>V. Improved efficiency and effectiveness of Municipal administration</p>	
Good Governance and Public Participation;	I. Improved social protection and education outcomes	Enhance the communities' technological knowledge and skills.
Municipal Transformation and Organisational Development.	II. Improve community confidence in the system of local government	
Local Economic Development;	I. Improved social protection and education outcomes	Creation of an informed society.
Good Governance and Public Participation;	II. Improve community confidence in the system of local government	
Municipal Transformation and Organisational Development.	III. Increased economic growth, job creation and Sustainable human settlement	

8.2.3 Governance

a. Background

Good governance is a term used to describe how public institutions conduct public affairs, manage public resources and are therefore a vital precondition for economic development. In the case of Polokwane it was found that governmental governance on all three spheres of government are often crippled by corruption, capacity constraints and a lack of sufficient resources. Furthermore the availability and validity of information further creates significant challenges for governmental governance and therefore the Smart City concept could be implemented to overcome and assist local authorities to exert better control over service delivery and general maintenance of the city. It should however be noted that the issues which Polokwane is currently facing are far more complex than to simply implement technological innovation and therefore an integrated approach would be best suited.

Please refer to Section 6.3.1 of the Research Report for a detailed discussion on governance.

b. Problem Statement

- Poor governance in terms of the execution and monitoring of plans.
- High perceived levels of corruption.
- No clear line of communication with authorities.
- Lack of clearly defined roles, responsibilities and accountability.
- Land use management systems, including land use applications, are inefficient in achieving good governance.

c. Objectives

- To create clear and transparent governance systems and place significant focus on key stakeholders to take accountability.
- Establishment of Smart City governance.

d. Strategic Interventions

The following strategic interventions are proposed to enhance governmental governance in Polokwane.

8.2.3 GOVERNANCE		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development;</p> <p>Financial Viability and Financial Management.</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government</p> <p>III. Improved social protection and education outcomes</p> <p>IV. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>V. Increased economic growth, job creation and Sustainable human settlement</p> <p>VI. Improved efficiency and effectiveness of Municipal administration</p>	Stamp out corruption.
<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development;</p> <p>Financial Viability and Financial Management.</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government.</p> <p>III. Improved social protection and education outcomes.</p> <p>IV. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>V. Increased economic growth, job creation and Sustainable human settlement</p> <p>VI. Improved efficiency and effectiveness of Municipal administration.</p>	Institutionalised accountability.
<p>Spatial Rationale;</p> <p>Municipal Transformation and Organisational Development.</p>	<p>I. Improve community confidence in the system of local government.</p> <p>II. Improved social protection and education outcomes.</p> <p>III. Improved efficiency and effectiveness of Municipal administration.</p>	Alignment of Polokwane LUMS with Provincial and National SPLUMA
<p>Good Governance and Public Participation;</p>	<p>I. Improve community confidence in the system of local government</p>	E-governance and maintenance.

Municipal Transformation and Organisational Development.	II. Improved efficiency and effectiveness of Municipal administration	
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8.3 Economic Cluster

a. Background

The Economy of an area is comprised of and dependent on a variety of influencing factors. These factors shape and determine the economic activity and potential of that area and therefore the following factors will be considered when discussing the Economic Cluster of development:



b. Economic Context Problem Statement

- Insufficient economic growth and foreign direct investment.
- Perceptions of Polokwane as an unfavourable destination for investment and development.
- Unequal distribution of wealth and access to resources.

c. Economic Objectives

- Creation of local economies which are capable of sustaining Polokwaneans livelihoods.
- Creation of favourable investment opportunities.
- Attraction of large businesses.

8.3.1 Agriculture and Mining

a. Background

As part of the Primary Sector, Agriculture and Mining play a vital role in any economy. For this reason it is deemed highly important that these sectors be supported and grown in order to stimulate the overall economic growth of Polokwane. As can be seen from the status quo detailed in Section 3 of this document, currently the Primary sector only contributes around 3% of the economic activity in Polokwane. This creates a great opportunity for growth and development of this sector which will then further support the other sectors of the economy.

The entire Limpopo Province is well known for both its Agricultural and Mining activities and Polokwane should not be an exception. The majority of the Polokwane Municipal area is still rural and not characterised by high levels of developed land, again supporting the opportunity for development of both Agricultural and Mining activities.

Agriculture and Mining are crucial to:

- Exploit existing economic potential;
- Promote job creation;
- Bringing infrastructure to rural areas and to further Rural Development; and
- Attract Investment.

Known benefits of developing the Agriculture and Mining sectors include:

- Large scale job creation;
- Highly increased GDP;
- Increased exports and trade; and
- Assistance in poverty alleviation.

b. Problem Statement

- Declining primary sector.
- Insufficient mining and agricultural activity to sustain economy.
- Severe lack of investment in primary sector.
- Underutilisation of available solutions to agricultural investment and development.

c. Objectives

- To attract investment into the primary sector.
- Make use of strategic location to add value to primary sector.
- Facilitate the transition from subsistence- to commercial farming.

d. Strategic Interventions

Interventions relating to the development of Agriculture and Mining are also integrated with the sections above dealing with the development of infrastructure and the role it plays in supporting economic growth. As mentioned above, Polokwane is ideally located as the strategic linkage between South Africa and the rest of the continent. Agriculture and Mining activities will greatly benefit from this strategic location and a great deal of economic growth will result from the structured and well managed development of this sector. Additional support is also required from the institutional arrangement of Polokwane by implementing the correct policies conducive to development and offering support to those wishing to further develop this sector of the economy.

The purpose of the Economic strategies are to tie together the interventions proposed in order to provide the ability for the economy to develop and grow as optimally as possible and thereby impact the livelihoods of the people in Polokwane and create a place that attracts investment, making Polokwane a prosperous and appealing municipality.

As most, if not all, of these developments will take place in rural areas, this will draw infrastructure and investment into the rural areas of Polokwane. This focus on the development of rural areas will in turn relieve the need for the high levels of migration toward urban areas in and around Polokwane and stimulate the economically active population to contribute positively to the economy of Polokwane. By means of growing this sector of the economy a magnitude of jobs will also be created, making great strides toward poverty alleviation and rural development.

With regard to the development of Agriculture and Mining Activities in Polokwane, the following interventions are proposed

8.3.1 ECONOMIC: AGRICULTURE & MINING

Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Spatial Rationale; Local Economic Development; Municipal Transformation and Organisational Development.	I. Enhanced Financial Viability and Improved Financial Management II. Increased economic growth, job creation and Sustainable human settlement III. Improved social protection and education outcomes	Strengthen primary sector.
Good Governance and Public Participation; Local Economic Development; Financial Viability and Financial Management.	I. Improve community confidence in the system of local government II. Improved provision of basic and environmental services in a sustainable way to our communities III. Improved social protection and education outcomes IV. Increased economic growth, job creation and Sustainable human settlement	Support and/or incentives to aspiring farmers.
Good Governance and Public Participation; Local Economic Development; Financial Viability and Financial Management; Infrastructure and service Delivery.	I. Increased economic growth, job creation and Sustainable human settlement II. Improve community confidence in the system of local government III. Improved provision of basic and environmental services in a sustainable way to our communities	Sustainable subsistence and commercial farming.
Good Governance and Public Participation Financial Viability and Financial Management LED	I. Increased economic growth, job creation and Sustainable human settlement II. Improve community confidence in the system of local government III. Enhanced Financial Viability and Improved Financial Management	Bridging the gap between farming in rural areas and the selling of produce.
Good Governance and Public Participation; Municipal Transformation and Organisational Development; Financial Viability and Financial Management.	I. Improved efficiency and effectiveness of Municipal administration II. Increased economic growth, job creation and Sustainable human settlement III. Improved social protection and education outcomes	Better utilisation of existing twinning agreements and other memorandum of understanding to transfer knowledge, skills and sector assistance.

8.3.2 Manufacturing

a. Background

Manufacturing has been identified as a top priority for the sustainable growth of the economy in Polokwane. From discussions with stakeholders and research conducted, this part of the Secondary Sector is the one with the most potential for growth and will have the greatest impact when developed correctly. The secondary sector is highly underutilised across the whole of South Africa, creating a situation where we possess and extract a magnitude of raw materials and minerals after which we have to export them for processing before we can again import the manufactured products for purchase, thereby greatly increasing the cost to the end user.

The World Economic Forum, in their Global Competitiveness Report for 2012-2013, also lists Manufacturing as one of four main economic sectors contributing to the Gross Domestic Product (GDP) of a country. This again emphasises the need for strength in this sector and the development and growth of industries that will assist in achieving this growth.

As discussed in Section 3 of this document, the secondary sector only makes up around 14% of the total economy of Polokwane. This sector is also highly unbalanced, as can be seen from the research findings, with the overwhelming majority of activity in the sector coming from construction. Manufacturing however has a very insignificant impact at this stage and this means that a great deal of growth potential exists in this sector, especially in the Manufacturing of goods for export, both nationally and internationally. Further indicated in section 3 of this document, it is illustrated that Polokwane also has the second to lowest secondary sector performance in the Limpopo Province despite the opportunities that exist in favour of development in the sector. For these reasons a key focus area for intervention in Polokwane has been found in Manufacturing and proposals as set out below aim to address the shortcomings in the sector over the next 16 years.

b. Problem Statement

- Underperforming secondary sector.
- Severely underutilised manufacturing sector.
- Underutilisation of economic links and opportunities between primary and secondary sector.
- Insufficient knowledge, experience and capacity to attract manufacturing.

c. Objectives

- Attract investment into manufacturing sector in Polokwane.
- Ensure localised manufacturing and integration with primary sector, as well as public transport.

d. Strategic Interventions

Development of the Manufacturing sector will require great assistance and drive from both public and private sectors due to the already discussed shortage of infrastructure as well as the lack of suitably skilled workers to occupy positions in this sector. The result of developing this sector successfully though is a huge boost to the economy, sustainable job creation and attraction of vital investment in the Municipality which can also further stimulate growth in other sectors and areas. Further impacts will be felt in the decreased outward migration of citizens in Polokwane seeking appropriate job opportunities elsewhere due to the jobs being available in Polokwane itself.

The synergy created by establishing Polokwane as a Manufacturing centre and combining it with the strategic linkages discussed previously will further support the economic growth and development of the Municipality and directly impact on becoming a sustainable and prosperous economy.

With regards to the development of the Manufacturing sector in Polokwane, the following interventions are proposed.

8.3.2 ECONOMIC: MANUFACTURING		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Municipal Transformation and Organisational Development	I. Increased economic growth, job creation and sustainable human settlements. II. Improved efficiency and effectiveness of municipal administration	Promotion and support for the establishment of manufacturing facilities and structures. Increased access to domestic and international markets.
Local Economic Development;	I. Increased economic growth, job creation and sustainable human settlements.	Education, training and continued support to manufacturing sector.

8.3.3 Retail/Wholesale/Trade

a. Background

As the biggest contributor to the economy of Polokwane by far, the Tertiary Sector consists of approximately 83% of the total economic activity in the Municipal area. This comprises retail, wholesale and trade, government services and community, social and personal services. This indicates that the predominance of the economic activity in Polokwane is generated by the sale/purchase of goods and services. This links well with the above section relating to the manufacturing of goods as the money and jobs generated by the other sectors will be reinvested into Polokwane through the Retail, Wholesale and Trade.

As this sector already comprises such a large portion of the economy the need for growth in this sector is limited but rather the sustained levels of activity are the focus. In order to sustain the levels of economic activity it is important to continually support and plan for this sector as well by integrating proposals from other sectors and ensuring alignment with other plans and policies.

Retail, Wholesale and Trade deals with the purchase of manufactured goods and services by intermediates and end users. As mentioned above, this makes up the largest portion on the economic activity in Polokwane and is therefore the backbone of the Polokwane economy.

In order to maintain the high levels of economic activity in this sector while also growing the other sectors of the economy all the proposals and interventions need to be integrated and support each other. This will in turn yield the maximum growth for the Polokwane economy as a whole.

b. Problem Statement

- Insufficient integration with primary and secondary sectors.
- Skills shortages.

c. Objective

- Enhance Polokwane as the capital of Limpopo by attracting neighbouring local municipalities for tertiary sector services.

d. Strategic Interventions

Integrating with directives as mentioned before and making Polokwane a holistic and integrated system of cross-cutting activity in all sectors it will ensure economic growth and development in Polokwane. The strategic location of Polokwane could also be further exploited to ensure sustained levels of activity in the Tertiary sector by supporting the Primary and Secondary sectors, making Polokwane a hub of economic activity in all sectors.

With regards to the Retail, Wholesale and Trade development in Polokwane, the following interventions are proposed.

8.3.3 ECONOMIC: RETAIL/ WHOLESALE/ TRADE		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development	I. Increased economic growth, job creation and sustainable human settlements.	Establish Polokwane as a hub of Retail, Wholesale and Trade. Creation of alternative platforms for Retail, Wholesale and Trade across Polokwane by introducing, supporting and facilitating e-trading
Local Economic Development; Spatial Rationale; Financial Viability and Financial Management; Basic Services and Infrastructure.	I. Increased economic growth, job creation and sustainable human settlements. II. Increased economic growth, job creation and sustainable human settlements. III. Enhanced financial viability and improved financial management. IV. Improved provision of basic and environmental services in a sustainable way to our communities.	Become the financial capital of Limpopo
Local Economic Development; Spatial Rationale; Financial Viability and Financial Management; Basic Services and Infrastructure.	I. Increased economic growth, job creation and sustainable human settlements. II. Increased economic growth, job creation and sustainable human settlements. III. Enhanced financial viability and improved financial management. IV. Improved provision of basic and environmental services in a sustainable way to our communities.	Strengthen the tourism sector

8.3.4 Informal Trading

a. Background

Informal Trading has also been highlighted in the research and discussions with stakeholders as an issue that needs to be addressed. As many opinions exist, just as many interventions and proposals have been discussed and implemented with varying levels of success. One point most can agree on

however, is the fact that the informal trade economy plays a large and vital role in the overall economy of Polokwane, Limpopo and South Africa as a whole as it forms the very livelihood for thousands of people.

Informal Trade consists of economic activity outside the influence and control of institutions and can include economic activity without the use of money. This form of activity is practised by most of the world’s population as it includes barter services, mutual self-help and odd jobs. Income from the informal sector is also not included in the calculation of GDP as it is also not taxed. The livelihoods of many people across the country are dependent on the informal economy, especially in rural areas and therefore it is vital to support and sustain this sector of the economy as well.

b. Problem Statement

- Negative perceptions about informal trading.
- Chaos created in inner city due to a lack of formal structure and proper facilities.
- Lack of control over products sold.

c. Objectives

- Demarcate special areas for informal trade to take place.
- Regularisation of informal economy.
- More efficient transformation from informal to formal economy.

d. Strategic Interventions

The value of the informal trade sector should not be underestimated and/or discredited but should rather be harnessed and employed to stimulate growth in the economy of Polokwane. However, negative perceptions towards informal traders often exist in Polokwane as this sector is regarded as caused excess pollution and chaos in the inner city. This notion is premised on the fact that no proper structures and trading spaces exist for entrepreneurs and they therefore occupy any available area.

By implementing viable and manageable interventions for the informal trade economy, the benefits of this economic activity can be felt and sustainable economic growth and development will be supported. The management of these interventions and processes becomes an institutional function supported by the infrastructure developed to assist and cater for the needs of both the informal traders and the Polokwane Municipality.

Polokwane can better take advantage of the economic activity generated by informal trade by improving the regulation of informal trade without going as far as formalising the sector. By formalising the sector much of the advantage offered will be lost and the efforts fruitless. Rather opportunity should be created that assist and support the informal trade economy and in the process create a better image of Polokwane.

With regards to the development of informal trade in Polokwane, the following interventions are proposed.

8.3.4 ECONOMIC: INFORMAL SECTOR		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development;	I. Increased economic growth, job creation and sustainable human settlements.	Better understanding of and support for the role of the informal sector.
Spatial Rationale;	II. Increased economic growth, job creation and sustainable human settlement.	
Basic Services and Infrastructure;		

Municipal Transformation and Organisational Development.	<p>III. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>IV. Improved efficiency and effectiveness of municipal administration.</p>	
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Financial Viability and Financial Management;</p> <p>Basic Services and Infrastructure.</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Enhanced financial viability and improved financial management.</p> <p>III. <i>Improved efficiency and effectiveness of municipal administration.</i></p> <p>IV. Improved provision of basic and environmental services in a sustainable way to our communities.</p>	Bridging the gap between informal and formal economy.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Financial Viability and Financial Management;</p> <p>Basic Services and Infrastructure.</p>	<p>V. Increased economic growth, job creation and sustainable human settlements.</p> <p>VI. Increased economic growth, job creation and sustainable human settlements.</p> <p>VII. Enhanced financial viability and improved financial management.</p> <p>VIII. Improved provision of basic and environmental services in a sustainable way to our communities.</p>	Supporting rural communities to partake in informal economic activity.

8.3.5 Specialised Clusters

a. Background

Currently in Polokwane specialised activity clustering is relatively limited. As natural clusters have formed over time they have continued to develop, but without the direction of governing structures they are free to arise and fall apart as the market changes. Land Use Management as a municipal function assists in demarcating zones and areas with specified zonings that allow for complimentary land uses to locate in specified areas but the variety is too wide and no cognisance is taken as to the sub-categorisation within these land uses.

The location of these clusters is also important with regards to proximity to transport routes and infrastructure availability. This, as mentioned, remains a challenge in Polokwane but can also be regarded as an opportunity for the correct implementation of strategies to rectify the problem.

The grouping of similar or ancillary uses in Specialised Clusters creates the opportunity for complimentary functions to support each other and in so doing create growth in the economy greater than the sum of its parts. This Specialised Cluster concept has a very wide prominence across the world and assists in growing economies and industries by increasing competitiveness and promoting innovation.

The perils of over-specialisation and their related consequences cannot be overlooked however as this could result in a sudden slump in the economy and a resultant failure of the initiative invested in. The specialisation and clustering should be well planned and controlled while also maintaining the growth of other initiatives that will assist in the growth of the economy as a whole. Clustering must be correctly promoted in order to provide the market an opportunity to grow to its full potential and thereby create further growth in the other sectors of the economy.

b. Problem Statement

- Lack of guidance, knowledge and experience for establishing economic clusters.
- Inefficient use of strategic localities for clustering of economic activity.

c. Objectives

- Establishing highly diverse and attractive economic clusters to support the primary, secondary and tertiary economy.

d. Strategic Interventions

When planning for the implementation of the aforementioned interventions and identifying locations, these Specialisation Clusters should be kept in mind. Policies shaping the structure of Polokwane should take cognisance of the context that is planned for and implement appropriate clusters and grouping where possible.

Due to the limited resources available to the public sector when it comes to developing measures to grow and develop the economy it is thus important that the resources available be utilised wisely. By focussing developments and creating bonds that can further development of the economy the growth will result in further opportunities for development and growth.

With regards to the development of Specialised Clusters in Polokwane, the following interventions are proposed.

8.3.5 ECONOMIC: SPECIALISED CLUSTERS		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Comprehensive and multi-pronged marketing strategy to attract investment and gain support for plans and policies.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration.	Create an informative city.

	IV. Improve community confidence in the system of local governance.	
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8.3.6 Marketing

a. Background

The marketing of Polokwane as a municipality with high growth and development potential is another imperative in order for the economy to grow sustainably. Through discussions with stakeholders the issue of Polokwane’s image was emphasised. Polokwane needs to be portrayed in a better light in order to attract much needed investment and establish it as the number one destination in the north. Any businesses that trade, transport and conduct business across the border should need a space of their own in Polokwane and this can only be achieved by promoting Polokwane and the advantages it offers.

Polokwane should be known for its advantageous business policies that incentivise development of desired uses in the municipality while offering a distinct competitive advantage when seeking access to the rest of the continent and providing great opportunities for businesses to grow and prosper. Marketing is a tool ever increasing in necessity for any industry and sphere and helps shape perceptions that dictate the emotions associated with the subject being advertised.

b. Problem Statement

- Currently negative perceptions about Polokwane hinder investment.
- Marketing is inefficient.

c. Objectives

- Innovative and effective marketing of Polokwane as investment opportunity with great future plans and development prospects.
- Marketing of the Polokwanean lifestyle and tourism destination.

d. Strategic Interventions

As part of a marketing strategy Polokwane needs tools in order to reach out and grab the attention of potential investors and businesses and in so doing bring them to Polokwane to stay. These tools include the use of media as well as structures present in Polokwane that offer growth potential and prospects for economic development. By highlighting the vision and goals Polokwane has, and the plans being made to achieve these goals, it becomes increasingly attractive and the goals become more achievable.

With regards to the Marketing of Polokwane, the following interventions are proposed.

8.3.6 ECONOMIC: MARKETING STRATEGY		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development.	V. Increased economic growth, job creation and sustainable human settlements. VI. Improved provision of basic and environmental services in a sustainable way to our communities.	Comprehensive and multi-pronged marketing strategy to attract investment and gain support for plans and policies.

Good Governance and Public Participation	VII. Improved efficiency and effectiveness of municipal administration. III. Improve community confidence in the system of local governance.	
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	V. Increased economic growth, job creation and sustainable human settlements. VI. Improved provision of basic and environmental services in a sustainable way to our communities. VII. Improved efficiency and effectiveness of municipal administration. III. Improve community confidence in the system of local governance.	Create an informative city.

8.4 Social Cluster

a. Strategy Background

As discussed and distinguished in the introductory section of this document, economic development and growth are two separate but interrelated products of efficient long term development planning. Economic development typically results in a higher level of life experience and this can be achieved through focusing on the structure and framework (social cluster) of a society. The main focus of a social cluster must be to utilise human energy and productive resources to meet all types of challenges and objectives and to bring a society together in all its forms, defined by class, gender, linguistic background and race. Furthermore it should be noted that although social development is to some extent depended on economic growth, the opposite also holds true and therefore a myriad of non-economic factors are at play. In order to formulate strategies within this cluster, the following will be concentrated on to guide the formulation of the social strategy.



b. Social Context Problem Statement

- Insufficient focus on social development issues.

- Major backlogs in the provision of social infrastructure and services.

c. Social Objectives

- To increase the quality of communities' lives by providing sufficient social stimulation, assistance and creating liveable cities.

8.4.1 Youth development

a. Background

The National Youth Policy defines youth as any persons between the ages of 14 and 35 years and seeing as this definition is often regarded as being too broad, it fails to take into account the different historical and socio-political experiences of the specific age group which is of particular interest in the South African context. From the status quo it is evident that the population of Polokwane is relatively young and that the largest proportion of the population, at approximately 51%, falls in the age group between the ages of 0 and 24. Thereafter the population declines significantly resulting in an outmigration of young and employable people. This portion of the population has a great influence in the development and growth of Polokwane over the next twenty years and therefore special attention should be given to their development. Apart from this phenomenon, it is also regarded that Polokwane is currently failing to stimulate to youth with regards to after school activities.

b. Problem Statement

The Polokwanean youth are suffering from social ills associated with unemployment, a lack of leadership and stimulation and the daily pressures of making a living without the necessary means, skills, resources and assistance.

c. Objective

To reverse the current outflow of youth after the age of 24 by providing real opportunities to kick-start long term careers within Polokwane and to create a healthy and balanced society.

c. Strategic Interventions

The following is youth that must be targeted according to the National Youth Policy 2009 – 2014:

- Young women
- Young men
- Youth in secondary schools
- Youth in tertiary institutions
- School aged out of school youth
- Unemployed youth
- Youth in the workplace
- Youth from poor households
- Youth from different racial groups
- Teenage parents
- Orphaned youth
- Youth heading households
- Youth with disabilities
- Youth living with HIV and Aids and other communicable diseases
- Youth in conflict with the law
- Youth abusing dependency creating substances
- Homeless youth living on the street
- Youth in rural areas
- Youth in townships
- Youth in cities

- Youth in informal settlements
- Young migrants
- Young refugees
- Youth who have been or are at risk of being abused.

The following strategic interventions are proposed for the social cluster:

8.4.1 YOUTH DEVELOPMENT		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Creation of an environment in which there is sufficient stimulation for the youth to develop and prosper
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Opportunities to participate in sport; and; sport as an enabler.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Youth employment and mentorship programmes.

8.4.2 Gender Equality

a. Background

Gender Equality is a highly contested issue that has taken a high level of precedence across the country. Although South Africa recently celebrated more than 15 years of democracy, gender inequality still haunts and taints all development efforts, consequently resulting in severe declines in social development. By developing legislation and providing assistance and upliftment of women the road to gender equality is being paved and great progress can be made.

b. Problem Statement

Although Polokwane has a surprisingly lower female headed household statistic compared to Provincial and National figures, it is still generally regarded that great gender inequality exist with regards to employment and access to opportunities. Rural areas are most affected as women are isolated and do not receive sufficient training and educational opportunities.

c. Objectives

To facilitate the integration of women into the labour market and to ensure a transfer of skills and knowledge.

d. Strategic Interventions

Various interventions are required in order to better the life of women in especially rural areas.

- Programmes to teach women business skills and educate them on healthcare, hygiene and childcare are vital and should be specifically focused on the rural communities in Polokwane in order to most effectively address the issue.
- Women can also be educated on the benefits and possibilities relating to increasing their subsistence farming efforts into crops that yield more produce that can be sold as an income and a means of developing their own businesses within their communities.
- Adult basic Education programmes can also be put to good use by assisting those who lack a proper education to achieve their goals and become active participants in the economy of Polokwane.
- Allocation of property for Local Economic Development projects can also be aimed more at women while continually providing them with support and guidance until they can sustainably continue their businesses and contribute to the growth and development of the economy in Polokwane.

With regards to Women's development and Gender Equality in Polokwane, the following interventions are proposed.

8.4.2 GENDER EQUALITY		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration.	Promotion of women's rights.

	IV. Improve community confidence in the system of local governance.	
Local Economic Development; Spatial Rationale;	I. Increased economic growth, job creation and sustainable human settlements.	Life-skills development and gender equality in terms of education.
Basic Services and Infrastructure;	II. Improved provision of basic and environmental services in a sustainable way to our communities.	
Municipal Transformation and Organisational Development.	III. Improved efficiency and effectiveness of municipal administration.	
Good Governance and Public Participation	IV. Improve community confidence in the system of local governance.	

8.4.3 Health and Wellness

a. Background

Health and wellness are two incredibly vital aspects of social development and refers to the extent to which people can maintain healthy and active lifestyles with the available resources and assistance. In South Africa the HIV burden pose a real and ongoing threat the overall wellbeing of its citizens and seeing as no cure exists, people living with HIV need to maintain healthy lifestyles. Apart from the HIV pandemic, other diseases and mental deficiencies also greatly impact productivity of people and ultimately that of a city.

A person’s wellbeing influences his actions, productivity and decision making and this can lead to a snowball effect according to the *Global Competitiveness Report 2012-2013* of the *World Economic Forum* “A healthy workforce is vital to a country’s competitiveness and productivity. Workers who are ill cannot function to their potential and will be less productive. Poor health leads to significant cost to business, as sick workers are often absent or operate at lower levels of efficiency. Investment in the provision of health services is thus critical for clear economic, as well as moral, consideration.”

In order to promote health and wellness it is important to increase the quality, affordability and effectiveness of health care in urban as well as rural areas.

b. Problem Statement

- Poor access to healthcare in rural areas.
- Lack of educational programmes, especially in rural areas.
- Insufficient capacity in hospitals and clinics.

c. Objectives

The purpose of a Health and Wellness Strategy is to increase the life experience of a person and the community as a whole. With an increased life experience there will be a longer life expectancy and this will lead to a larger active experienced workforce and on its turn this will lead to a youth workforce that will be taught and skilled by an experience elder.

d. Strategic Interventions

Increased awareness of health and wellness can lead to:

- i. a more productive lifestyle of each individual;
- ii. a more productive workforce; and
- iii. less strain on all health care facilities.

Therefore the following interventions and actions are proposed.

8.4.3 SOCIAL: HEALTH & WELLNESS		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	To adopt and effectively implement a strategic health care infrastructure development plan.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Educated population with regards to health and wellness.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Encouragement of active lifestyles.

8.4.4 Education

a. Background

The National Development Plan identifies education as both a major stumbling block, as well as a strategic lever for economic growth and development. Findings from the status quo analysis paint a bleak picture of the current state and level of education in Polokwane, therefore calling for urgent action. Currently Polokwane finds itself in a contradictory situation – armed with the University of Limpopo, two satellite campuses and several further education and training colleges, it significantly fails to educate and maintain the youthful population resulting in an outmigration of skilled labour. In addition to this, although a significant number of schools are located in Polokwane itself, quality and capacity constraints plague the educational system resulting in poor and insufficient outcomes.

b. Problem Statement

- Very low literacy and tertiary education levels in Polokwane.
- Poor quality and inefficient infrastructure.
- Insufficient capacity and incompetence.

c. Objectives

To enhance educational outcomes on all spheres and to exert better quality control over institutions. Furthermore to align educational methods and curricula with global standards and make use of the best suited available technology to attain goals and objectives.

d. Strategic Interventions

Focused strategic interventions are vital for increasing the quality and access to education. Therefore the following are suggested.

8.4.4 SOCIAL: EDUCATION		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Major improvements in Early Childhood Development
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	V. Increased economic growth, job creation and sustainable human settlements. VI. Improved provision of basic and environmental services in a sustainable way to our communities. VII. Improved efficiency and effectiveness of municipal administration. III. Improve community confidence in the system of local governance.	Upgrading and maintenance of educational infrastructure
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration.	Nutritional programmes at schools.

	IV. Improve community confidence in the system of local governance.	
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Affordable and accessible education.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure;	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration.	Increased computer literacy training from an early age.
Local Economic Development; Basic Services and Infrastructure; Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improve community confidence in the system of local governance.	Unlimited educational support
Local Economic Development; Spatial Rationale;	I. Increased economic growth, job creation and sustainable human settlements.	Retain educated youth
Local Economic Development; Spatial Rationale;	I. Increased economic growth, job creation and sustainable human settlements.	Attract students to University of Limpopo and other institutions

8.4.5 Community Safety

a. Background

Safety and security is a vital aspect of social development. People's perception of their personal safety has major impacts on their health and psychological wellbeing as it can cause anxiety and stress. Furthermore safety incurs significant costs to both the government as well as individuals. Failure to reduce crime and violence has additional implications on economic growth as businesses and other

legal entities are unlikely to invest in areas thought of as dangerous. Destruction to public and private property further causes financial and administrative burden on cities and impact on its overall functionality.

Apart from crime and violence, general safety is also of great concern. Safety therefore involves the removal of hazardous materials and the implementation of traffic calming features in areas with high pedestrian activity. Open drains, construction sites and crumbling structures and infrastructure are all features of public safety.

b. Problem Statement

- Poor perceptions of safety and security in the CBD as well as rural areas lead to disinvestment and overly vigilant communities.
- Theft and vandalism impacts the functionality of infrastructure.
- Insufficient capacity and infrastructure to combat crime and repair dangerously deteriorated features.

c. Objectives

- Creation of vigilant and participative communities by utilising daily activities to combat crime and create awareness.
- Removal and / or repair of hazardous areas.

d. Strategic Interventions

The following interventions are proposed on a physical and institutional level.

8.4.5 SOCIAL: COMMUNITY SAFETY		
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Create a safe, secure and accessible CBD.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration.	Standardise passive surveillance via proper development planning.

	IV. Improve community confidence in the system of local governance.	
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Community policing.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	GIS systems to monitor areas.

9. Implementation & Monitoring

Due to the importance of the implementation of this plan to deliver real and measurable results, a separate, comprehensive implementation plan was drafted. The implementation plan should therefore be viewed as not only the final chapter of the Polokwane 2030 Economic Growth and Development Plan, but also as the main guiding plan which specifies various projects and strategic interventions to attain the 2030 vision for the city. Furthermore the Implementation Plan successfully integrates all research and strategic interventions in a realistically phased manner.

10. Conclusion

This document serves as the intermediate phase between initial research and the final proposed strategic interventions which would ensure attainment of the 2030 vision. It reiterates certain findings from the comprehensive Research Report and sets specific goals for each of the clusters and sub-clusters which the Implementation Plan will ultimately consist of. Although the Implementation Plan is the accumulation of all findings and recommendations of the entire Polokwane 2030 Economic Growth and Development process, this plan is however still regarded as vital for the understanding of the proposed strategic interventions. For this reason it should be read with and in the context of both the Research Report, as well as the Implementation Plan and vice versa.

In addition to the above, this plan further highlights certain strategic levers identified which could and should be utilized for the implementation of the projects. This is however regarded as one of the unique features of the Polokwane 2030 Economic Growth and Development Plan as it seeks to ensure sustainable and innovative long term investment and inclusive growth.