

Polokwane

2030

Economic Growth &
Development Plan



Research Report



EXECUTIVE SUMMARY

In order to arrive at realistic and sound strategic interventions to shape and alter Polokwane's economic growth and development trajectory, thorough research was conducted which evaluated the city in a variety of contexts. This report firstly recognised the possible and experienced research challenges and limitations after which a literature review was conducted which evaluated a myriad of national, provincial, district and local plans, policies and development frameworks. Included in the literature review, this report explores certain concepts/ phenomena such as the Smart City Concept, Commonage Farming as vital instruments to realise local economic development. These concepts were identified and highlighted throughout various stake holder engagements and will therefore need to form part of the strategic interventions proposed in the final plan.

A full scale status quo analysis was then conducted in four different contexts/ clusters – social, physical, institutional and economic. These clusters are deemed as integrative units which shape the City of Polokwane and although separately investigated, should not be seen as existing in isolation. For this purpose statistical data were used to determine patterns and predict trends with regards to the future of the city which will be vital for the proposal of phased interventions. Seeing as stakeholder engagement play such an important role in strategic planning, the approach followed and insights gained is then discussed. Finally, the main findings of the entire research report is summarised in the concluding paragraphs of the report.

After the completion of this report, the project team then commenced with the drafting of the Economic Growth and Development Plan, followed by the phased implementation strategy. It should however also be noted that this report represents the final outcome of an ongoing process of information accumulation and analysis. Where shortcomings have been identified, all reasonable actions were taken to either 'bridge' these gaps or to categorically state the nature of the shortcoming and its possible impact on the validity of the findings. Furthermore only verifiable information and sources were utilized for the purpose of this investigation as well as universally accepted techniques of trend determination and analysis.

It should furthermore be noted that a thorough understanding of this report is required for the implementation of the Polokwane 2030 Economic Growth and Development Plan and therefore it is also recommended that constant reference to this report is made in order to conceptualise and contextualise the strategic interventions proposed.



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1. Introduction

BVi Consulting Engineers have been appointed by the Polokwane Local Municipality for the development of the 2030 Economic Growth and Development Plan. In order to successfully complete the project, the project team proposed a specific methodology which would ensure that all relevant aspects are dealt with and that resources are optimally utilised. The project methodology is summarised below.

PHASE	DATE OF DELIVERY	DELIVERABLE
Phase 1: Inception	27 February 2013	Inception Report
Phase 2: Research, Analysis and Recommendations	6 June 2013	Research Report
Phase 3: Draft Framework	4 July 2013	Draft Polokwane 2030 Growth and Development Plan
Phase 4: Consultation	24 July 2013	Stakeholder Engagement Report
Phase 5: Final Report	9 August 2013	Final Draft
Phase 6: Implementation Plan	23 August 2013	Final Draft Polokwane 2030 Growth and Development Plan with Implementation Plan

Figure 1: Project Methodology

According to the project programme, the second deliverable of the project is the research report containing all the findings of the second phase. This report will therefore contain the following:

- Literature review and best practises
- Outcomes of the stakeholder engagement phase
- A statistical status quo analysis

Furthermore this report will illustrate how the project team conducted research and therefore also how it will likely impact on the 2030 Growth Economic Growth and Development Plan. It should also be noted that this document is a work in progress and will most likely be amended as required throughout the life cycle of the project.

2. Limitations and Challenges

In order for the project team to successfully address challenges related to the project, it is required that these challenges are clearly identified and defined. This section therefore presents the limitations and challenges as experienced by the project team.

- ***Difficulty of research in Polokwane:***

Due to its extreme diversity (economic, social and spatial), research in Polokwane is an extremely difficult task (Feinstein International Centre, 2012.) Various contexts need to be considered in order to gain a full and comprehensive understanding of this complex city, but unfortunately information on these different contexts are often not readily available.

- ***Validity of data:***

When conducting a status quo the validity of data is essential. Validity refers to the extent to which data is up to date, factually 'sound' and provides a true reflection of the subject under investigation. During the research phase the project team detected several discrepancies between various sources of data on similar issues (for example data relating to the economic sectors within Polokwane are often contradicting). The project team therefore decided to use only the most trusted sources, even if it meant that the sources did not have the latest information available.

- ***Availability of data:***

As mentioned previously, not all the required information was available during the research and analysis phase. This prompted the project team to make several assumptions based on previous trends in order to determine the current status quo. In addition to this, a problem that constantly persisted is the fact that in some cases information was not available to the extent required (e.g. at ward level). Therefore the project team once again relied on its interpretation and innovative skills to address this issue. It should also be noted that although the project team was aware that quite comprehensive data from the 2011 Census exist and are available to the general public, the data is unfortunately limited and therefore the project team had to make use of 2009 Quantec data for certain statistical analyses. However, in order to minimize data deviation, calculations were based on the same formulas.

- ***Participation and willingness of stakeholders to engage:***

Gaining support for such a project almost always proves to be a difficult task. Often the lack of interest leads to poor participation which then ultimately leads to insufficient and/or incomplete information. For this purpose the project team developed a stakeholder engagement methodology which facilitates and encourages engagement in a variety of manners. Despite comprehensive attempts made by the project team, participation was incredibly low. More information on this will be presented in the following sections of this document.

- ***Researcher bias and/or subjectivity:***

Researcher biasness and subjectivity is a very common (potential) pitfall for any project which involves extensive research and analysis. Seeing as both the client and investigation area is the City of Polokwane, the project team had to be extra sensitive to avoid researcher bias. Research and findings need to be factual and should present the true situation in Polokwane as it would direct interventions

and future economic growth planning. It was therefore vital that the Project team circulate all research and findings among one another in order to ensure the limiting of researcher bias and subjectivity.

- ***Project timeframe limitation:***

Once the project team was informed of its appointment for this project, the Polokwane Municipality requested that the project timeframe be reduced by 2 months, from 9 to 7 months in total. This most definitely has the effect that less time could be spent on finer details. This presents a challenge in two ways: reduced timeframe for the actual project; less information at the disposal of the project due to a shorter research phase. Therefore it was required that decisions be made on which of the information should be left out to facilitate quicker analysis.

- ***Diversified needs:***

After the abolishment of apartheid, South Africa went through various land demarcation processes. These processes often caused protest as residents felt that certain municipalities had better service delivery than other. As a result, Polokwane incorporated urban, peri-urban and rural areas into its area of jurisdiction. Each of these areas requires different forms of planning and services – a very important aspect to be kept in mind when the drafting of the 2030 Growth and Development Plan take place. (Feinstein International Centre, 2012)

All of the above challenges have been dealt with accordingly. Please refer to the relevant sections of this document for clarification of methodologies aimed at resolving researcher challenges. It should also be noted that information contained in this document is amendable, seeing this as a working document.

3. Research Methodologies

As stipulated in the Inception Report, the research, analysis and recommendations phase will deal with the completion of a full scale status quo investigation. The status quo analysis phase would have involved a variety of research methods and sources and seek to identify problems, opportunities and trends within the Polokwane municipal boundaries. It is also during this phase that recommendations will be drafted which will then be conceptualised in the next phase. Phase 2 of this project was further argued to be probably one of the most important phases in the entire project as it will 'set the stage' for the proposed growth and development plan. Proper information gathering and insightful analysis of the information is required in order for the entire project to yield results. Two additional aspects which should be kept in mind is the fact that the growth and development plan will need to result in a paradigm shift from short-term planning of 5 year periods to long-term planning of 16 years. Furthermore stakeholder engagement was identified as being able to yield valuable information about the City of Polokwane and which will inherently ensure an integrated approach.

Taking into account the importance of this phase, the following research methodologies were utilised for the successful completion of this report.

i.) Status Quo Analysis

The status quo analysis of the Polokwane City incorporated investigations into the following:

- A contextual study into Polokwane and it's relations to other provinces;
- A spatial analysis: boundaries and land demarcation
- Demographic analysis;
- Economic development trends, successes and failures;
- Human and community development;
- Spatial form and land uses in relation to one another;
- Transportation networks, successes, failures and opportunities;
- Public health;
- Safety and Security;
- Institutional development and governance
- Assessment of trade and investment potential of Polokwane;
- Economic Strengths, Weaknesses, Opportunities and Threats analyses;
- Socio-economic analysis;
- Identification of economic sectors with the largest contributions;
- Attitude(s) towards current growth and development plans;
- Success of execution of current growth and development plans;
- Household income survey;
- Tourism;
- Land claims;
- Traditional authorities (where applicable);
- Imports vs. Exports;
- Other data identified throughout the course of the investigation which might also need to be looked at.

Most of the abovementioned data was obtained from Statistics South Africa and the rest from Quantec data bases. Unfortunately data from Stats SA is limited to the 2011 Census, the 2007 Community Survey and one or more other sources. Quantec data, although extremely comprehensive, was limited to 2009 data. Therefore the project team used available data to determine trends rather very punctual and specific information in some areas.

The following techniques were used where data was unavailable or limited:

- Calculation of average growth rates using available data from abovementioned sources.
- Calculation of future projections using estimated averages.
- Placing of clear limitations on data sets (e.g. exclusion of certain data at ward level as it would be inappropriate to use incomplete or invalidated data.)
- Making use of appropriate assumptions (based on previous experience and available data) to determine trends.

Where the findings were possible and appropriate they were geographically referenced in an easily readable and understandable format using GIS software.

ii.) Literature Review

As identified in the Inception Report, it is of utmost importance that the research phase identified and closely studied all related literature, policies and strategies regarding economic growth and development in Polokwane. The literature review phase therefore included the following:

- Identification of all relevant policies, plans and strategic frameworks affecting growth and development;
- National strategic incentives and development strategies;
- Long term planning instruments at a Provincial, as well as National level;
- Local Economic Development plans, incentives, projects and policies;
- Statistical data relating to growth and development in Polokwane;
- Academic literature on growth and development planning;
- International best practises, standards, policies and literature.

All findings are reported in the literature review section of this document. The literature review is a vital part of this plan as it enables the project team to gain a better understanding of how the development plan should enable Polokwane to attain and what the best ways are for achieving these goals. Furthermore it would help shape the layout of the plan and the mechanisms used to communicate the plan, such as graphs, diagrams, tables and geographically referenced maps. The literature review most definitely strongly relied on the project team's experience in academic research, analysis and report writing.

In order to successfully complete the literature review, the following sources were consulted:

- Statistics SA;
- Polokwane Municipality;
- District and other local municipalities;
- Google trends;
- Public and private sector via public consultation and engagement;
- CSIR, University of Pretoria and University of the North
- Other tertiary institutions in and outside of Polokwane.

The following documents were consulted for this purpose:

- Existing policy documentation and other information both national, provincial and local;
- The New Growth Path;
- The Outcomes Approach 2010;
- Accelerated and Shared Growth Initiative for South Africa (AsgiSA);
- Breaking New Ground Strategy 2004;
- Comprehensive Rural Development Programme;
- National Infrastructure Maintenance Programme;
- Bus Rapid Transit System (BRT);

- Land Care Programme;
- Local Government Turnaround Strategy;
- National 2014 Vision; and
- National Spatial Development Perspective (NSDP).

As can be seen in this section, the literature review process is quite comprehensive as it is deemed vital for the drafting of the 2030 Economic Growth and Development Plan. Please see section 5, the literature review, of this document.

iii.) Stakeholder Engagement

The purpose of the stakeholder engagement methodology was to give clarity in terms of methodologies used for engagement throughout the process as well as the proposed timeframes within the phasing of the entire project. For this reason a separate Stakeholder Engagement Methodology Report was drafted and submitted to the Polokwane Municipality for approval. Seeing the stakeholder engagement as an on-going process, the methodology will guide the process of stakeholder engagement within the development of the Polokwane 2030 Growth and Development Plan by specifying stakeholder groups to be involved as well as proposing useful platforms for engagement that will yield the most fruitful information from all relevant stakeholders.

By making use of knowledge possessed by local and other relevant stakeholders it is possible to gather inaccessible information that is potentially most valuable in the drafting of a new long term plan. The Polokwane Local Municipality has provided a list of vital stakeholders to be consulted during the formulation of the plan that will assist in understanding the unique milieu of Polokwane as a whole.

In order for stakeholder engagement to be productive, it is important to first identify the relevant questions that need to be asked in the context of Polokwane. It was therefore recommended that the following methods be utilized:

- Circulation of information packs and questionnaires for comment via email to identified stakeholders: This will be used predominately during the information gathering phases of the project. It will provide both internal and external stakeholders to provide the project team with valuable information and inputs and areas to be further investigated.
- Face to face consultation and discussions: This form of engagement will only be conducted once a research base has been established and more specific questions could be asked.
- Workshops with interest groups: Interest groups will be strategically divided into different categories (private, public etc.) and consulted.

Within the initial phase of Stakeholder Engagement an information pack and questionnaire was circulated to relevant stakeholders for input and comments on the development of the Polokwane Growth and Development Plan. This should have informed the spatial and envisioned development of Polokwane over the next 16 years from the perspective of professionals and officials who work in the environment every day and so will help the project team significantly in understanding the context, challenges, opportunities and existing systems within Polokwane which cannot be gathered from statistical data and/or other published resources.

Also in the initial consultation phase the project team proposed face-to-face discussions and focus groups/workshops discussions in order to engage meaningfully with the public and other relevant stakeholders not included in the electronic questionnaire. It was however decided to move this form of participation to a later stage of the project due to a variety of practical reasons.

In the Table hereunder the stakeholders involved, engagement type and proposed dates are laid out for stakeholder engagement throughout the project cycle:

	Stakeholder/ Institution/ Group	Engagement Type	Proposed Date
STAGE 1 – ELECTRONIC INFORMATION	LIMDEV IDT LTA NAFCOC GAAL CDM SALGA Chamber of Business LEDET SEDA TIL BMF COGHSTA Office of the Premier Polokwane SBU Capricorn District Municipality Aganang Local Municipality Lepelle-Nkumpi Local Municipality Greater Tzaneen Local Municipality Molemole Local Municipality Mogalakwena Local Municipality LED Forum Members University of the North	Information Pack and Email Questionnaire	28 March 2013 – 26 April 2013
	Relevant Professionals (i.e. Private Planners, Economists, Development Consultants, etc.)	Information Pack and Email Questionnaire	13 April 2013 – 26 April 2013

	Stakeholder/ Institution/ Group	Engagement Type	Proposed Date
STAGE 2 – PHYSICAL ENGAGEMENT	LED Forum	Focussed Workshop on further issue identification	On invitation from Polokwane LED Office (between 6 -10 May 2013)
	LIMDEV IDT LTA NAFCOC GAAL CDM SALGA Chamber of Business LEDET SEDA TIL BMF COGHSTA Office of the Premier Polokwane SBU Capricorn District Municipality Aganang Local Municipality Lepelle-Nkumpi Local Municipality Greater Tzaneen Local Municipality Molemole Local Municipality Mogalakwena Local Municipality	Focussed Workshop including Discussions on issues identified in the Email Questionnaires	The Week of 6 – 10 May 2013
	IDP Public Participation Workshops with the general public	Face-to-Face Consultation with the aim on alignment and interrelations	As indicated by Polokwane IDP Department (between 4 April 2013 – 19 April 2013)
	Stakeholder/ Institution/ Group	Engagement Type	Proposed Date
STAGE 3 - INITIATION	LIMDEV IDT LTA NAFCOC GAAL CDM SALGA Chamber of Business LEDET SEDA TIL BMF COGHSTA Office of the Premier Polokwane SBU	Focussed Workshop discussing the first Draft of the Plan as submitted and circulated on 4 July 2013	The Week of 10 – 17 July 2013

	Capricorn District Municipality Aganang Local Municipality Lepelle-Nkumpi Local Municipality Greater Tzaneen Local Municipality Molemole Local Municipality Mogalakwena Local Municipality LED Forum Members Relevant Professionals (i.e. Private Planners, Economists, Development Consultants, etc.)	Face-to-Face Discussion on Presentation of the Final Draft	15 August 2013 (As per Dates of Delivery)
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Table 1: Stakeholder engagement summary

In order to further ease stakeholder engagement and encourage participation, the project team developed a website dedicated specifically to this project. This website provides background information and clear instructions on how to make contributions. From the website itself the questionnaire could be filled out and submitted to the project team with very little effort from the participant. Potential participants were therefore sent the link to the website with instructions.

Overview of website

1. Homepage: Introduction, Project Background & Purpose of website

- Status quo analysis of the City of Polokwane.
- Stakeholder engagement throughout the entire project.
- Strategic lever (role players) identification.
- Creation of initiatives based on research.
- Presentation of the draft plan to the public for comment.
- Development of an accompanying implementation plan.

Currently the project is in the transition phase between inception and status quo analysis, which include of the stakeholder engagement. It is therefore imperative to initiate and encourage dialogue with the relevant stakeholders

PURPOSE OF THIS WEBSITE

The scope of this project involves comprehensive stakeholder engagement throughout the entire project as it will help identify issues to be addressed, as well as guiding the development of the plan. It is therefore of utmost importance (and our democratic duty) to ensure that constant interdisciplinary dialogue and consultation takes place during the drafting and development process.

As a first stage in the stakeholder engagement process an electronic questionnaire has been developed to assist in the initial issue identification as well as facilitating brainstorming around proposals and/or programmes for the Economic Growth and Development of Polokwane over the next 20 years. The aim of the electronic information gathering stage is to gather specific, spatially referenced and well informed data with a focus on the different tiers in an economy. Sector specific proposals can then be developed to ensure a plan that is implementable and has the greatest chance of success.

For the purpose of this questionnaire, the following definitions and distinctions are applicable in terms of the economic sectors in Polokwane.

COMPOSITION OF THE POLOKWANE ECONOMY

<p>PRIMARY ECONOMIC SECTOR</p> <p>The primary sector of the economy is the sector of an economy making direct use of natural resources. This includes agriculture, forestry, fishing, mining and extraction of oil and gas.</p>	<p>SECONDARY ECONOMIC SECTOR</p> <p>The secondary sector involves the transformation of raw intermediate materials into goods e.g. manufacturing steel into cars, or textiles into clothing.</p>	<p>TERTIARY ECONOMIC SECTOR</p> <p>The tertiary sector consists of the "soft" parts of the economy, i.e. activities where people offer their knowledge and time to improve productivity, performance, potential and sustainability. The basic of services instead of end product</p>
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With the aforementioned in mind, we kindly request that all interested and affected parties click on the tab titled "Questionnaire" and answer a couple of simple questions relating to economic growth and development in Polokwane. Any matters above and beyond those identified could be taken up directly with the Project Team.




We trust the above to be in order and sincerely thank you for your contribution.

About | Questionnaire | Contact
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Figure 3: Examples of website

2. Questionnaire

Development of the Polokwane 20 year Growth and Development Plan

Stakeholder Engagement

About
Questionnaire
Contacts

The following questionnaire seeks to gain information with regards to the current status of the City of Polokwane, as well as assist in the identification of challenges and opportunities.

Please complete the questions to the best of your knowledge and submit your answers by means of clicking on the 'Submit' button below.

Fieldset

1. Are you aware of any current Economic Development Initiatives / Programmes / Projects in Polokwane; who is responsible for them; and; where are they located?

2. Kindly rate the abovementioned Initiative/Programme/Project from 1-5 (where 1 is very unsuccessful and 5 is very successful)

1
 2
 3
 4
 5

3. Please provide a short motivation for your rating.

4. Why do you think the aforementioned Initiative/Programme/Project will assist Economic Development in Polokwane?

5. According to your knowledge/ experience, can you identify any Economic and/or Development shortcomings in Polokwane? Please discuss them and if possible, indicate the location thereof.

6. According to your knowledge/ experience, where in Polokwane do you envisage strong Economic development to happen in the next 20 years?

7. Why do you think the aforementioned area will undergo high levels of Economic development?

About
Questionnaire
Contacts

8. Which sectors do you think will contribute most to the Economic Development of Polokwane in the next 20 years?

Mining
 Agriculture
 Private Sector
 Commercial
 Manufacturing

9. Why would the aforementioned sectors be major contributors to Economic Development?

10. What role do you think should Local Government play in the Economic Development of Polokwane in the next 20 years?

11. What sectors require attention / assistance in order to further Economic Development in Polokwane?

Mining
 Agriculture
 Private Sector

Department/ Company:

Experience in years in your field/ position:

Verification

Please enter any two digits with no spaces (Example: 12) *

About | Questionnaire | Contacts
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3. Contact Page

Development of the Polokwane 20 year Growth and Development Plan





Stakeholder Engagement

About
Questionnaire
Contacts

Should you wish to contact the project team with regards to any aspect of this project, please direct all communication to the lead agent, BVI Consulting Engineers.

Physical Address:
 Block c, Menlyn Corporate Park
 Corner of Garstfontein Road and Carabay Street

About
Questionnaire
Contacts

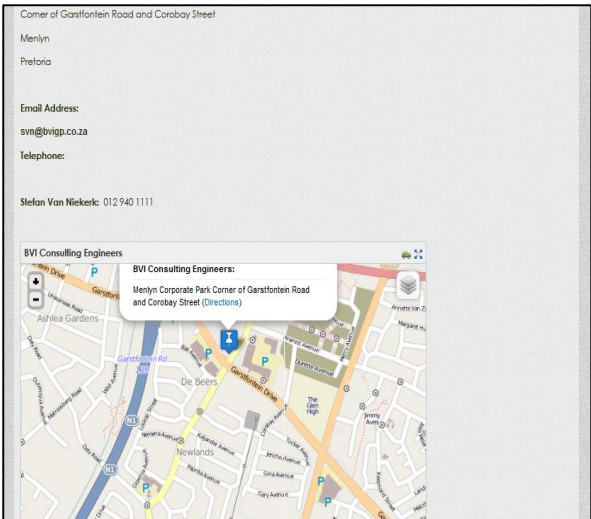


Figure 4: Details regarding website

Although a comprehensive stakeholder engagement methodology was implemented, participation was exceptionally poor, regardless of several attempts and motivations. Please refer to Section 7 of this document for the stakeholder engagement report.

4. Assumptions

The following assumptions have been made for the purpose of this project.

- ***That the City of Polokwane seeks to re-orientate its development to integrate 'smart' technology and utilise it for economic growth and development of a 'smart city'.***

On the 10th of April 2013 Executive Mayor, Councillor F. Greaver presented the newly drafted Polokwane Integrated Development Plan (IDP). In his opening speech the mayor placed significant focus on the current challenges which Polokwane is currently facing and how the city should aim to resolve it by means of moving towards a 'smarter city'. This concept is based on the notion that various municipal services should be rendered electronically and that the management thereof should also be done so. Further infrastructure such as the rapid bus system should be paid significant attention and therefore also make use of smart city technology. The project team will therefore assume that the smart city model is the development model which should be strived towards.

- ***That the 2030 Growth and Development Plan will usher in a new development path.***

As indicated in the Inception Report, the 2030 Growth and Development Plan should usher in a new era and way of thinking about economic development in Polokwane rather than budgeting municipal spending. This enables the plan to be slightly more conceptual and open for interpretation by the various parties involved in long term planning and investment. The plan will explore alternative ways of securing development and make appropriate recommendations to achieve municipal objectives of a diversified economy.

- ***That the Polokwane Municipality seeks to move away from traditional markets where appropriate.***

During several conversations with the municipality it was gathered that the City of Polokwane is in need of more diversified markets. Referring to the Status Quo Analysis in Section 6 of this document, this has already begun with the transition of an economy based on the primary sector, to an economy based on the tertiary sector. It is however unwise to completely disregard the primary and secondary sector as, according to calculation, these sector will still make a valuable contribution. A strategic approach is however needed to utilize as far as possible and integrate these sectors. Exploration of the types of additional, underserved markets is required.

- ***That infrastructural development in Polokwane is lacking.***

Also identified as a major challenge for development in Polokwane, the mayor placed significant focus on the quality and availability of infrastructure in Polokwane. Therefore this plan will need to firstly assess infrastructural elements and secondly recommend an approach to ensuring that the required upgrades and investment takes place.

- ***Development policy and supporting structures are inefficiently aligned in Polokwane.***

During the research and recommendations phase it was discovered that development policy and supporting structures are currently inefficiently aligned and are not harnessing investment according to the municipalities' potential. Therefore the 2030 Economic Growth and Development Plan will also need to pay close attention to this as such a challenge can often disregard all other initiatives and strategies.

Although a lot more assumptions could be made, the abovementioned was argued to be the crux of this project and will therefore also form the main objectives of the 2030 Economic Growth and

Development Plan. The reason special attention has been given to assumptions is the fact that assumptions are calculated and well informed guesses about the area under investigation which could in actual fact provide direction to the project team in rendering the required services.

5. Literature Review

5.1 Introduction

The literature review was conducted to inform the Polokwane 2030 Economic Growth and Development Plan that forms an important base for the Plan and aims to inform proposals based on best practices, current and future trends in the area, other relevant and related policies and legislation as well as the Strategic Direction of the Municipality. As mentioned above, the literature review includes a wide variety of Provincial and National legislation which guide and support the long term planning of Polokwane. In the sections below these documents will be discussed and relevant points highlighted that directly and indirectly impact the Polokwane 2030 Economic Development Plan.

5.2 Legislation, Policies and Strategic Documents

5.2.1 Provincial Spatial Development Framework

Although not officially approved and published at the time of this research report, the Limpopo Provincial Spatial Development Framework (PSDF) identifies several growth points of provincial, district and local significance. The objective for the identification of such growth points is assist developers and municipalities to direct infrastructural development towards these areas in support of anticipated future development (Department of Roads and Transport; 2013). The following growth points which affect Polokwane are therefore highlighted.

Provincial: Polokwane – Seshego

District: Mankweng – Nobody

Municipal: Seyabeng

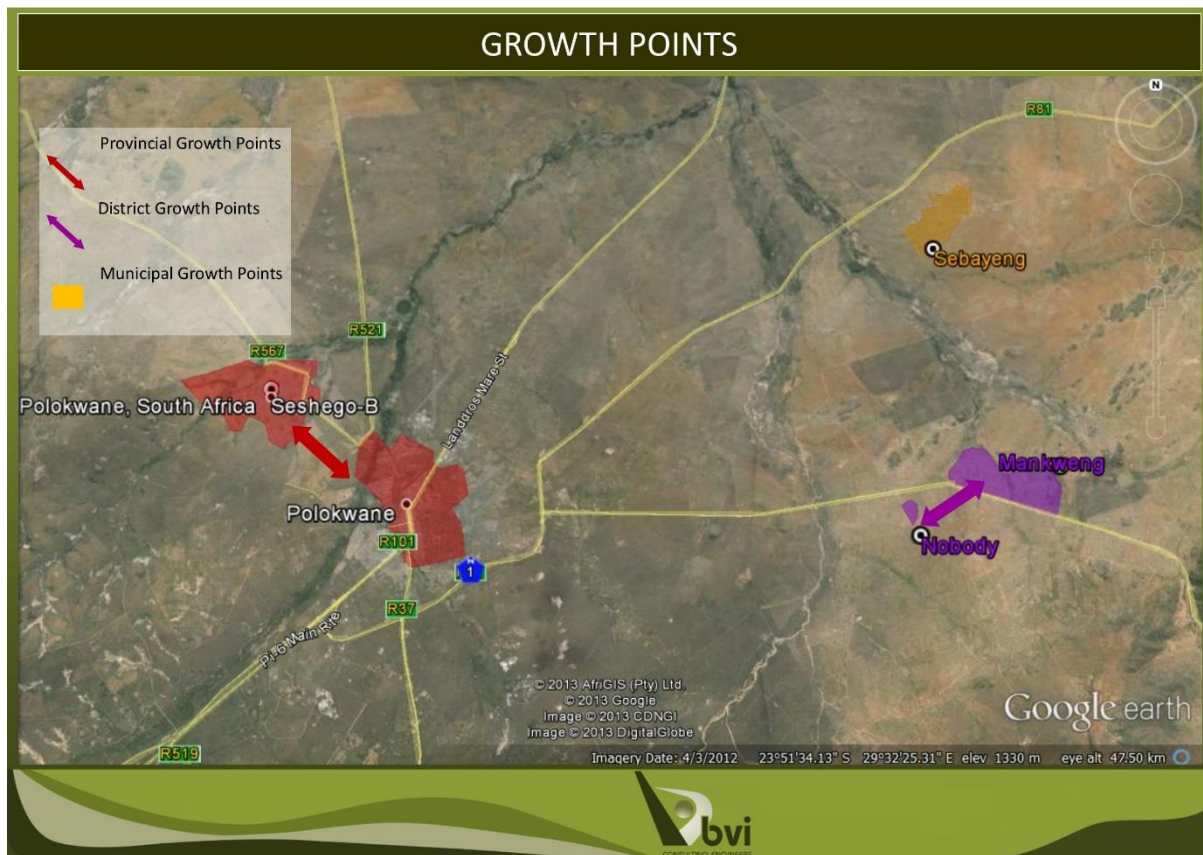


Figure 5.1: Provincial, District and Municipal Growth Points (Source: Provincial Spatial Development Framework – unpublished)

As mentioned earlier, during the drafting of this Research Report the PSDF had not yet been completed and approved and therefore the project team was unable to gain more insights. It is however recommended that the identified growth points be incorporated into this plan.

5.2.2 National Transport Master Plan 2050

During the transport lekgotla held in April 2005, the need for a ‘National Integrated Transport Plan’ was identified and soon became known as the National Transport Master Plan. It was also noted that a long term plan is required in order to yield real results and therefore the National Transport Master Plan 2050 (NATMAP 2050) was developed. The NATMAP 2050 has the specific goal to develop long term multi-modal transportation systems that are demand responsive and therefore set out phased and implementable projects to attain this.

NATMAP 2050 prescribes certain projects to be implemented in various cities and provinces across the country. Among these several critical projects were identified for the Limpopo Province:

- The Moloto Corridor regional passenger rail system.
- Gauteng – Polokwane High Speed rail.
- Multi-Modal Logistics Hub in Polokwane and the One-Stop Border Facility in Musina and Martins Drift border post.
- Pre-feasibility determination of an Aero-city concept, International Conferencing Centre.
- Construction of the R33 between the N1 intersection through Modimolle to Lephalale for improvement of the east-west corridor.
- Mokopane and Polokwane commuter service conceptual planning.

From the above listed projects it could be seen that Polokwane serves as a major focus point for development planning. These projects will need to be incorporated into the long term development plan.

5.2.3 National Development Plan

The National Planning Commission was brought into existence by President Zuma with the main purpose of preparing recommendations to the cabinet on issues facing South Africa's long term development and to develop the 2030 Vision for the country in this regard. For this reason the commission undertook a comprehensive diagnostic review which revealed 9 key areas which requires urgent intervention in order to attain the 2030 vision and steer the country into a more developmental path. From the diagnostic review, it was identified that South Africa is currently facing two major problems – poverty & inequality. These two problems are then comprised of 9 key issues, which if dealt with efficiently, could overcome the two major problems and result in sustained long term prosperity. The nine key areas are:

1. Poor Educational Outcomes

The diagnostic report revealed that the current educational outcomes are significantly failing to address the skills shortages in the country. This is mainly due to the poor quality of and access to education in specifically rural areas. Schools also face major infrastructural backlogs which disables and discourages an atmosphere conducive for learning. Malnutrition as a result of poverty is also major contributor to poor academic results.

2. Too Few are Employed

South Africa is currently plagued by high levels of unemployment due to a variety of reasons. One of the main reasons are insufficient access to employment opportunities due to poor infrastructure delivery and a severe of safe and reliable public transportation. Low educational levels and a segmented labour market further contribute to these high figures.

3. High Disease Burden

It is reported that death rates due to disease have almost more than doubled in the ten years leading up to 2008 whilst the health system have almost literally been crumbling. Once again poor maintenance of medical infrastructure are said to one of the main causes, but it is however regarded that the institutional aspects of the health care system is also extremely mismanaged. Implementation of key strategies, plans and projects have been unsuccessful, further increasing the disease burden.

4. Divided Society

Despite the significant inroads made since the democratisation of the country almost 20 years ago, the South African society still remains deeply divided along race, gender, linguistic and class lines resulting in severe inequality. This poses a serious challenge to long term development.

5. Public Service Often Fail The Poor

Although a myriad of legislation and policies exist which seeks to protect the rights of all South African citizens and ensure their access to services, the diagnostic review revealed that the state is currently severely failing to provide these much needed services. Among some of the reasons for this failure include political agendas, misappropriation of funding and incompetence. Furthermore implementation of plans and development frameworks are done haphazardly rendering it insufficient.

6. Parts of the Country Where People are Locked into Poverty

Apartheid spatial planning have resulted in fragmented spatial forms, leaving the poor marginalised and out of reach of opportunities. Although planning in South Africa have undergone major shifts, the legacy remains and have often been unintentionally reinforced by post 1994 housing initiatives. This

leads to the majority of the population residing in rural areas which are characterised by poverty and a lack of access to opportunities.

7. Infrastructure is Crumbling

The critical state of infrastructure pose grave consequences for development. Poor maintenance, disinvestment and a lack of quality upgrading have resulted in the severe infrastructural backlogs. This has a direct impact on social inclusion as infrastructure which are poorly located and maintained cause additional burden for the poor and marginalised. Furthermore it actually leads to disinvestment in other industries dependent on infrastructure such as transport, water and electricity. Investment 'catch-up' is required, but comes at a great expense which in turn results in further disintegration of existing facilities.

8. Insufficient Use of Natural Resources

South Africa's economy is still largely based on resource intensive activities. These practises stem from the colonial rule whereby much of the natural resources were exported for further processing. However, globally the drive towards greener and more energy efficient economies are gaining significant importance and South Africa have yet adopted such practises to a satisfactory level. Furthermore it regarded that water resources are severely constraint, therefore increasing the need for more efficient economic activities.

9. Corruption

Corruption at both public and private level are deemed as one of the biggest challenges facing Africa as it directly impacts on not only actual investment in infrastructure and development, but also undermines the confidence in the democratic system.

From the abovementioned key challenges and bearing the findings of this report in mind, it can be seen that Polokwane is currently facing exactly the same challenges. For this reason it is crucial that the Polokwane 2030 Economic Growth and Development Plan align with the National Development Plan and use it as a guiding mechanism for interventions.

5.2.4 Transnet 20 Year Plan and 5 Year Priorities

During November 2013 the Limpopo Department of Roads and Transport hosted an engagement session whereby all relevant parties were given the opportunity to make presentations on their long term plans and projects for the Limpopo Province. The main idea was to create consistence, transparency among all relevant stakeholders to enable alignment. One of the attendees was Transnet which made a presentation on their 20 year plan, as well as 5 year priorities. Seeing as this session was primarily focused on the Limpopo Province as a whole, one or more aspects directly impact on Polokwane. Although limited, these findings will briefly be mentioned.

The plan identifies the high potential of a fresh produce market at the Polokwane Intermodal Terminal. Here trucks to and from neighbouring countries present additional opportunities which should be explored and exploited. Furthermore the plan identifies the Polokwane Hub as a priority project to be initialised in 2014/15.

Apart from the abovementioned, no other major projects are included in this plan. However, due to the scale of the proposed projects, the 2030 Economic Growth and Development Plan ought to provide supplementary and complementary developments and land uses.

5.2.5 Spatial Development Areas

Spatial Development Areas (SDA's) are geographically delineated areas within which certain types of development are favoured along certain strategic locales, such as corridors and vital intersections. In

Polokwane 3 such SDA's exist for which each a development framework was created. These frameworks therefore set out development controls and recommendations for the specific SDA in line with other development planning policies, such as the Spatial Development Framework. Each SDA will briefly be discussed in the following sections.

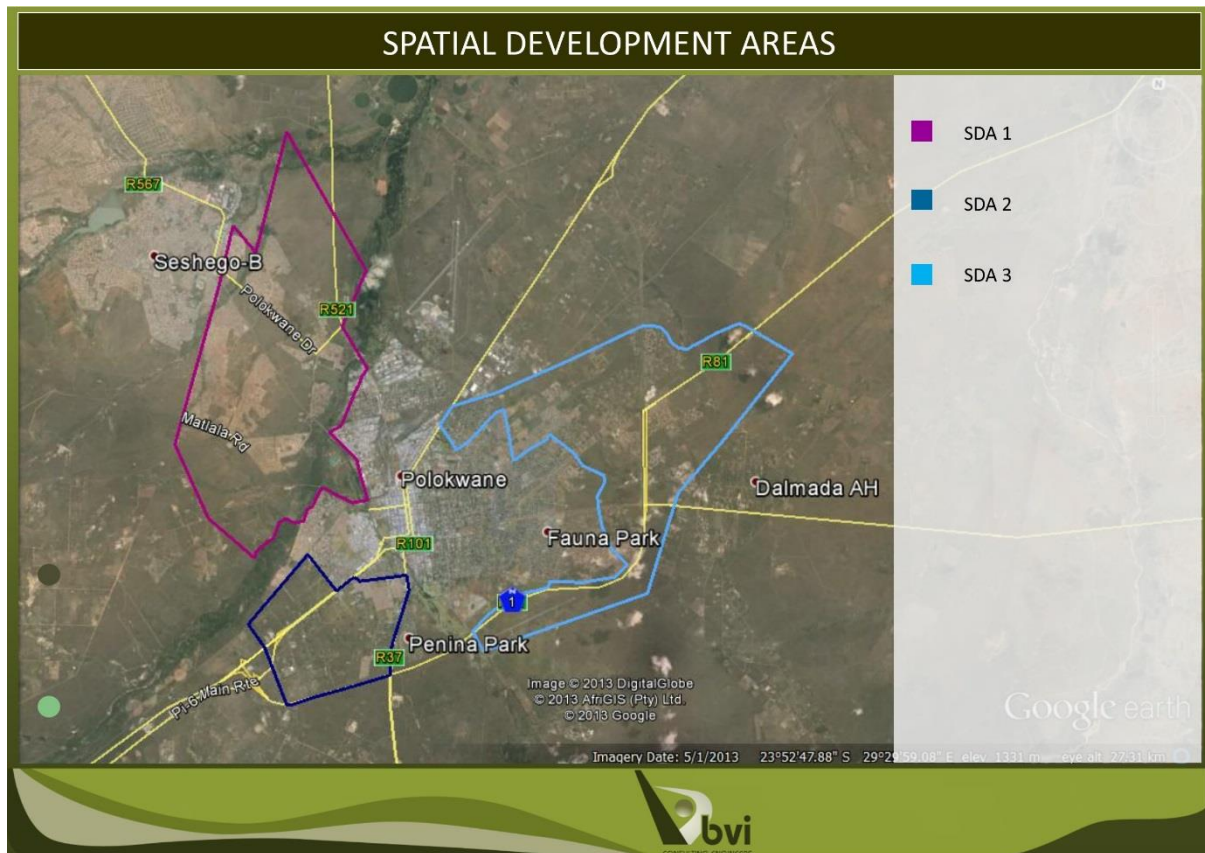


Figure 5.2: Spatial Development Areas (Source: Framework Plans for Spatial Development Areas)

5.2.5.1 Spatial Development Area 1

In 2007 the Polokwane Municipality appointed service providers to develop the framework plan for Spatial Development Area (SDA) 1.

Spatial Development Area 1 is considered as representing the central urban core of the Polokwane municipality and are served by three main roads (SDA 1 Framework; 2007: 5-6):

- To the south, the Percy Fyfe and Matlala regional route;
- Central part, the Nelson Mandela Corridor;
- To the north, the Dendron regional route.
- Market street is regarded as also being an important road as it links extensions 40, 44, 78, 29, 61 and 82 to one another.



Figure 5.3: Spatial Development Area 1 (Source: Development Framework for SDA 1)

Other significant features of SDA 1 include the bird sanctuary located to the northeast of SDA 1. This area is deemed to be of high environmental value.



Figure 5.4: Location of Bird Sanctuary (Source: Development Framework for SDA 1)

High sensitivity areas are located along the rivers within SDA 1.

According to the Development Framework for SDA 1, the Public Transport Corridor Development Plan alongside Nelson Mandela Drive, 1999, which the municipality previously adopted, proposed several major and minor developments along this route (Development Framework for SDA 1; 2007: 20). They include:

- Residential development;
- Facilities in support and complementary to public transportation;
- A development node in conjunction with the N1;
- Pedestrian infrastructure and facilities;
- A variety of business development, including SMME's.

Some of the minor projects proposed include:

- Educational facilities;
- Fire Station;
- Commercial Facilities;
- Light Industrial Activity;
- Soccer stadium.

It is generally regarded that complete implementation of the abovementioned projects have failed to a large extent.

The Development Framework for SDA 1 furthermore sets out specific objectives for the area and subsequently aligns implementable projects to these objectives. Some of the objectives for SDA 1 include:

- Provision and upgrade of internal movement networks which are to the benefit of the broader Polokwanean community.
- Development of the Nelson Mandela corridor for the purposes of public transport and mixed development.
- The SDA 1 is also deemed as an area which is conducive to residential densification in line with the relevant policies and development strategies.

Some of the recommendations included in the Development Framework include:

- The area south of Matlala Road to be developed as multi-purpose community centres around the intersection of Matlala Road and two other roads within close proximity.
- Development along Nelson Mandela Drive is also recommended as around 400 hectares along this road is owned by the municipality. This area is deemed as the highest priority section of SDA 1 due to its central location and integrating role between Seshego and Polokwane. Furthermore the framework recommends higher densities along this route.

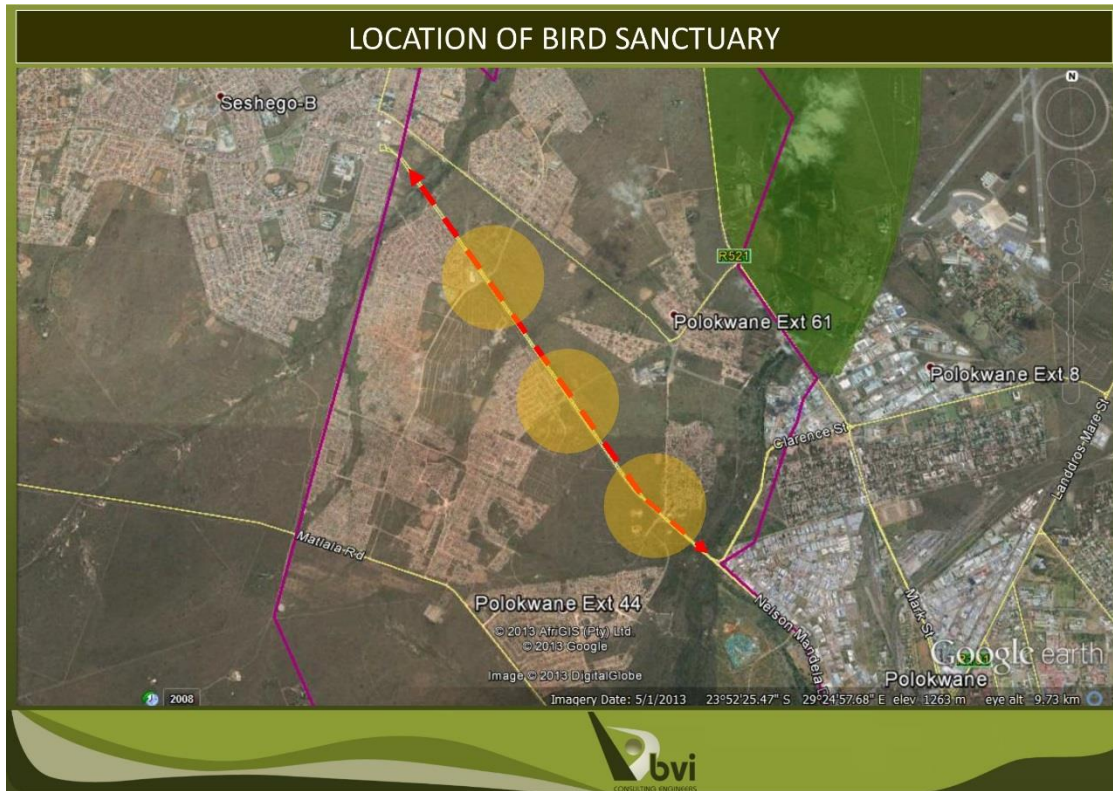


Figure 5.5: Development along Nelson Mandela Corridor (Source: Development Framework for SDA 1; 2007)

As can be seen from the figure above, the Nelson Mandela Corridor is the main feature and characteristic of SDA 1. Development proposals should therefore be made for this area.

5.2.5.2 Spatial Development Area 2

The Development Framework for Spatial Development Area 2 was drafted in 2009 and similar to the previous section, serves as a guide for development planning in the identified area. Two development corridors run through SDA 2: the Pretoria/ Gauteng – Polokwane City – Mankweng – Tzaneen Development Corridor which contains the so called Southern Gateway Development Corridor; and; the Burgersfort/ Chuenespoort – Polokwane – Makahado Development Corridor. According to the framework, SDA 2’s main theme ought to be the Southern Gateway Development Corridor. In addition to the above, the railway is located on the northern boundary of SDA 2.

From the situational analysis conducted for SDA 2, it was identified that this area does not have sufficient reservoir capacity and that the majority of land are privately owned. It is therefore recommended that the one of the main focus points for development in the area include residential development with community facilities, apart from the development corridors, as mentioned above.



Figure 5.6: Spatial Development Area 2 (Source: Development Framework for SDA 2; 2009)

As mentioned above, it is recommended that the Southern Gateway Development Corridor along the N1 are developed more intensely as it basically serves as the city’s main entrance from the Gauteng province. Development in SDA 2 should therefore also predominately be focused more towards its southern boundaries and should include uses that serve the larger area and therefore be of national and regional importance. The Development Framework further recommends that developments ought to include tourism, conferencing, offices, retail, warehousing and light industrial uses.

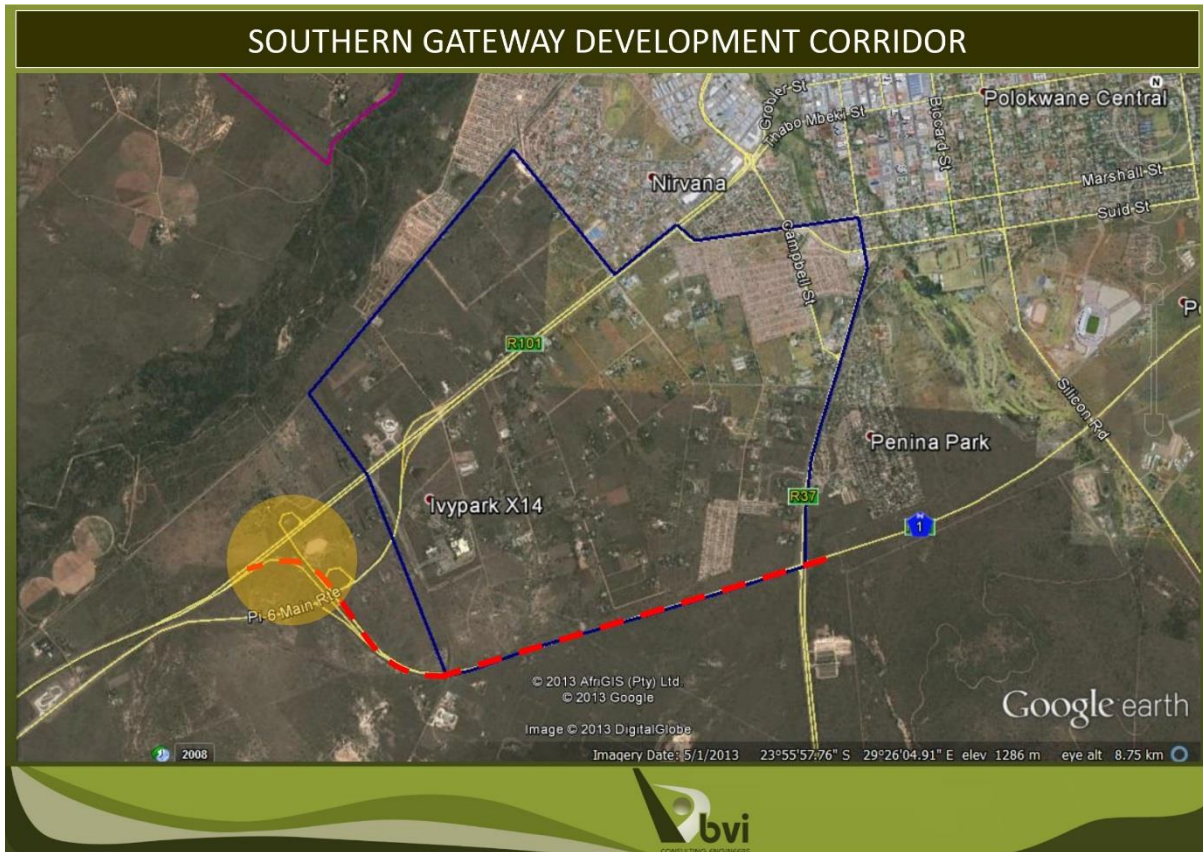


Figure 5.7: Southern Gateway Development Corridor (Source: Development Plan for SDA 2; 2009)

In comparison the Southern Gateway Development Corridor which seeks to provide land uses of national and regional significance, the Burgersfort/ Chuene Development Corridor’s main focus are uses with a city wide function. Uses included in this area should therefore typically be associated with places of entertainment and recreation. (Development Framework for SDA 3; 2009)

5.2.5.3 Spatial Development Area 3

The Framework Plan for Spatial Development Area 3, 2007, describes this area as mainly comprising the eastern part of Polokwane. Although SDA 3 could be characterised as being mainly residential in nature. Other uses include recreational, retail and community services such as clinics and hospitals. In addition to these characteristics, significant features include the fact that 3 radial routes link the CBD to other areas, such as Molepo, Mankweng, Tzaneen and Duiwelskloof. This SDA is also home to the Peter Makoba Stadium and the Polokwane Civil Airport to its south-western boundaries. Significant recreational uses are also located towards the south of SDA 3.



Figure 5.8: Spatial Development Area 3 (Source: Framework Plan for SDA 3; 2007)

The Spatial Development Framework for SDA 3 propose several sites for future economic centres and community facilities.

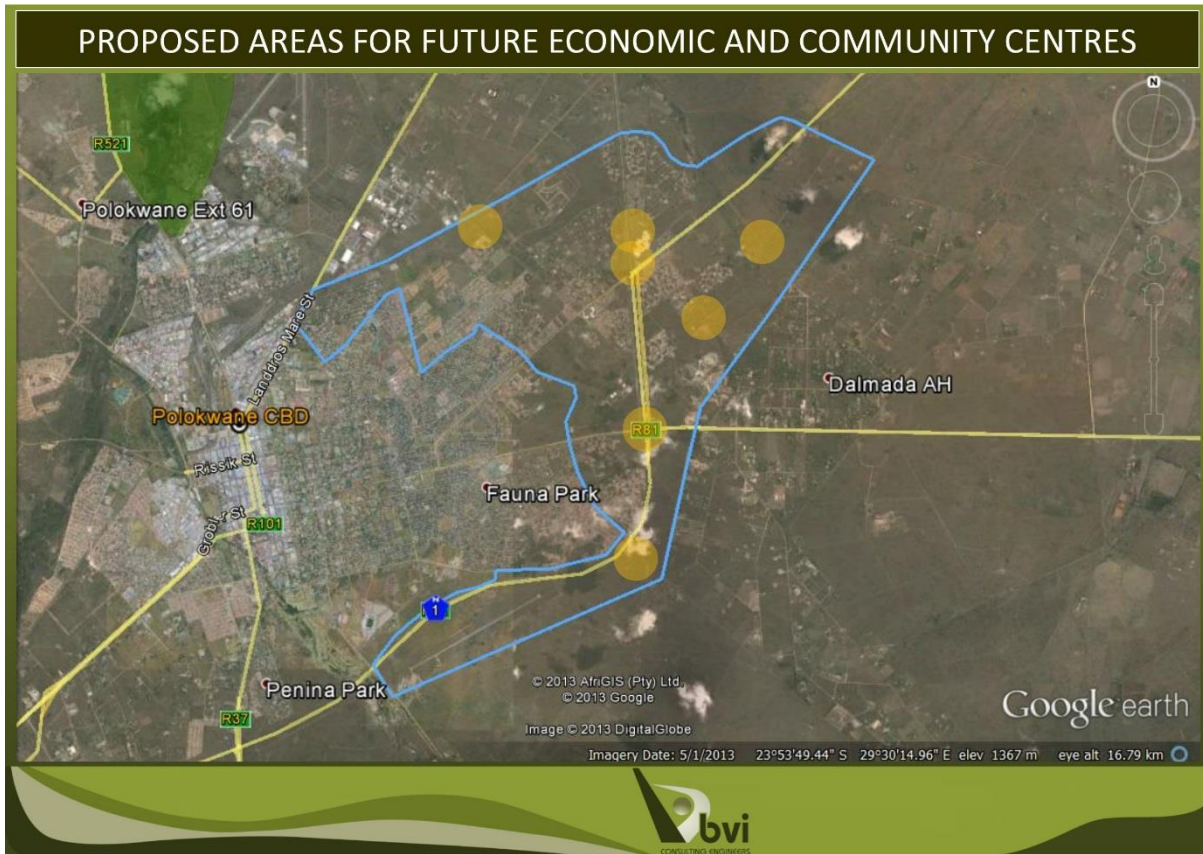


Figure 5.9: Proposed Future Economic Centres (Source: Framework Plan for SDA 3; 2007)

According to the environmental analysis contained in the Framework Plan, red data plant species are located on the rocky outcrops in the central part of SDA 3 with two areas are likely to contain bullfrog species.

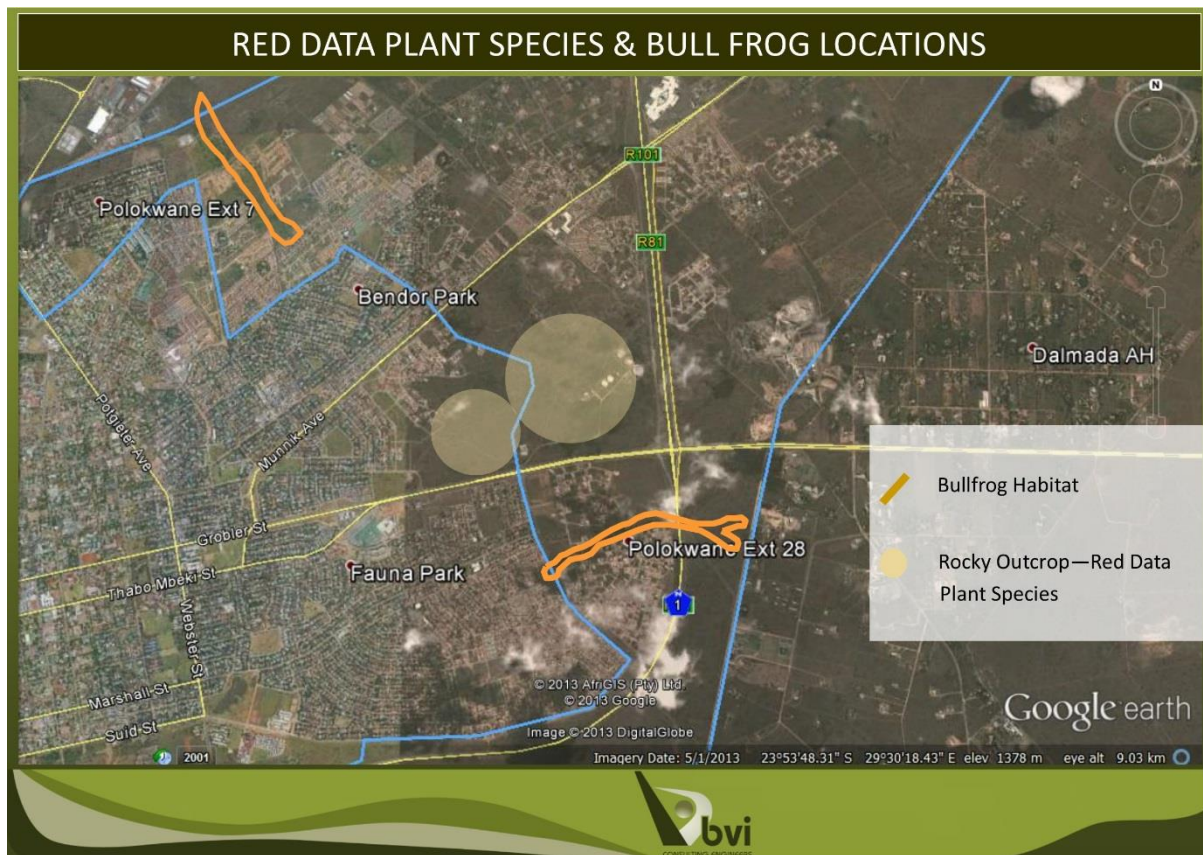


Figure 5.10: Location of Bullfrog Habitat and Red Data Species (Source: Framework Plan for SDA 3; 2007)

Care needs to be taken when spatial planning takes place to ensure that these areas remain unaffected. Furthermore these areas provide opportunities for eco-tourism.

5.2.6 Limpopo 5-Year Development Plan 2010/11 – 2014/15

The Limpopo Provincial Department of Public Works have adopted a year development plan for the province which is focused on various implementable projects in certain strategic areas. During a presentation by the Department of Road and Transport, the following projects and their individual progress affecting Polokwane were identified:

- Polokwane International Airport- Airside Improvements and Navigational Aid: partially completed.
- Aero City Concept with ICC and repositioning of PIA prefeasibility project: no progress reported.
- Upgrading and/or tarring of several roads in the Capricorn District: progress on these projects are unclear.
- Conceptual planning of a commuter service between Mokopane and Polokwane: the prefeasibility phase have been completed.
- Evaluation of Polokwane BRT vis-a-vis provision of a rail system between Mankweng – Polokwane and Polokwane Seshego: Provincial Passenger Rail study concluded.
- Planning investigation of a rail link between the extended Moloto corridor to Polokwane to service Lebowakgomo and Zebediela areas: the prefeasibility phase have been completed as part of the Provincial Passenger Rail Plan. Detailed feasibility study still to be undertaken.
- Various upgrades and capacity improvements on the N1 highway between Makhado – Polokwane and Musina: progress on these projects were unclear during the time of the presentation.
- Intermodal facilities to be developed at Jane Furse, Northam, Makhado, Giyani, Burgersfort, Thohoyandou, Modimolle, Lephale and Polokwane: conceptual designs for Makhado and

Burgersfort have been completed. Intermodal facilities at Thohoyandou are currently under construction. The Polokwane feasibility phase is currently still pending.

- Development of a Multi-Modal Logistics Hub in Polokwane and the One-Stop Border Facility in Musina/ Martins Drift: project has been suspended due to budgetary constraints.

The following medium term projects were further highlighted for the 2015-2030 period:

- Increase in capacity (1 lane additions) on R521 Section between Polokwane and R523: progress on this project is currently unknown.
- Develop a priority bus system between Polokwane and Lebowakgomo: budgetary constraints are currently delaying the project.

As can be seen from the abovementioned projects, various key projects have already been identified and to some extent and level of success implemented. These projects should however be supported in the development plan.

5.2.7 Limpopo Marketing Strategy

The Limpopo Marketing Strategy was compiled in order to provide strategic, long term direction to marketing initiatives of the entire Limpopo Province. This strategy recommends several creative and market driven projects to enhance tourism throughout the province placing significant focus on the province's competitive advantages and therefore the Limpopo marketing goal is as follows: "To position Limpopo as the preferred eco-tourism destination, domestically and internationally." Some of these competitive advantages include diverse wildlife, cultural and heritage destinations which, with the help of a comprehensive marketing strategy, could most definitely make significant contributions towards the economy of the province. However, the framework eludes to the fact that Polokwane is one of the most frequented cities in Limpopo for a variety of reasons.

The marketing framework places focus on a variety of strategic thrusts:

- Local, regional, national and international trade partnerships;
- Optimise on route development and packages;
- Leveraging on existing events;
- Research and information dissemination specifically with regards to the Limpopo consumers and their behaviour in order to realign and target specific groups;
- Traveling awareness and culture creation;
- Realign and brand Limpopo in line with national marketing and branding initiatives.

The Limpopo Marketing Strategy further encourages the use of social media to spark debate and create a state of constant consciousness among not only Limpopo residents, but residents from across the country. Print media as well as television and radio should also be used for this purpose. Furthermore the marketing strategy sets out specific projects in a phased manner which forms part of the strategies' activation and therefore this plan would need to be aligned with these projects.

5.2.8 Polokwane Densification Policy for Urban Areas

Due to locational and economic factors, the City of Polokwane has seen a significant increase in residential development (Polokwane Densification Strategy; 2013: 6). Unmanaged spatial development could however have long term negative impacts on the city's urban structure and ultimately management and governance. Therefore the need arose to draft and implement a policy to ensure that densification of Polokwane leads to a more sustainable and consolidated urban form.

The Polokwane Densification strategy places its main focus on 3 vital urban areas:

- Polokwane to Seshego which basically entails the area within the urban edge including Polokwane City, Pietersburg, Seshego and Ga MoMabotsa.

- Mankweng
- Sebayeng

For the purpose of this policy, the settlements are classified into 1st, 2nd, 3rd, 4th & 5th order settlements, each with a unique spatial and economic characteristics. First order settlements consist of growth points which are further classified as either Provincial Growth Points, District Growth Points, or, Municipal Growth Points. This categories of growth points therefore indicate the areas significance in terms of the identified 3 spheres. Second order settlements are defined as: “Population concentrations points (PCP) which consist of towns/ villages or a group of villages located close to each other” (Polokwane Densification Strategy; 2013: 26). Whereas first order settlements basically entail functions at a specific level, second order settlements are characterised by the population concentrations at certain points. Third order settlements are regarded as settlements where population concentration points warrant servicing functions due to population growth potential, but are quite limited in terms of its economic base. These settlements are mainly located in rural areas. Fourth and fifth order settlements mainly comprise of small settlements, large and small villages which are primarily located in traditional rural areas. Community facilities such as clinics and schools also play a pivotal role in linking the different settlements, thereby creating interdependence among these areas.

According to the Polokwane Densification Policy, 2013, two nationally identified strategic development corridor routes affect the city of Polokwane and they are known as:

1. Development Corridor 1: The Pretoria/ Gauteng – Polokwane City – Mankweng – Tzaneen Development Corridor.
2. Development Corridor 2: The Burgersfort/ Chuenespoort – Polokwane – Makhade Development Corridor.

The policy further recognises Functional Development Areas along these development corridors where complementary and supplementary uses and service ought to be located. Five Functional Development Areas are identified:

1. Public Transport Integrated Corridor (F1)
2. Southern Gateway Development Corridor (F2)
3. Eastern Gateway Development Corridor (F3)
4. Northern Gateway Development Corridor (F4)
5. Outer Eastern Link (F5)

The following map illustrates the location and relation of the abovementioned development corridors and functional development areas.

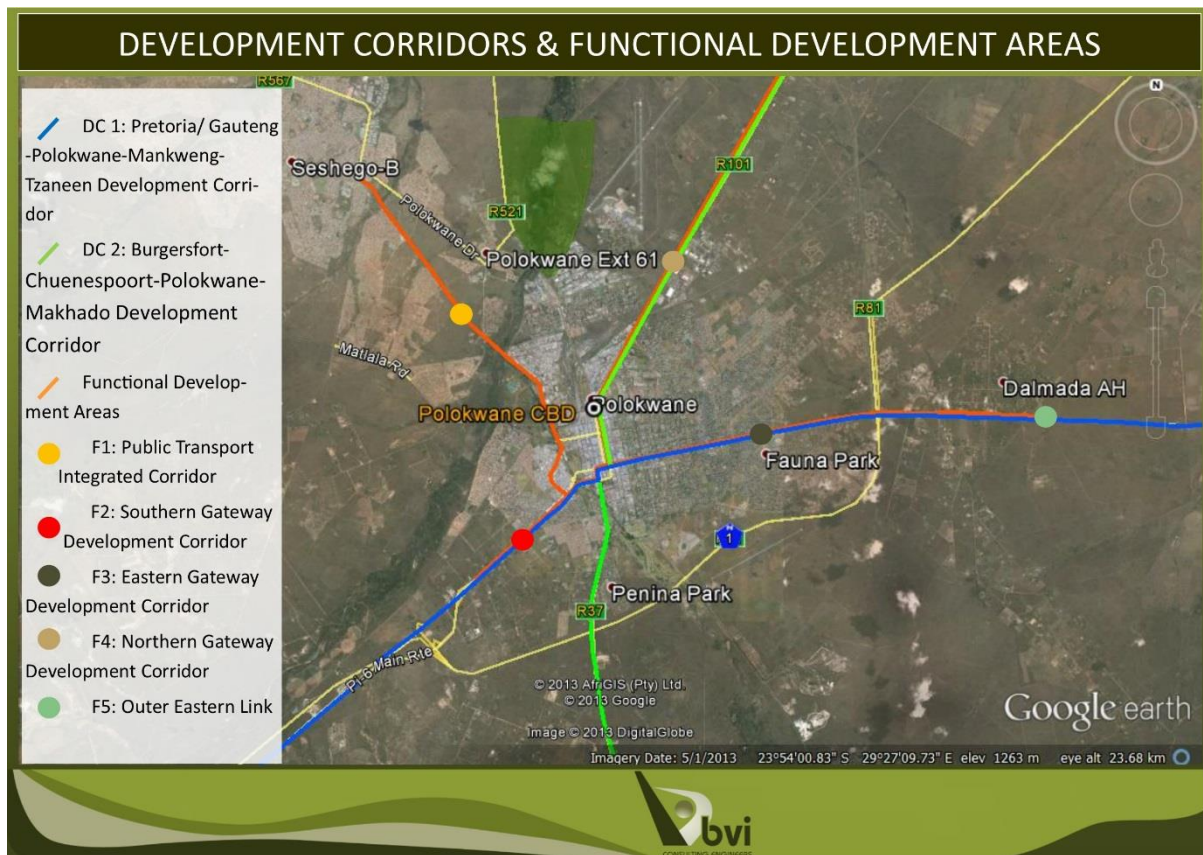


Figure 5.11: Development Corridors & Functional Development Areas (Source: Polokwane Densification Policy for Urban Areas; 2013)

The Polokwane Densification Policy for Urban Areas, 2013, further describes the densities along these corridors which should be supported. According to the policy, the following densification for Polokwane is proposed:

- Polokwane – Seshego:

The CBD of Polokwane should be demarcated for affordable housing, especially in the northern and western parts and should therefore be included in the CBD regeneration strategy. In Seshego the existing central activity node, densification needs to be promoted.

- Medical Node:

According to the policy a medical node is identified and comprise of the area between Hospital Park, Potgieter Avenue, Oost and Suid Streets and provides for great opportunities for densification. This is also due to the fact that employment opportunities exist within close proximity.

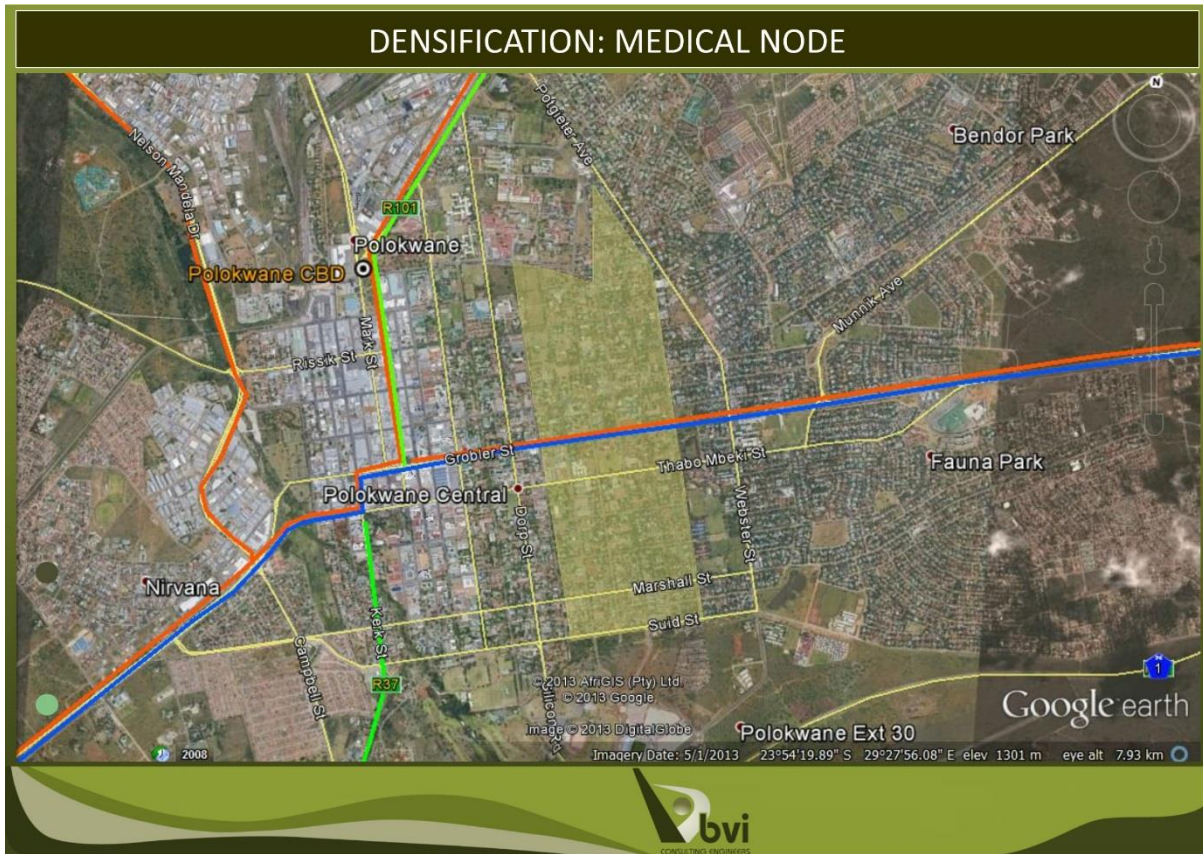


Figure 5.12: Medical Node Proposed Densification (Source: Polokwane Densification Policy for Urban Areas; 2013)

- Annandale:

It is proposed that the area north of the CBD which currently house industrial areas and are in close proximity of the airport to be developed at higher densities.

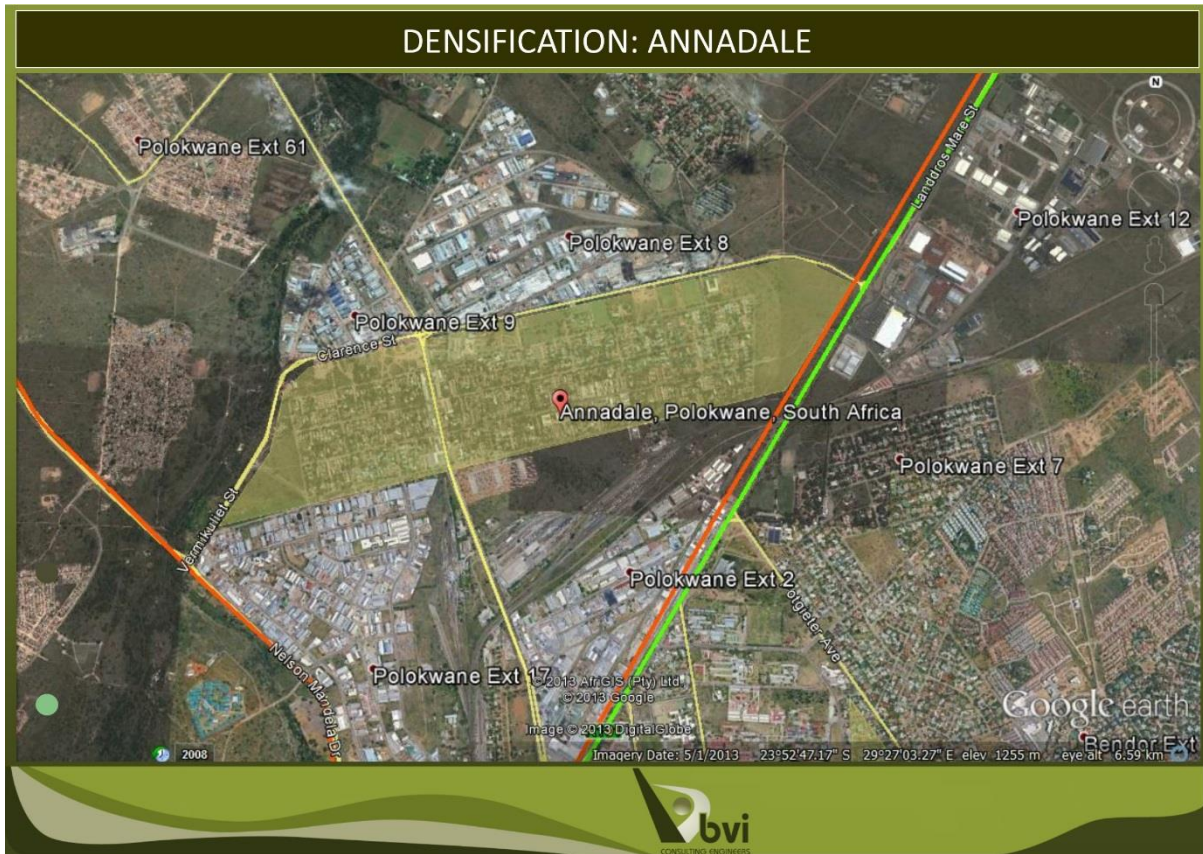


Figure 5.13: Annadale Proposed Densification (Source: Polokwane Densification Policy for Urban Areas; 2013)

- Grobler and Thabo Mbeki Streets:

The street blocks in between Grobler and Thabo Mbeki Streets serve as activity spines and therefore the redevelopment of these areas should encourage higher densities in combination with mixed land uses.



Figure 5.14: Thabo Mbeki & Grobler Street Activity Street Proposed Densification (Source: Polokwane Densification Policy for Urban Areas; 2013)

- North Western Parts of CBD:

The policy recommends that the north western parts of the Polokwane CBD between Buite Street taxi holding and the Railway station be densified along the following routes:

- R 37 (Kerk Street)
- R 101 (Thabo Mbeki) towards Mypark township extensions
- Nelson Mandela Drive towards Seshego
- Grobler Street from Biccard Street to Savanna Mall
- Munnik Street toward regional node/ Mall of the North
- Along the N1 from the Southern Gateway

In conclusion, the Polokwane Densification Policy for Urban Areas, 2013, provides clear direction as to which areas need to be densified. This should then be incorporated with other plans, such as the CBD redevelopment plan etc. The revised edition also ensured that developmental iss

5.2.9 Polokwane CBD Development Plan

In 2005 the City of Polokwane commissioned a professional team to review and amend the CBD plan in order to ensure that the initial objectives and vision are aligned according to the ever changing physical, economic and institutional context of this area. It furthermore had to include developmental issues from the IDP and other LED strategies and therefore set out several catalyst projects to guide development.

As described in the plan, the CBD is bordered by well-established residential areas with several intersecting regional road which feeds into the area. These regional routes include:

- The N1 from the South towards Makhado in the north.
- R37 towards Chuene.

- The road towards Molepo in the South-East.
- R81 towards Duiwelskloof in the North-East.
- The route towards Dendron.
- Route towards Matlala in the west.

The plan further reveals that the CBD not only plays a major role in terms of economic development, but is also vital for the integration with Seshego and other regions. It is therefore regarded that the CBD is of high strategic importance and for this reason the Department of Trade and Industry focused on the following initiatives:

- Black Business Supplier Programme
- Foreign Investment Grant
- Skills Support Programme
- Industrial Development Zones
- Expert marketing and Investment Assistant Schemes
- Small Business Development Finance Scheme

Some of the more 'Polokwane specific' development initiatives includes support for informal business and SMME's. The Itsoseng Entrepreneurial centre, creation of the African market, Mankweng hawkers centre and Limpopo Mall Hawkers centre were among the initiatives proposed – only some of which have actually been implemented to various degrees of success. The development of a business class convention centre in line with the GAAL Master Plan is another initiative which have up until now not yet been implemented. This project presents several opportunities for supplementary developments and could in fact boost investment and tourism. The proposed Jewellery Hub is an R 20 million initiative of the DTi which should also be further investigated. Furthermore a proposal was also made for the Mapungubwe Theatre.

Several additional proposals were also made in the development plan, one of which is to expand the boundaries of the CBD. The following options are recommended:

- Eastern boundary expansion to include erven fronting the eastern side of Biccard Street.

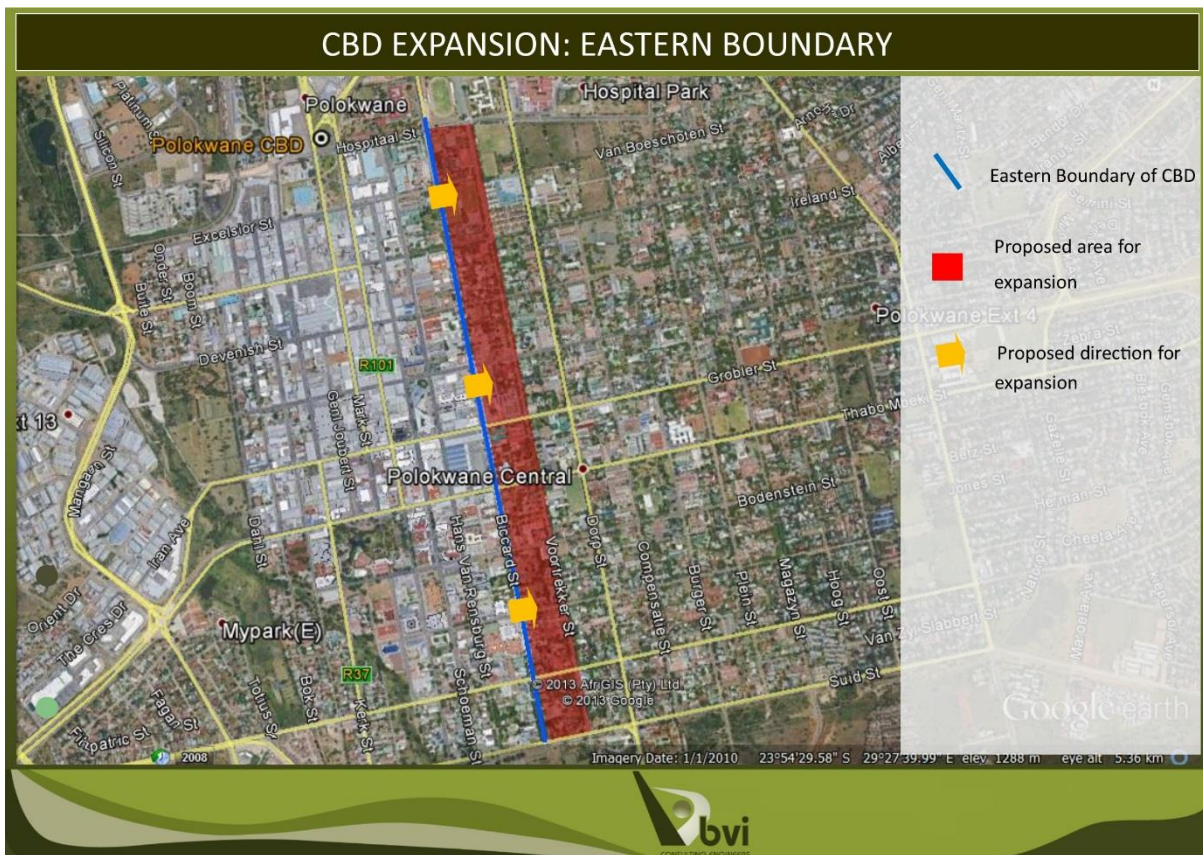


Figure 5.15: Proposed CBD Eastern Boundary Expansion (Source: CBD Development Plan – First Revision; 2005)

- Expansion of the southern boundary along Marshall Street.

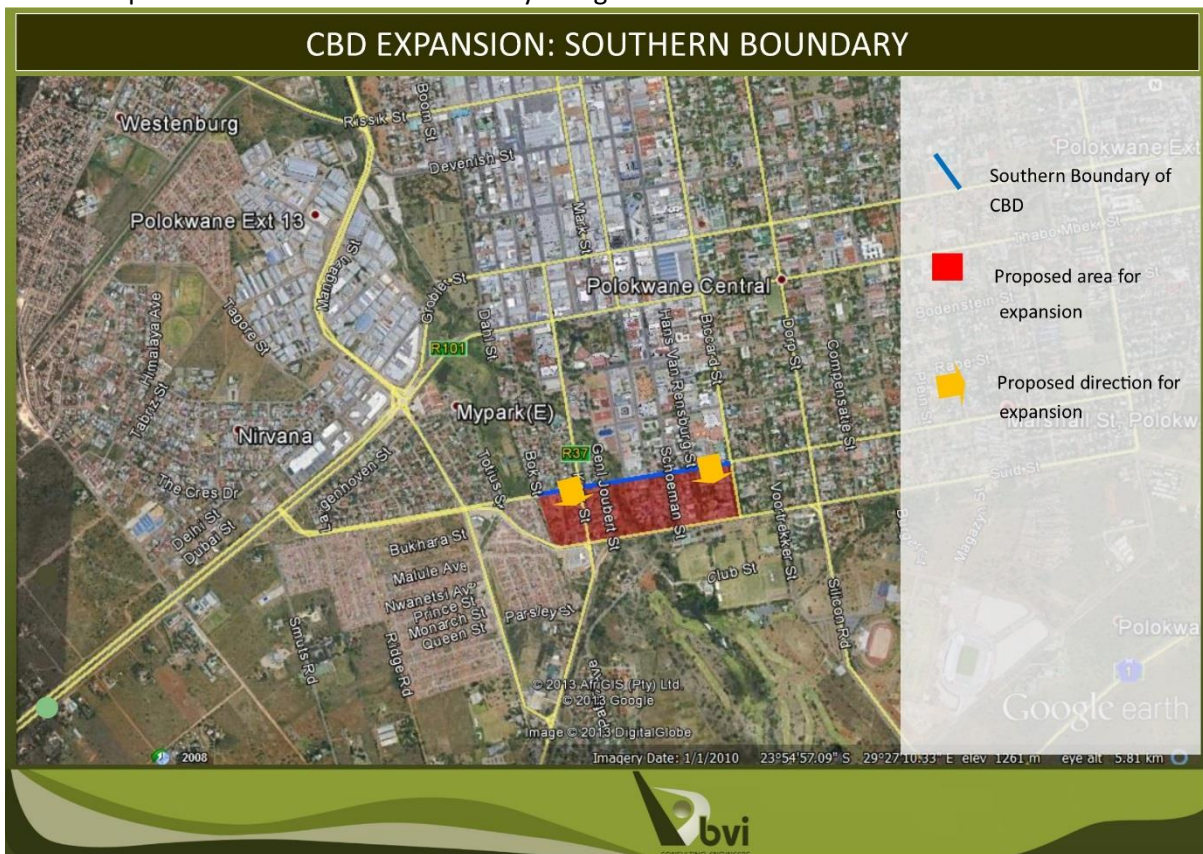


Figure 5.16: Proposed CBD Southern Boundary Expansion (Source: CBD Development Plan – First Revision; 2005)

- The north-western precinct could be characterised as the precinct within which the bulk of public transport facilities are located with higher pedestrian movement volumes. Informal trade is also quite prominent in this area. The North Western Boundary should be extended westwards from Buite Street to Nelson Mandela Drive and northward across the railway up to Fluorspar and Blaauwberg Street on the east.

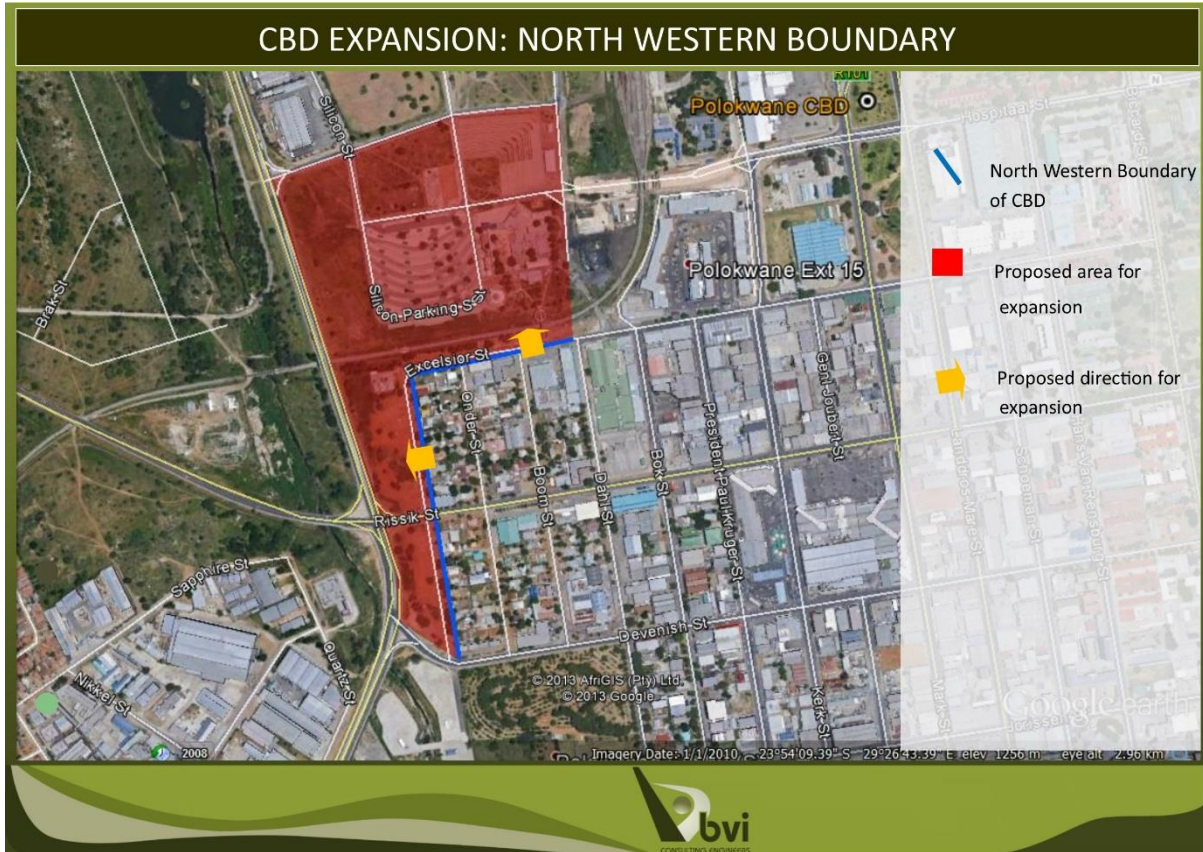


Figure 5.17: Proposed CBD North Western Boundary Expansion (Source: CBD Development Plan – First Revision; 2005)

The following proposals are made in terms of the development of the extended CBD boundaries:

According to the CBD Development Plan, the newly incorporated areas for the eastern expansion should be earmarked for primarily business purposes. Complementary uses include coffee shops and IT support functions. No retail is to be included in this area.

Higher density residential development is supported in the north-western expansion between Dahl, Devenish, Buite and Excelsior Streets. The CBD Development Plan further demarcates the area across the railway line as a mixed use zone comprising of the bus terminus, taxi rank, SMME development, Industrial and residential uses. Motivation for this demarcation is to create a dedicated area which is focused on capacitating and training people. The existing tourism precinct and information centre north of the municipal offices ought to be strengthened.

Single large commercial development is regarded as a catalyst for investment into the CBD, but due to limited available open space for greenfield development, the plan recommends that several erven be consolidated and redeveloped for such purposes.

The CBD Development Plan recognises the need for social housing and therefore the recommendation is made to convert existing single residential units in the six blocks to the east of Dahl Street into quality higher density residential areas.

Urban Design elements of the CBD is also discussed in the plan, with specific detail regarding the implementation of security measures such as CCTV's etc. For this purpose the plan recommends that a Business Improvement District (BID) is established. The proposed area for the BID is the area fronting directly onto Grobler Street and Thabo Mbeki Street.

Although the CBD development is quite comprehensive and proposes vital projects, it was found that it is quite outdated and in need of a review. Regeneration strategies will also need to be aligned with the plan as various elements will need to be dealt with which the plan is currently failing to address. However, this plan provides excellent direction and all new proposals need to be based on the content of this plan and should mere seek to enhance and strengthen it, rather than 'reinventing the wheel'.

5.2.10 Informal Trade Policy

The purpose of the research conducted in this section is to clearly identify the state of informal trade policy in the South African context that is applicable to Polokwane. In order to understand the approach to trade policy, it is important to understand the current planning and management paradigm of planning in South Africa in general. Thereafter the state of informal trade policy will be discussed that will show it is possible to draft such a policy applicable to Polokwane due the provision of a generic framework developed by the Small Enterprise and Development Agency (SEDA, 2008). This section will conclude with the presentation of a set of precedents that will show that it is possible and desirable to develop and implement such a policy within Polokwane.

The turn to a democratic governing system in 1994 has presented a new planning paradigm. This planning and public management paradigm is based on facilitating economic growth and development. One of the first acts that enforced this facilitative nature for development was the Development Facilitations Act of 1995(Republic of South Africa 1995). Considering the principles denoted in this act, and principles found in other legislative documents such as but not limited to the Spatial Planning and Land Use Management Act of 2013 (Republic of South Africa 2013) , it is clear that the planning and management approach has become more facilitative. This applies to the informal economy, and more relevantly, the informal economy in Polokwane, as well.

According to research conducted in support of the Limpopo Centre for LED, prepared by Cardno Agrisystems Limited (2008), municipalities should recognise that informal trading are key activities in support of the local economy. In accordance to this understanding lies formal recognition of the informal sector as part of the established, micro-entrepreneurial sphere that creates sustainable livelihoods. This understanding should establish a foundation for incorporating informal trading within municipal LED policy planning.

It is in this spirit of facilitation and informal incorporation, that the notion has emerged that local government should facilitate informal trading as it presents a substantial contribution to the national economy. It is in this facilitative spirit that municipalities have been burdened with more responsibilities.

It has been noted that municipalities are perceived to be responsible for amongst other, the provision of infrastructure that will accommodate informal trade functions (Limpopo Provincial Government, 2007). Further investigation was launched in order to identify firstly whether policy exists that enforces this notion, and whether precedents exist to assist in understanding the implementation of such notion. Each issue will now be discussed separately.

Does the Policy exist to enforce such a notion?

According to LEDNA (2010), several cities have drafted by-laws that will accommodate the required urban design principles required to change urban development to the benefit of informal traders as well. These include:

- Terms of Reference of the Johannesburg Informal Trading Forum;
- Informal Trading policy for the City of Johannesburg;
- City of Johannesburg informal Trading by-laws; and
- City of Cape Town Informal Trading Draft By-Law.

(Local Economic Development Network of Africa, 2010)

From these drafts it is clear that local authorities' country wide is considering and implementing the adaptation of urban design frameworks and by-laws, and that it is desirable for the city of Polokwane to consider similar intervention. The South African National Informal Economy Forum (SANIEF) together with the Small Enterprise and Development Agency (SEDA, 2008) has established a generic policy framework on informal trading. This will assist in the drafting of informal trade policy in Polokwane. The objective of this framework is to assist municipalities in unlocking and managing the growth potential presented by the informal sector (SEDA 2008). This will be of use for Polokwane once implementation will be considered.

Are there any precedents for an informal trade policy?

In order to understand that the development of a trade policy is useful, and that it is possible, several precedents should be identified. There are several examples where urban spatial design has been implemented in such a way that the informal trade functions have been incorporated into the formal function of an urban space. The Local Economic Development Network of Africa (LEDNA 2010) has identified successful examples include:

- Nelson Mandela Metropolitan Bay
- City of Cape Town
- E-Thekwini

(Local Economic Development Network of Africa, 2010)

The following image is an extract from the National Informal Trade Economy Summit prepared by the Mandela Bay Development Agency (2010):



Figure 5.18: A typical example of implemented urban design aimed at incorporating informal trade function into the formal spatial structure of an urban environment. (Source: National Informal Trade Economy Summit, Mandela Bay Development Agency, pp. 33.)

It is clear that the nature of the informal sector makes it difficult to regulate informal activity. However, this does not mean that the managerial spirit of facilitating development should be ignored. It has been shown that it is indeed possible to develop urban design by-laws that will assist in realising and harnessing the potential of the informal economy within the formal spatial structure of the city. It will be the responsibility of Polokwane to facilitate such change in order to gain maximum benefit from all sectors that partake in the economy.

Please refer to the Status Quo Analysis for in depth statistical information and interpretation with regards to the current role which informal trade is playing in Polokwane.

5.2.11 Polokwane Urban Development Zone

Urban Development Zones are geographically demarcated areas which receive certain approved tax incentives in a bid to encourage investment. These areas are usually located close to urban centres and areas with higher population carrying capacities. In 2005 the Polokwane UDZ was established with several specially demarcated areas for certain uses. The map below illustrates the boundaries of the Polokwane UDZ and the various zones:

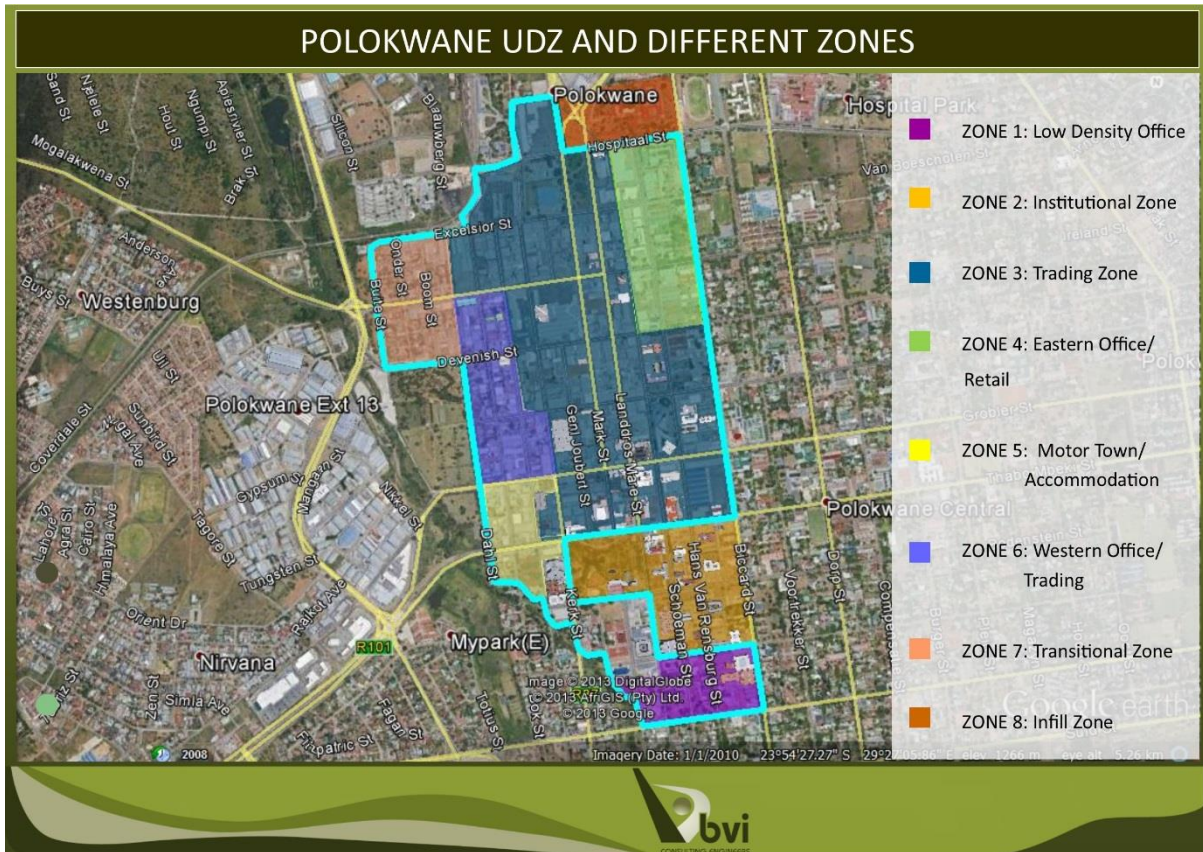


Figure 5.19: Urban Development Zone (Source: treasury.gov.za)

From the figure above it can be seen that the approved UDZ allows for certain uses per zone. These zone therefore seek to attract industry specific investment by means of presenting certain tax incentives or other features, such as infrastructure.

It should however also be noted that UDZ's are required to function and develop in tandem with urban regeneration strategies and plans and therefore the existing UDZ ought to be incorporated into any future CBD development plans. With reference to a previous section in this research report, specific mention of the UDZ have been made in the CBD Development Plan, but additional investigation by the project team revealed that a need exists to realign these features and to propose more tangible and implementable projects.

5.2.12 Overview and SWOT Analysis

From the sections above as well as the Inception Report it is evident that a wide variety of documents have been consulted in order to gain an understanding of the legislative, policy and strategic context that the Polokwane Local Municipality operates. The documents consulted are presented below:

- The New Growth Path;
- The Outcomes Approach 2010;
- Limpopo Employment, Growth and Development Plan (LEGDP);
- Limpopo 15 Year Review;
- Accelerated and Shared Growth Initiative for South Africa (AsgiSA);
- Breaking New Ground Strategy 2004;
- Limpopo Economic Development, Environment and Tourism (LEDET) Annual Report 2008-09;
- Limpopo Economic Development, Environment and Tourism (LEDET) Annual Report 2009-10;
- Comprehensive Rural Development Programme;
- Polokwane Local Economic Development Strategy 2008;
- Limpopo Growth and Development Strategy 2005;

- National Infrastructure Maintenance Programme;
- Polokwane Draft IDP 2012-13/15;
- Polokwane Draft IDP 2011-12;
- Polokwane Draft IDP 2010-11;
- Polokwane IDP 2008-11
- Bus Rapid Transit System (BRT);
- Medium Term Strategic Framework (MTSF);
- Polokwane Municipality 2012-13 Service Delivery and Budget Implementation Plan;
- Polokwane Budget Policy;
- Polokwane Funding and Reserves Policy;
- Polokwane Poor Household Support Policy;
- Polokwane Draft Annual Report 2011-12;
- Land Care Programme;
- Local Government Turnaround Strategy;
- National 2014 Vision; and
- National Spatial Development Perspective (NSDP)

In order to most effectively filter through and process the vast quantity of relevant documentation impacting on the project, an approach has been adopted to extract the relevant information by applying a matrix/framework to the documents. This matrix consist of questions to uniformly gather information from the documents such as proposals set out in the document for economic development as well as opportunities or constraints to economic development. Detailed below are the questions applied in the matrix and the information gathered from the documents.

i.) What strengths/opportunities for Economic Development exist in Polokwane?

Documents that focus on economic development on a National, Provincial and Local level were used to gather information specific to the strengths and opportunities that exist for Polokwane and thereby by using this information to enable the development of appropriate and achievable proposals in the Polokwane 2030 Economic Development Plan.

From these documents the following strengths/opportunities were identified that will assist the Economic Development of Polokwane during the next 16 years:

- There exists a high agricultural potential in the area which will greatly contribute to the trade and income of the Municipality and therefore this sector should be supported and developed to maximise the development potential of the region.
- Mineral reserves also hold potential for economic growth in the region and the mining sector continue to see growth in the Municipal area.
- The mining sector in the Province saw great growth between 1995 and 2002 and continues to be a high level contributor to the economy.
- Tourism is a highly underutilised resource that can be developed to greatly stimulate the economic development of the region and will also strengthen ties to the surrounding areas, the rest of the country and even internationally.
- The education system has also seen a rise in the level of participation among the youthful population as well as the overall matriculation rate, meaning an increasing level of educated population that are more employable, thereby contributing to economic development.
- Increased drive toward service delivery and providing all households with basic services but the levels are still not where desired.
- HIV rates in Limpopo have been decreasing since 2005 and are maintained below the national average.

- Provision of basic services has been directed well to the poor and needy. The goal of universal access to services is being strived for and continues to be a priority.
- Rural Housing delivery figures have been increasing and the national mandate on housing delivery has been a key focus area in the Province. Housing provision is also linked to service delivery and faces many of the same challenges which need to be addressed.
- From the new Draft IDP 2012/2013 the following strengths were also identified:
 - o *Strong revenue base*
 - o *Effective community consultative processes*
 - o *Political stability*
 - o *Reputable WSA status*
 - o *High capacity municipality*
 - o *Revised organogram and Critical positions filled*
 - o *Improved response time (service delivery breakdowns)*
 - o *Electricity capacity*
 - o *Improved organisational culture and climate*
 - o *Spatial Planning Scheme*
 - o *Housing Entity*
 - o *Economic and political hub*
 - o *Visionary Leadership*
 - o *Payment rate Seshego/City cluster*
 - o *Electricity dispensation system*

ii.) What threats/constraints to Economic Development exist in Polokwane?

Documents that focus on economic development on a National, Provincial and Local level were used to gather information specific to the threats or constraints that exist for Polokwane and thereby be by using this information to avoid pitfalls and inappropriate/unachievable proposals in the Polokwane 2030 Economic Development Plan.

From these documents the following threats/constraints were identified that could impede the Economic Development of Polokwane during the next 20 years:

- There is a severe shortage of Service Delivery especially in urban/semi-urban areas and this in turn slows down or even prevents developments from happening. This concern could greatly affect the future development of the Municipality.
- The capacity for the maintenance of existing service infrastructure is also a concern. The smaller municipalities can often not keep up with the supply of new services as well as the maintenance of the existing infrastructure and the problem compounds, also further affecting the investment potential of the area.
- Even though spending has greatly increased in the Healthcare sector, capacity issues in the more rural areas remain a major threat to prosperous development of the Municipality.
- The prevalence of HIV and TB in the Province, although declining and lower than the National average, also remains a constraint to the potential for growth and development.
- A great weakness still exists in the procedures guiding Governance and accountability. A gap that could continually hamper development potential in the Municipality, the Province and the whole Country.
- The most pressing concern currently facing the whole Province is the absence of sustained Economic Development and the coupled job creation.
- A shortage of suitably skilled workers contributes to the slow rate of economic growth which in turn also constrains employment rates and sustained growth of industries and the economy.

- There exists a great divide in income categories and this disparity continually widens the gap between the rich and the poor, exacerbating the already pressing need for social and service infrastructure.
- The overall level of education in Limpopo currently still resides below the national average despite the increasing level of participation in basic education systems. This in turn also influences the employability of the population and the rate at which the economy can grow and develop.
- All across the country Housing Delivery remains a challenge. In Limpopo it is accentuated especially in urban areas. The shortage of land in urban areas available for development of housing projects can be attributed to the sale or lease of council property to the private sector for short term financial gain and a lack of inter-governmental communication and planning.
- A lack of appropriate plans guiding development, such as Spatial Development Frameworks, and their implementation results in a further fragmented structure of development, a problem that remains prevalent across Limpopo.
- Related to the above, new Housing projects are often located far from economic opportunities that then also mean an increased expenditure on travel and/or lodging, further impeding the economic development potential.
- From the Draft National Development Plan: 2030, 9 main challenges were identified on a National level that need to be addressed:
 - Too few people work
 - The standard of education for most black learners is of poor quality
 - Infrastructure is poorly located, under-maintained and insufficient to foster higher growth
 - Spatial patterns exclude the poor from the fruits of development
 - The economy is overly and unsustainably resource intensive
 - A wide spread disease burden is compounded by a failing public health system
 - Public services are uneven and often of poor quality
 - Corruption is widespread
 - South Africa remains a divided society
- From the new Draft IDP 2012/2013 the following constraints were also identified:
 - Inadequate provision of basic services
 - Ageing infrastructure
 - Unimplemented performance management system
 - Inadequate ownership of land
 - Poor systems and procedures
 - Inadequate customer care
 - Inadequate staffing
 - Ineffective skills development programme
 - Law enforcement / Enforcement of by-laws
 - Illegal land use
 - Out-dated LUMS policies
 - Poor integrated human settlements with institutional facilities
 - Poor IGR structures
 - Housing Backlogs
 - Dysfunctional IT system
 - Non-compliance to regulation
 - Bad debt collection / Revenue enhancement
 - Records management system
 - Unqualified staff
 - Inadequate office space
 - Lack of rural waste management plan
 - No municipal security policy

iii.) What proposals/priorities have been suggested to further Economic Growth and Development in Polokwane?

The policy documents and legislation researched revealed the following proposals/priorities that require attention in order to develop Polokwane into a prosperous and sustainable municipality that provides for the needs of its residents.

From a National viewpoint, which has also been aligned down to the Provincial and Local Level, the following are Strategic Priorities to be focussed on:

- Ensuring more inclusive growth, decent work and sustainable livelihoods.
- Economic and Social Infrastructure – Development and implementation of an Infrastructure Investment Programme for increased access, quality and reliability of public services.
- Rural Development, Food Security and Land Reform – Develop and implement a comprehensive strategy for rural development aimed at improving quality of life and improving food security
- Access to Quality Education – Education enjoys a large portion of the National budget but targets have not been met. Larger focus should be placed on Early Childhood Development (ECD), improving the management of education facilities and striving for improved quality of education.
- Improved Healthcare – The improvement of the Healthcare system is a priority in the National Medium Term Strategic Framework (MTSF). Improved quality of care for patients and improved public facilities are of high importance while boosting human capital and tackling HIV, AIDS and TB. The plan also includes the proposal for National Health Insurance (NHI), increasing institutional capacity and improving the management of healthcare facilities.
- Fighting Crime and Corruption – Contact crimes, crimes against women and children as well as organised crime remain the focus along with combating corruption in all spheres of government and institutions.
- Cohesive and Sustainable Communities – Achieving the goals of the MTSF remains a priority by halving poverty and unemployment by 2014 while continually reducing inequality.
- Creation of a Better Africa and a Better World – Strengthen foreign relations to improve economic development. Implementing NEPAD, promoting SADC regional integration, strengthening South-South relations and pursuing a developmental and investment-oriented approach to engagements with the North.
- Sustainable Resource management and Use – The Provincial economy is equally vulnerable to climate change, biodiversity loss and diminishing water resources. Interventions will include diversification of the energy mix (more renewable energy sources) and increased energy efficiency. Implementing a zero tolerance approach to illegal and unsustainable exploitation of resources, supporting local sustainable food production and promoting sustainable water use while preserving water quality will be the responsibility of all institutions and individuals.
- Developmental State including Improvement of Public Services – It remains a priority to improve government capacity for growth and development. Transformation of government remains a challenge. Challenges include capacity gaps at local level, poor quality public services, declining trust and confidence and weak planning capacity across all spheres of government. Objective is to build an effective and accountable state while fostering active citizenship.
- The role of a Developmental State will be very important in shaping and guiding future development in the Municipality by adopting a more developmental and facilitative approach to the establishment of new industries as well as the support and maintenance of existing industries, structures and services.

- An Infrastructure Investment Programme is already underway in Limpopo which will greatly assist the establishment and roll-out of much needed service infrastructure required for the Municipality to prosper and grow.
- Asset Poverty Alleviation is another important step toward achieving a functional and sustainable system of Economic Growth and Development in Polokwane. Two forms of this Asset Poverty Alleviation Programmes are already underway and proposed to be developed further, namely, Land Tenure Programmes and Housing Delivery.
- From the Program of Action (PoA) the following priorities were also identified to achieve the goals set out in the MSTF:
 - Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
 - Introduce a massive programme to build economic and social infrastructure;
 - Develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security;
 - Strengthen the skills and human resource base;
 - Improve the health profile of all South Africans;
 - Intensify the fight against crime and corruption;
 - Build cohesive, caring and sustainable communities;
 - Pursue African advancement and enhanced international cooperation;
 - Ensure sustainable resource management and use; and
 - Build a developmental state, improve public services and strengthen democratic institutions.

iv.) Is there any additional information that can assist in the drafting of the Polokwane 2030 Economic Growth and Development Plan?

Nationally, the number of people making use of social grants and/or government assistance has risen drastically from 2.5 million people in 1999 to around 12 million in 2007. This number has surely kept rising in the face of economic difficulties the world over. This is a growing concern as more people are relying on government assistance and fewer are contributing to the economy through tax, also making less of the National budget available for programmes which further economic growth.

Normative Principles such as those contained in the National Spatial Development Perspective (NSDP) should be taken into account and adopted where appropriate in order to further enhance the success of the Polokwane 2030 Economic Growth and Development Plan. The alignment of the Polokwane 2030 Economic Growth and Development Plan with all related Local, Provincial and National documents and legislation is a key priority to ensure a plan that is implementable, effective and within the ambit of the law on all fronts.

5.3 Commonage Farming

Municipal Commonages are land owned by a municipality or local authority which is made available to an identified community for the purpose of farming. Farming activities allowed on these commonages depend on the specific conditions under which the land was granted, or the conditions contained in the title deed of the land and aim to transfer skills and ultimately result in socio-economic growth and development. It should however be noted that municipalities are empowered to set aside land for the purpose of commonages and to make by-laws to regulate and control the use of such land. Municipalities can therefore also determine the type and amount of stock to be held on these identified land parcels (Anderson & Pienaar, 2001: 1).

An important aspect of municipal commonages is the fact that it is often used as a form of land reform, in that, it is public land which does not need to be acquired, there is an existing institution which can manage the land and needy residents live next door and have certain rights to the use of such land. Municipal commonages therefore also play an important role in the elimination of poverty and the creation of local economies and should be implemented and managed in such a way as to facilitate the entire and holistic transition from subsistence farming to full scale commercial farming (Benseler, 2008, p.3). In order for the effective and efficient implementation of municipal commonages, it is important to develop appropriate provincial policies, legislative frameworks and administrative systems (Benseler, 2008: 4). Town planning schemes, ordinances and developmental controls play a pivotal role in regulating commonages and should be clearly linked to long term local economic development plans and spatial development frameworks for an area.

Due to the fact that commonages rely heavily upon natural resources, the implementation thereof needs to place significant emphasis on environmental sustainability and should be based on various feasibility and sensitivity studies.

5.4 The Smart City Concept

As mentioned above in the Assumptions section, Executive Mayor, Councillor F. Greaver, presented the newly drafted Polokwane Integrated Development Plan (IDP). In his opening speech the mayor placed significant focus on the current challenges which Polokwane is currently facing and how the city should aim to resolve it by means of moving towards a 'smarter city'. This concept is based on the notion that various municipal services should be rendered electronically and that the management thereof should also be done so. Further infrastructure such as the rapid bus system should be paid significant attention and also make use of smart city technology. Literature on the subject of smart cities has been reviewed and key points of this research are detailed below.

5.4.1 The Concept

The concept of the Smart City has become a prevalent one in the discourse of those responsible for shaping the growth and development of cities in both a public and private sectors. This can be attributed to the level of urbanisation that cities all over the world experience and the subsequent need created for the cities to function more efficiently and interactively by becoming more interactive and using ever-increasing amounts of available and desired technology. The term "Smart City" has evolved from the pure integration of complex information systems (or Information and Communication Technology (ICT)) into the operation of urban infrastructure to a more holistic integration of technology-based innovation in the planning, development and operation of cities, for instance, multi-modal transport integration through interconnected systems and infrastructure. (Harrison, C. and Donnelly, I.A. 2011)

The 21st century has a large trend of urbanisation and population concentration in dense cities. However, the rapid influx of city inhabitants presents an overwhelming challenge to their governments. (Harrison, C. and Donnelly, I.A. 2011) This challenge presents the opportunity for cities, their governments and the citizens to grow, not only in a spatial sense but also in an innovative sense. "Along with the positive benefits that accumulate from dense, diverse cities come in equal measure the negative aspects such as informal development, traffic congestion, waste management, and access to resources and crime. The demand for services is immediate, but the tax revenues to fund them come later." (Harrison, C. and Donnelly, I.A. 2011, p. 1)

The Smart City concept can be regarded as an evolutionary step of the urbanisation and development of cities and towns, and continues to become more prevalent in society as society also becomes smarter and increasingly interconnected. (Komninos, N. 2002) This evolution then aims to counteract

the negative aspects mentioned by Harrison and Donnelly above by the development of systems to make the functioning of a city more manageable.

“The Smart City in concept casts urban performance as a function of the complex interplay between systems composed of infrastructures, capital, assets, behaviours, and cultures; spanning the economic, social, technological, political, and environmental. In this context, the city is viewed as a ‘system of systems’ with the Smart City having realised benefits through integration and coherence amongst its systems” (Wood Holmes 2010, p. 3)

5.4.2 Elements of a Smart City

According to Giffinger *et al* (2007) the Smart City can also be defined as a combination of six “Smart” elements, namely:

- *Smart Economy;*
- *Smart Environment;*
- *Smart Governance;*
- *Smart Living;*
- *Smart Mobility; and*
- *Smart People.*

“Smart Economy” refers to an economy that, through the use and integration of various Technological systems and devises, performs well in the market comparative to similar cities, is forward thinking by embracing new technologies and systems of operation and is sustainable in the long run by continually growing and adapting to the circumstances surrounding it.

“Smart Environment” refers to the effective and efficient use of the surroundings of the city, in both an Urban and “green/environmental” context, such as the landscape and unique geological aspects of the city as well as operating the city in an environmentally friendly manner by using resources as efficiently as possible and providing green spaces.

“Smart Governance/Administration” refers to the relationship between government and the citizens of that city, being interactive through technological systems implemented by government and private enterprises along with the innovative means of governments to communicating with the citizens through systems such as e-governance/e-democracy, keeping them informed and involved with processes, decisions and systems available to them.

“Smart Living” refers to the quality of life for city inhabitants through the provision of essential services along with additional systems that make the city more liveable. This also affects a city’s desirability and creates an environment that is conducive to attracting the citizens and investment that the city needs in order to prosper.

“Smart Mobility” refers to technologically advanced systems integrated with existing or new transport systems in and around the city affecting the transport and logistics. These systems could typically keep citizens informed about transport related issues and in so doing keep the city system functioning as smooth as possible.

“Smart People” refers to a citizenship of a city being well educated, both academically and also to the systems and processes of the Smart City and how to make optimal use of them. The involvement of citizens in the city and the way in which it functions forms another key aspect of this element of the Smart City and can determine the level of success of the smart city.

All six of the aforementioned elements of a Smart City can increasingly become more achievable and manageable by being connected through the use of ICT and developing technological systems. (Giffinger, R. et al. 2007)

5.5 Integrated Rapid Transport Network

Rapid and uncontrolled urbanisation often leads to several inequality issues faced by urban populations. Among these are a lack of integrated and affordable transportation and therefore the Integrated Rapid Transport Network (IRPTN) concept have been brought to life. The IRTPN is part of a national initiative funded by the Treasury and rolled out by the Department of Transport in 12 cities. This development will seek to integrate a variety of transportation modes at a variety of locations within Polokwane as well as longer distance intercity services.

The IRPTN will aim to achieve the following:

- Reduce:
 - Congestion and fuel consumption
 - Travel Costs
 - Travel Time
 - Traffic Accidents
- Improve:
 - Integration & Accessibility
 - Environment & Safety
 - NMT Facilities
 - Economy

The IRTPN will be based on best practises from abroad and investigation into such practises had already taken place in December 2012 when a team was sent to several European countries for practical examples. One of the main purposes of this 10 day study was to closely scrutinize the approach taken by these countries already operating successfully.

According to a presentation made by the Polokwane Municipality in May 2013, council approval for the project had already taken place in January 2013. Furthermore environmental consultants were appointed and a Memorandum of Understanding had been signed with the Taxi industry. The 2013-2014 budget allocation for this project amounts to R 189 146 647, but it is anticipated that the total cost of the project will significantly exceed this amount as the project is broken into several phases. According to the available information, the IRPTN will only be fully operational at the end of 2016. More information is however required in order to determine the real impact on the growth and development plan.

In 2007 the Cabinet approved the Operational Plan for the Implementation of the Integrated Rapid Transit System for Polokwane. This plan identified two major commuter transport corridors for the possible implementation of the intergrate rapid transport system: The Seshego/ Moletji Corri, and, the Mankweng corridor. Although both these corridors support high densities, it is regarded that the Seshego Moletji Corridor is more favourable for this development as higher densities and demand makes this corridor an ideal location for the implementation of the public transport infrastructure. Furthermore the Polokwane Municipal Spatial Development Framework recommends that the BRT system is implemented between the Polokwane CBD and Seshego/ Moletji area.

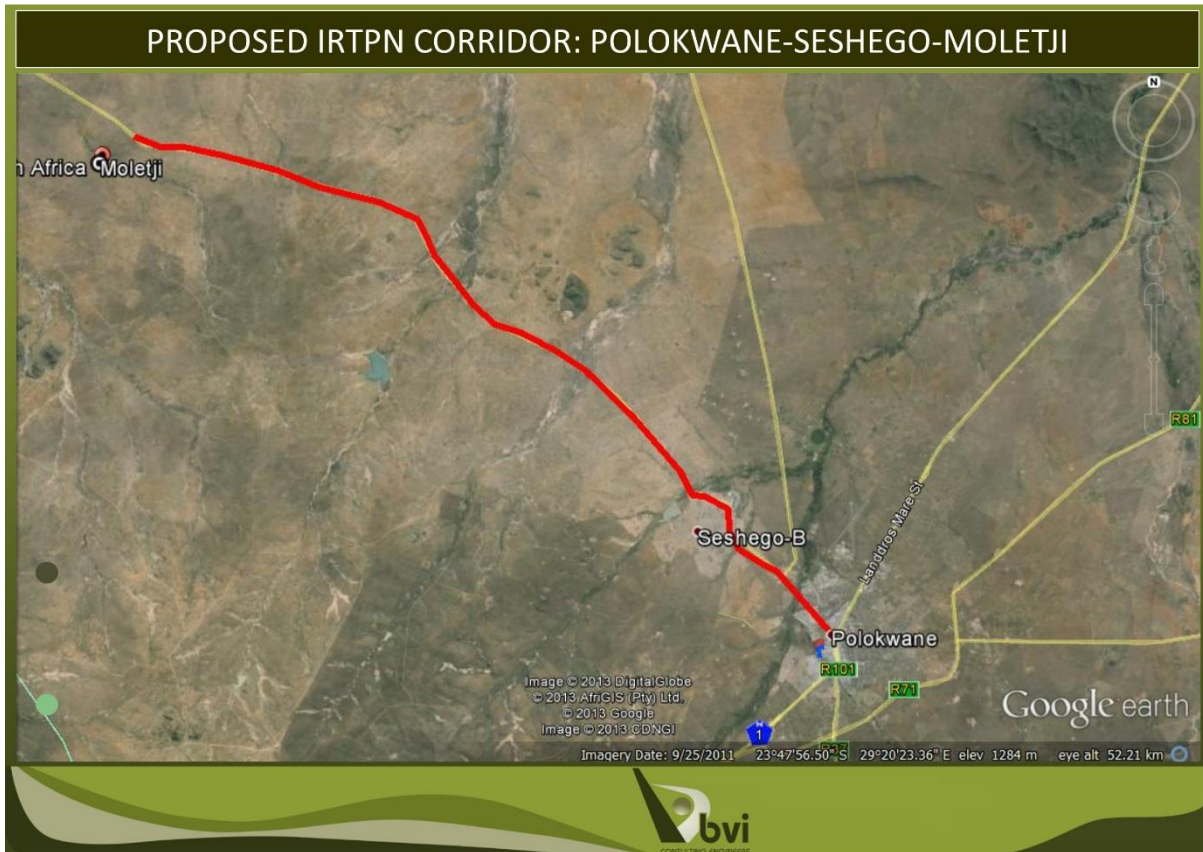


Figure 5.20: Proposed Corridor for the Development of the Integrated Rapid Transport Network (Source: Implementation of the Integrated Rapid Transit System for Polokwane)

Integrated Rapid Public Transport Networks are more focused on the 4-20 year period and consist of a main corridor or trunk with trunk extensions that feed into the main corridor. The main corridor can consist of either rail or road mass transit systems. Combinations thereof are also recommended and could ensure greater diversity.

Another proposal made in the Implementation of the Integrated Rapid Transport System for Polokwane, is the Church Street Public Transport Precinct. This project will see the complete pedestrianisation of Church Street as part of the redevelopment of this area. Currently this area is deemed as unattractive with a poor sense of place. However, due to its strong retail, office, banking and government function, such a project could most definitely rejuvenate the area and cause additional investment opportunities.



Figure 5.21: Proposed Pedestrianisation of Church Street (Source: Implementation of the Integrated Rapid Transit System for Polokwane)

5.6 Other Important Aspects

Along with all of the above there are a couple of other important aspects to remember when formulating plans for a Smart City.

The concept of “Awareness” is vitally important for any Smart City to function optimally. Firstly, the awareness of inhabitants/citizens about Smart City concepts, systems and functions as well as what they entail; Secondly, the awareness of government about issues affecting the operation and sustainability of smart city ideals is equally as important so as to ensure that they can quickly and efficiently address any and all problems prevalent in the system; And lastly, the awareness of everybody (government, citizens, organisations and visitors) about how to use and sustain the systems in place in the Smart City which will ensure the successful operation and use of these systems. This “awareness” can be derived from the correct interpretation and implementation of the six elements of a Smart City mentioned above as each of these points of awareness are a combination of the elements.

(Giffinger, R. et al 2007) and (Coe; A., Paquet, G. and Roy, J. 2001)

As can also be gathered from the sections above, a Smart City is not solely a product of the ICT infrastructure present and utilised in a city, it is also greatly reliant on the Human Capital that exists in the city. (Caragliu, A., Del Bo, C. & Nijkamp, P. 2009) Some of the cities with the highest urban growth and development rates were those that possessed the highest levels of Human Capital in the form of an educated labour force. This can largely be attributed to the innovation brought by entrepreneurs in a city developing innovative products, services and systems that require an educated citizenry. (Berry, C.R. & Glaeser, E.L. 2005)

Another aspect to take heed of is that one need not reinvent the wheel in order to make a city prosper and grow into a functional smart city. Using existing and accessible technologies and incorporating them into existing systems is a strong start. Coe, Paquet and Roy (2001, p. 6) postulate that even though having access to the internet will not necessarily motivate all citizens of a city to participate actively in local governance, it does offer the opportunity for them to be involved more directly and easily as well as offering them the opportunity to gain information relevant to other systems in the city as and when they choose to.

These aspects should be kept in mind along with the elements mentioned above and the context of the individual city in order to most effectively plan and implement systems to move the city to becoming a truly functional and effective Smart City.

6. Status Quo Analysis

6.1 Introduction

The following document presents the status quo report that will form the basis of the Economic 2030 Growth and Development Plan for the Polokwane Local Municipality. Throughout this document comparisons will be made between the City of Polokwane, the Limpopo Province and directly neighbouring local municipalities which include: Aganang, Lepelle Nkumpi, Blouberg and Molemole. This is done in order to clearly define the context of Polokwane. Furthermore the document will then compare Polokwane with several external municipalities using a selected number of indexes and indicators which will assist in the conceptualisation of Polokwane in terms of the rest of the country. The rationale for this is to present a clear and honest context of Polokwane and how this city could perhaps harness resources for its development.

This section should however not be read in isolation, but should rather be viewed holistically in terms of the rest of this document.

6.2 Physical Context

The physical context of the status quo analysis basically comprise of an investigation into the demarcation of the area under investigation. Polokwane's context in terms of the country, province, district and other local municipalities are therefore analysed.

6.2.1 National Context

The City of Polokwane is the largest city on the northern tip of South Africa and therefore serves as a major gateway to and from neighbouring SADC countries including Botswana, Zimbabwe and Mozambique. Several national routes affect the city including:

- The N1 highway
- The R 521
- R37
- R71
- R81
- R101
- R521
- R567

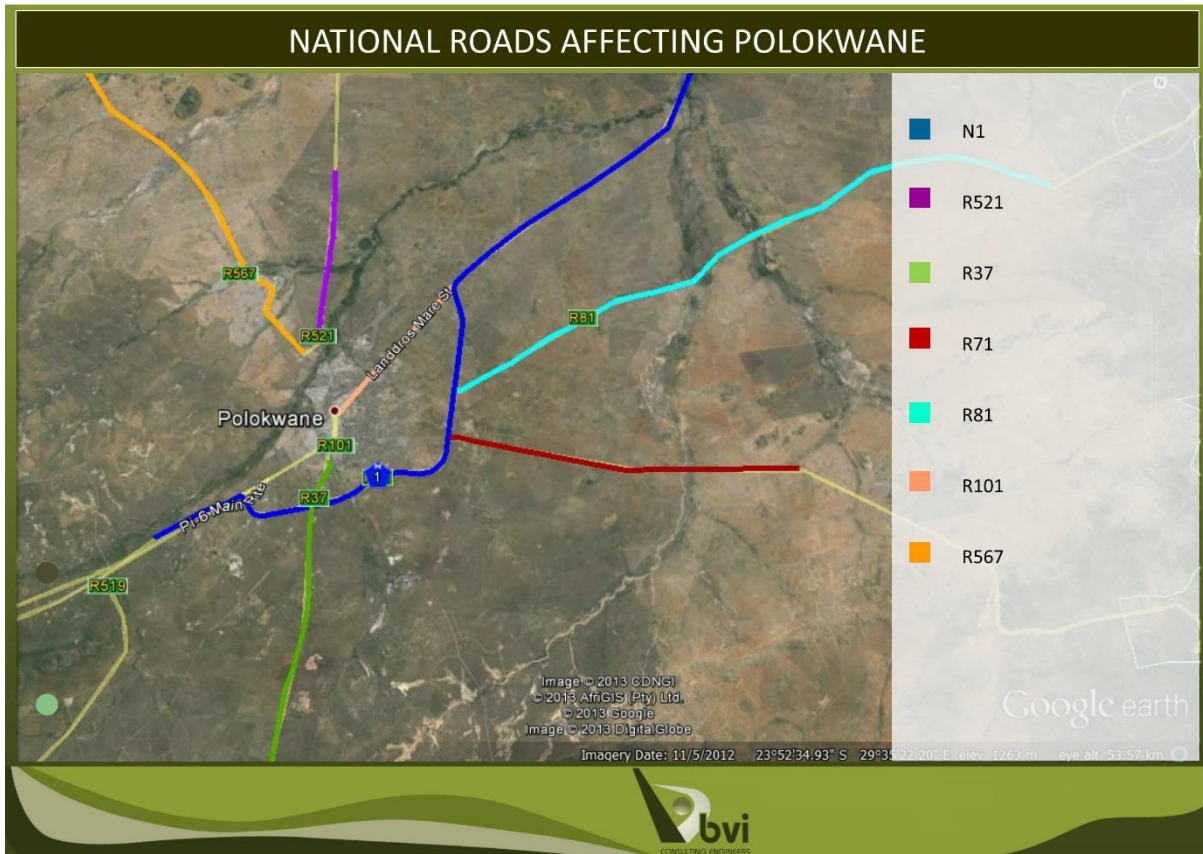


Figure 6.1: National Roads Affecting Polokwane (Source: Roads Upgrading Master Plan; Department of Roads and Transport; November 2013)

6.2.2 Limpopo Province

The Limpopo Province is the northernmost province of South Africa and roughly constitutes a total area of 125 754 km². Named after the second biggest river in Africa, the Limpopo River, the province is further divided into 5 District Municipalities and 24 local municipalities, with Polokwane being the capital. Limpopo’s proximity to the neighbouring countries of Botswana, Zimbabwe, Mozambique and Swaziland is of strategic importance as it becomes the strongest link and gateway to the rest of Africa.

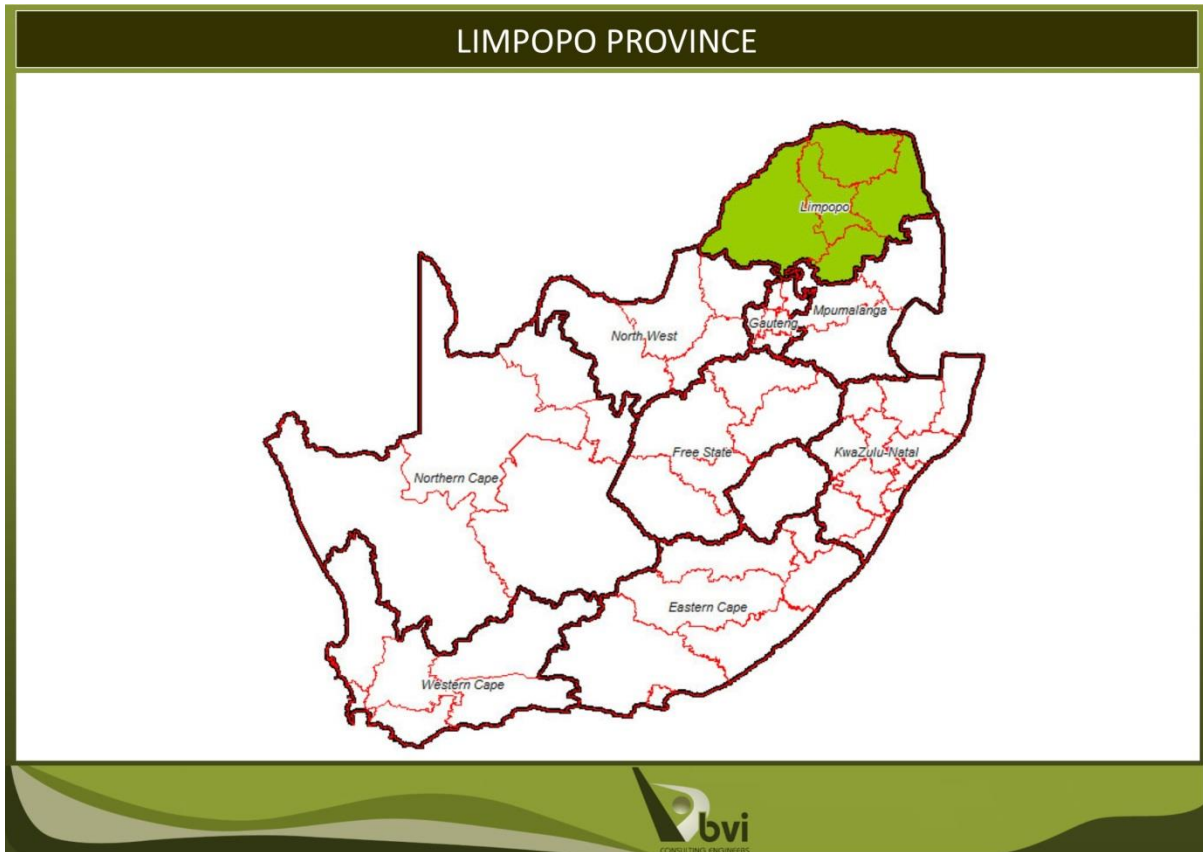


Figure 6.2: Limpopo Province

According to the Provincial Department of Roads and Transport the total length of provincial roads is 21 980km. Of this network only about 33% of the roads are paved, therefore posing a major challenge to the province for upgrading.

6.2.3 Capricorn District

The Limpopo Province is comprised of 5 district municipalities: Capricorn-, Mopani-, Sekhukhune-, Vhembe-, and, Waterberg District Municipality. Each district municipality has its own set of strategic planning documents and instruments.

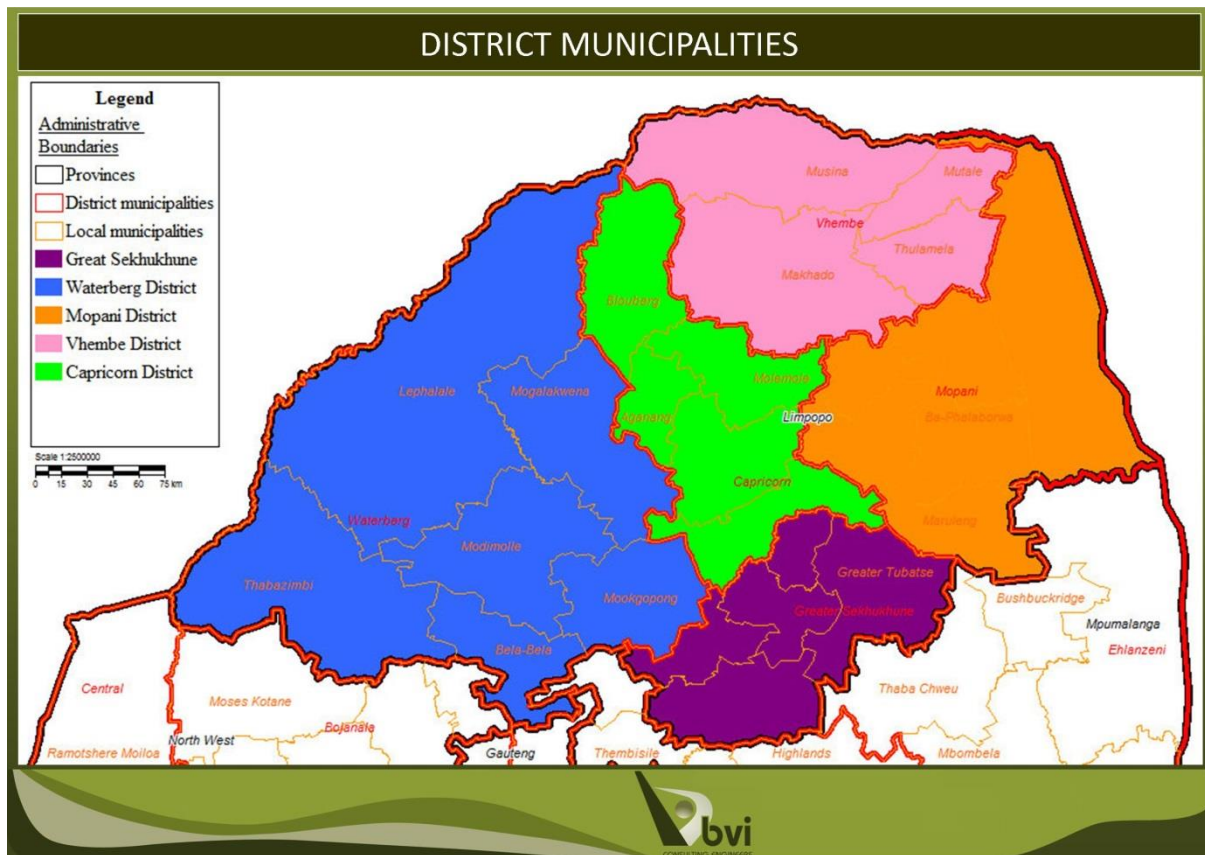


Figure 6.3: Limpopo Districts

The Capricorn District Municipality, which is classified as a Category C district municipality, is further divided into 5 local municipalities: Bloubaai-, Aganang-, Molemole-, Polokwane-, and, Lepelle-Nkumpi Local Municipality. The map on the next page illustrates the local municipalities within the Capricorn District Municipality.

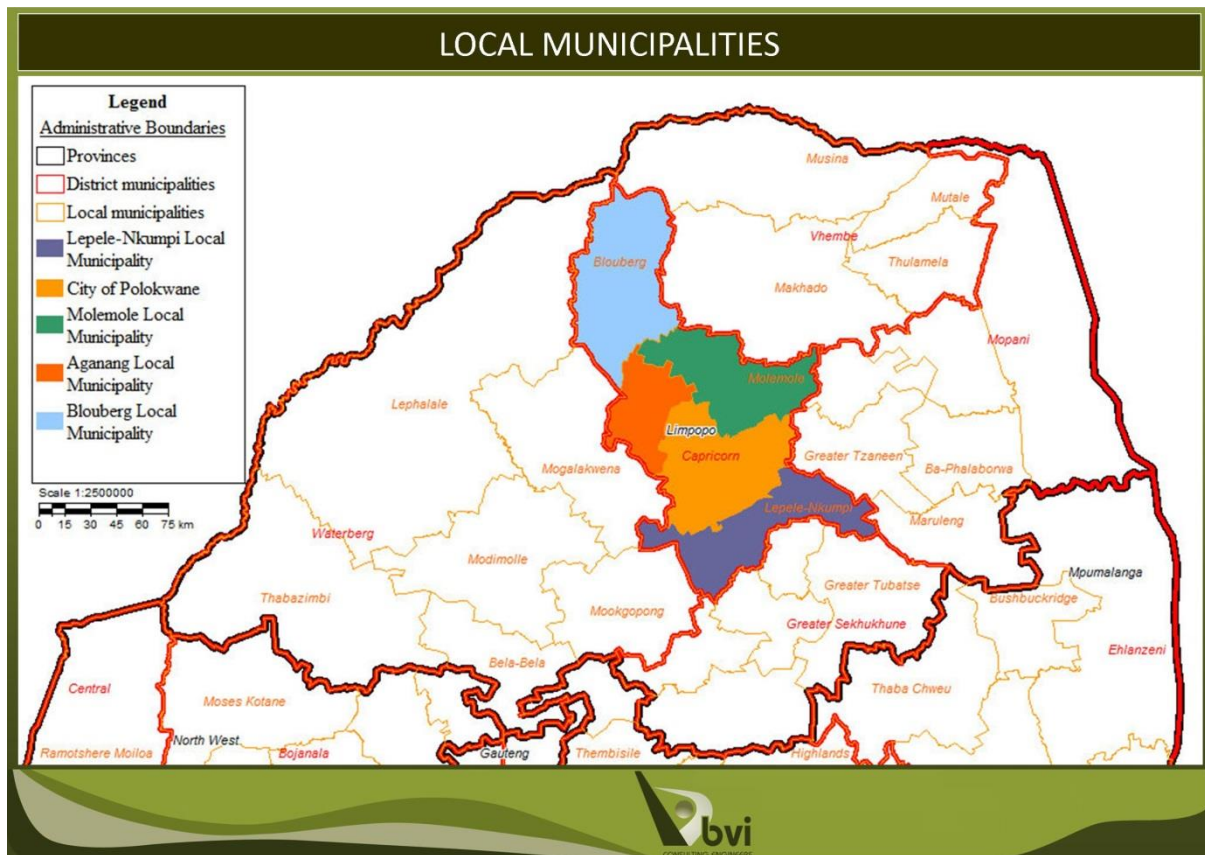


Figure 6.4: Local Municipalities in Capricorn District

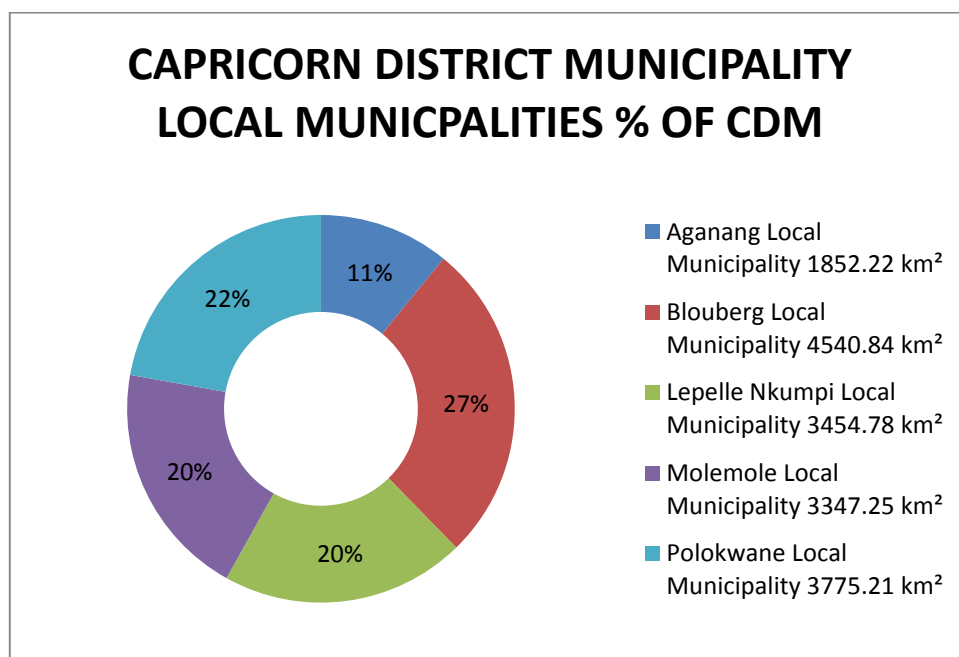


Figure 6.5: Local Municipality Composition

6.2.4 City of Polokwane

The City of Polokwane is the commercial and administrative capital city of the Limpopo Province and the municipality comprise a total area of +/- 377578.99 ha. Polokwane which means 'place of safety'

in Sepedi (the dominant local language), is located in the Capricorn District Municipality which is in the central part of the Limpopo Province and borders the municipalities of Molemole, Greater Tzaneen, Lepelle-Nkumpi, Mogalakwena and Aganang. Polokwane City is often referred to as the vibrant capital of Limpopo and is the largest metropolitan complex in the north with a major economic centre. The Municipality is classified as a Category B Municipality and serves as the economic hub of Limpopo. Polokwane understandably has the highest population density in the Capricorn district. In terms of its physical composition Polokwane Municipality is 23% urbanised and 71% rural (Polokwane Annual Report, 2008).

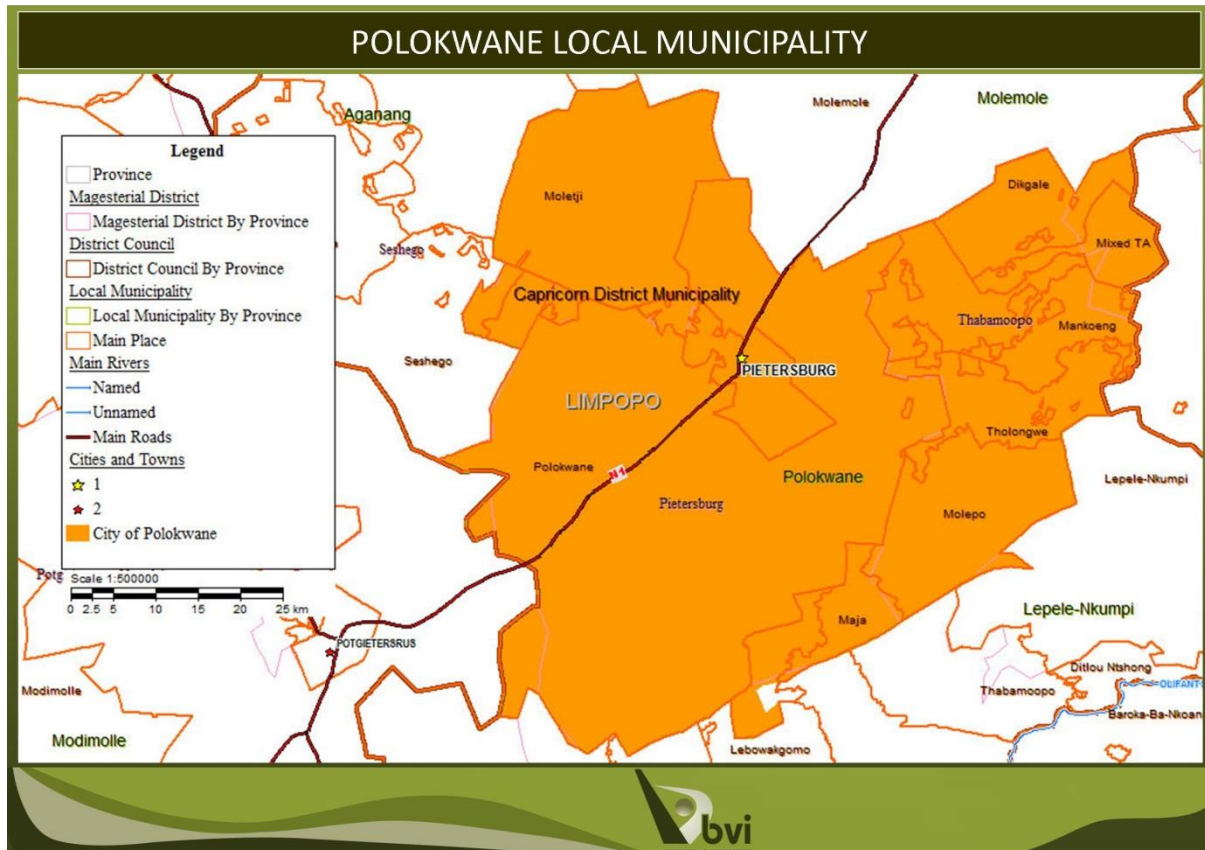


Figure 6.6: City of Polokwane

6.2.5 Wards

Polokwane is divided into 38 wards.

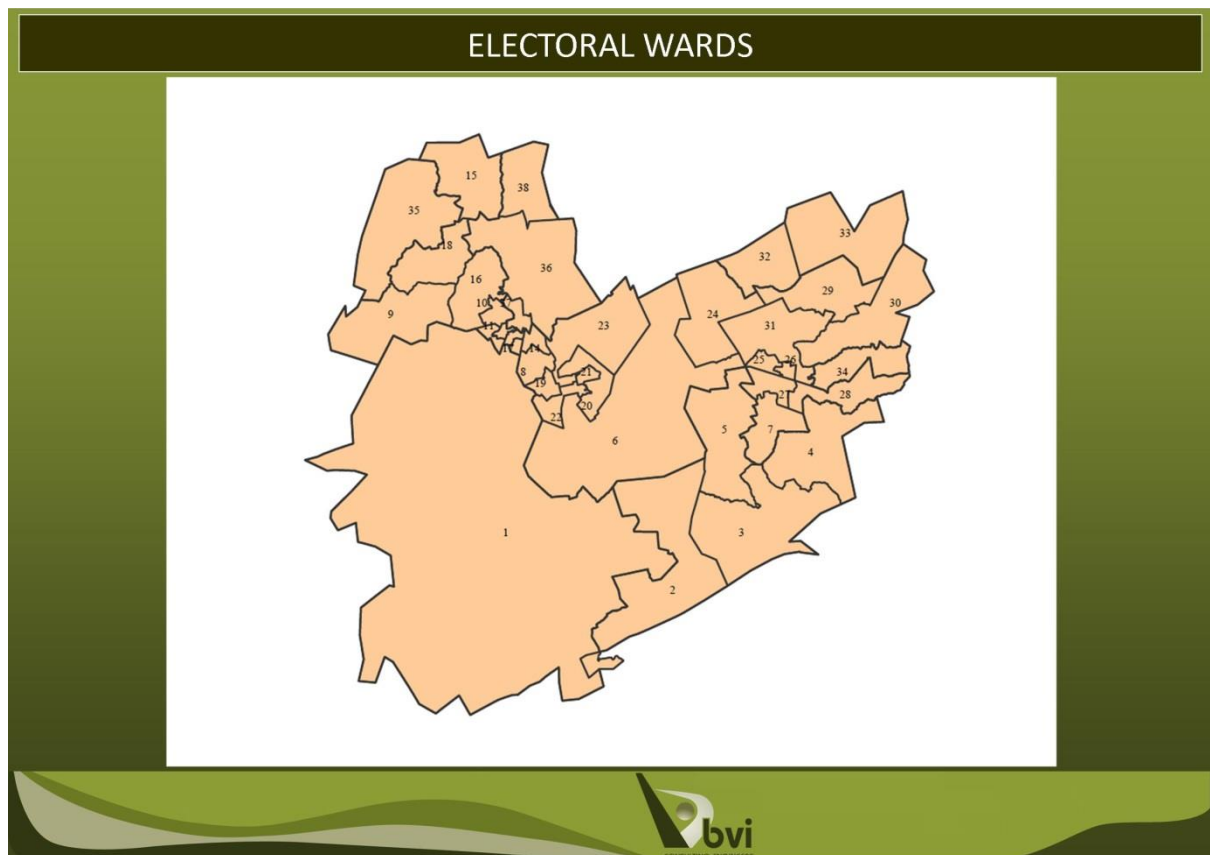


Figure 6.7: Electoral Wards

6.2.6 Environmental Aspects

After the peak of the industrial revolution in the 60's, societies have gradually become more environmentally aware and therefore during the 80's this newly found concern was conceptualised and rationalised as sustainable development. The concept of sustainable development was based on the notion that society cannot continue its unmanaged use of natural resources and that a new, more holistic approach towards development is needed. It further accentuated the impacts of human activity on the biodiversity places a strong focus on environmental conservation.

In South Africa a myriad of environmental protection laws, by-laws and policies have been implemented with various degrees of success. A vital aspect of environmental protection is the availability of information and therefore some municipalities have made information with regards environmentally sensitive areas available. In Polokwane however, public access to information is still relatively limited which can often result in long and tedious development processes due to the number of environmental authorisations required. Furthermore available information is often confusing and insufficient to really affect decision making resulting in the neglect of environmental consideration or the ineffective optimisation of such areas.

The need to protect environmentally sensitive or significant areas is not only vital for biodiversity reservation, but could in fact also contribute to economic growth and development. Nature conservation is in itself a highly specialised profession requiring a large skills base, technological innovation and a large human capital base. It has the potential to not only create long term employment, but also attract large scale investments in the tertiary sector. From the available data it

was found that Polokwane has a number of environmentally significant and sensitive areas which needs to be protected against development. These, according to the Polokwane Annual Review for the period 2011 – 2012 include:

- Polokwane Botanical Reserve
- Flora Park Wetland
- Polokwane Frog Reserve
- The buffer zone along the Sand River along both sides.
- The Moletjie Nature Reserve

In addition to the above, the Report also regards the protection of rhinos as a high priority as it poaching not only threatens to drive the rhino population to extinction, but also impact tourism as a whole.

i.) Moletjie Nature Reserve

Located about 25km to the north-west of Polokwane, the Moletjie Nature Reserve is identified as an environmentally significant area as it is home to large number of rare bird species. According to the Five Year Strategic Plan for the Moletjie Nature Reserve, the total area of the reserve is about 243.930 hectares of which 204.0067 hectares were proclaimed as a bird sanctuary in 1985 and therefore legally classifying it as a Provincial Reserve. The reserve borders the Koloti, Ga-Komape and Mabokele Villages on the western boundary with subsistence farming of the Rampini area to the northern and eastern side. Heritage is also a vital aspect of the reserve as a number of graves estimated to be older than 100 years are located in the reserve.

Besides the biodiversity contained in the reserve itself, the ownership and management structure of the reserve is also quite significant as a co-ownership agreement with the Moletjie community has been entered in order to share some responsibility with regards to management. This however has caused a great deal of confusion regarding responsibility which leads to poor management and the deterioration of the reserve itself.

The Five Year Strategic Plan for the Moletjie Nature Reserve highlights the following key strengths, weaknesses and opportunities:

Strengths:

- Scenery
- Ease of access
- Existing infrastructure

Weaknesses:

- Capacity constraints.
- Decreased investment and investibility due to poor quality and deterioration.
- Biodiversity management plans and procedures do not exist.
- Poor accessibility to the reserve.
- Fences are in poor quality and therefore it is easy for poachers to gain access.
- Neighbouring communities are exerting development pressure.

Opportunities:

- Although existing infrastructure are in s dismal condition, upgrades can ensure efficient utilisation thereof.
- Significant environmental diversity could attract tourism.
- Facilities such as the picnic sites and restaurant can attract additional tourism and recreational activities. It should be noted though, that the restaurant is currently not open for business and would therefore require significant maintenance.

6.3 Institutional Context

An institutional context analysis involves the investigation of the different institutions which exert an influence on the growth and development of Polokwane. Institutional arrangements range from economic twinning agreements to development agencies and educational infrastructure and partnerships.

6.3.1 Governance

According to an online publication, June 2011, by the Agence Francaise de Developpement (AFD) – a financial institution and France’s main implementing agency for official development assistance – institutional reforms have been taking place since the 1990’s. This institutional transformation has had the result that the concept of ‘good governance’ has become the focal point of development priorities and policies. Although the concept of good governance is complex and multifaceted, it basically comprise of transparency in institutions, particularly government, the formalisation of certain administrative and managerial rules and regulations, and, corruptions prevention and mitigation (AFD, June 2011).

In addition to the above, the World Bank (2008) clearly draws a line between growth and governance resulting from interactions between institutions and economic activity (pp. 1 – 2). It is further argued that poor governance, in particular state governance, impose significant costs on society as a whole and fails to secure long term sustainable growth and development (World Bank, 2008: 1 – 2).

The shift towards ‘good governance’ basically entails the reformation of policy (World Bank, 2008, 99: 1 – 2) and the effective implementation thereof. It is also important to note that seeing as governance is a multi-faceted and complex concept, this document and the resulting strategy will focus on developmental issues and the role governance has on it.

From the research conducted, certain issues were flagged which will need to be dealt with in this strategy and therefore include:

- Poor implementation of strategic plans, policies and frameworks;
- High levels of corruption;
- Insufficient capacity, knowledge and experience to execute spatial planning and economic development policies;
- Insufficient control over land use matters, in particular the finalisation of applications;
- Lack of public information with regards to developmental procedures;
- Insufficient communication and liaison with traditional authorities and related matters.

For the purpose of this section, land use management schemes and the role of traditional authorities will be discussed as the additional issues mentioned above are dealt with in other sections of this document.

i.) Land Use Management Schemes

The correlation between space and the wellbeing of communities are effectively captured in quote by French philosopher and sociologist Henry Lefebvre: “To change life, we must first change space...” In order to change spaces to have a positive impact on communities, developmental guidelines need to be provided and implemented. These guidelines are could therefore be referred to as urban governance and there a lack of ‘good’ urban governance could lead to inefficient and detrimental spaces.

One of the most important tools for ensuring good urban governance are land use management systems (LUMS) adopted and implemented by local authorities. LUMS typically comprise of provincial ordinances, local town planning schemes, development by-laws, geographic information systems and spatial development frameworks at both district and local level. LUMS are designed to specifically set out the developmental procedures and settlement design standards which developers of land need to implement and adhere to. However, it is a well-known fact that currently South Africa as a whole is experiencing great confusion with regards to LUMS as certain matters of constitutionality have been challenged in court which resulted in a national review of provincial planning laws. This also resulted in the drafting and recent acceptance by parliament of the National Spatial Planning and Land Use Management Act (SPLUMA).

The SPLUMA sets out national land development and planning procedures and requirements which each province now needs to incorporate. However, seeing as each province has a unique set of challenges, provincial legislation needed to be drafted and therefore the Limpopo Spatial Planning and Land Use Management Bill (LP SPLUMB) was drafted. The impact of the LP SPLUMB is of significance to this strategy as it will have a major impact on the way within which land is developed and disputed resolved.

Bearing the above in mind, it is quite important to place emphasis on the current challenges faced by the Polokwane land use management system and how it impacts on long term development planning. The following challenges have therefore identified.

According to the Polokwane Annual Report for the period 2011 – 2012, there has been a general increase in the land use application received from 2010 to 2011. The following figures generally indicate the status of the land use management application system in Polokwane:

- 33% of all township formalisation applications received in 2011 were not finalised in the same year as it was received, compared to the figure of 20% in 2010.
- 32% of all rezoning applications received in 2011 were not finalised in the same year as it was received, compared to 38% in 2010.
- 13.1% of all built environment applications received in 2011 were not finalised in the same year as it was received, compared to the figure of 6.8% in 2010.

(Polokwane Annual Report 2011-2012: 101)

Although these figures do not take into account applications withdrawn (which were minimal) and unresponsive applicants, it does however indicate that the current capacity to deal with land use matters in Polokwane is quite insufficient. Applications not dealt with in the year received are carried over into the next year further increasing the accumulated backlog and further increasing capacity constraints. When this issue was investigated, the following general perceptions towards the application system and procedures were identified:

- A lack of information and clarity with regards the different procedures and requirements.
- Insufficient mapping/ GIS.
- Poor communication between the applicant and municipality.
- Unruly delays for in the commenting by the internal departments.
- Inconsistencies between policy, town planning schemes and directions from authorities.
- A lack of standardised procedures.

The above perceptions can often lead to disinvestment into an area and therefore it is vital that these matters be resolved in order to secure long term investment and growth on Polokwane. Although the LP SPLUMB sets certain specific requirements and legal procedures, additional action will be required.

Another vital aspect that currently impacts land use management and development in Polokwane is the fact that the municipality quite recently (May 2013) placed a moratorium on the submission and approval of various town planning application specifically relating to increases in density. According

to the municipality the moratorium was initiated as severe capacity constraints with regards to water supply exists in Polokwane and therefore no township establishment and density rezoning applications will be considered until further notice. The lifting of the moratorium is however directly related to water and sewage plant upgrades which are currently taking place and due to the fact that the anticipated completion dates for some of these upgrades have however already lapsed, a great deal of uncertainty exists. (Erasmus 2013)

ii.) The Role of Traditional Authorities in Planning

As mentioned in the previous section, each province faces a set of unique challenges with regards to land development. In Limpopo the issue of the role of traditional authorities take precedence in almost all discussions surrounding land use management and land development. Although Polokwane is the most urban part of Limpopo, the municipality is not exempted from this challenge.

The role of traditional authorities had been rigorously debated in several forums during the drafting of the LP SPLUMB. One side of the debate argue that traditional authorities play a vital part in land development and should in no way be undermined. On the other side of the debate municipal officials, other stakeholders and institutions maintained that spatial planning and land use management is a municipal function and that it is improper for traditional authorities to interfere as it leads to further delay and confusion. Although both sides of the argument are valid, a balance needs to be struck as traditional authorities can in fact make significant contributions.

It was therefore agreed that the role of traditional authorities needs to take the form complementary and supplementary support to land use management and development, but only in areas where recognised traditional land are affected. The LP SLUMB therefore dictate that traditional authorities need to have an input on all policies, by-laws, spatial frameworks and other documents relating to the use and spatial planning of land in traditional areas. Furthermore they need to provide input on land use applications, but cannot determine or affect the outcome of an application beyond the point of a formal objection. Seeing as land development issues are quite contentious, the role traditional authorities needs to be respected whilst at the same time limited to ensure transparency and efficiency.

6.3.2 Parastatals and Development Agencies

Parastatals, non-profit organisations, community volunteering and development agencies all play a major role in development, both economically and socially, in a city. They can typically provide vital links between the different sectors of society and aid in skills shortages, development financing and communication between different stakeholders. In Polokwane there are a number of these agencies, each of which are identified and described in short below. Please note that information on this section of the report is quite scarce and therefore additional investigation and research will need to be conducted at an appropriate time.

a.) National Youth Development Agency

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. More information is however required on the initiatives of the NYDA in Polokwane.

b.) Limpopo Economic Development Agency

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).

c.) Small Enterprise Development Agency

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)

d.) Limpopo Business Support Agency

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)

e.) Limpopo Economic Development Enterprise

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.

f.) Department of Trade and Industry

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.

g.) Lifeline

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.

h.) Industrial Development Corporation

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

6.3.3 Twinning Agreements

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. Although it is virtually impossible to measure the impact and performance of these agreements, it nevertheless plays an important role in international relations and trade. Twinning agreements are usually established between a (more) developed and underdeveloped/ developing country as the developing country has the opportunity to learn a lot from the developed country. It is also important to note that the twinning agreements also aim to celebrate and export the cities' cultural heritage and therefore also enhance cultural development.

a.) Reggio Emilia

Situated in northern Italy, Reggio Emilia and South Africa has a long standing relationship stemming from the resistance movement. This relationship started in the 1960's when solidarity on health issues escalated to cooperation and collaboration between the two countries. Ten years later Reggio Emilia was actively involved in the promotion of the anti-apartheid movement abroad and therefore a solidarity pact was signed in 1977 with the African National Congress.

During 1978 Reggio Emilia hosted the National Conference of Solidarity for the Independence and Sovereignty of the Peoples of Southern Africa Against Colonialism, Racism and Apartheid where Oliver Tambo, then president of the ANC, addressed delegates on its movement in South Africa where after the ANC newsletter - *Sechaba* – was published in Italian. Two streets were also dedicated to the struggle: Via Alberto Luthuli and Via Soweto Martyrs.

Polokwane in particular have since had strong ties with Reggio Emilia. Executive Mayor, Cllr. Greaver, and the mayor of Reggio Emilia have recently recommitted themselves to the Memorandum of Understanding between the two cities which was signed in 2004. A conference was held where businesspeople committed to establishing companies in Limpopo to educate stakeholders and potential entrepreneurs in military and mining shoes, jewellery design and manufacturing, shoe making and tannery, treatment of medical waste, mining granite, high tech steel cables, medical drug production and processing of fruits and fruit products. Great support had been received from Reggio Emilia in the area of water and waste management.

b.) Bulawayo

According to the resources consulted, the twinning agreement between Bulawayo and Polokwane had not yet been finalised, but that a Memorandum of Understanding (MOU) have 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.

The MOU and planned twinning agreement was based on the Trans-Limpopo Strategic Initiative established in 1999 with the main idea being to create a corridor starting from Victoria Falls, crossing the Limpopo River at Beitbridge and following the N1 route to Polokwane via Messina and Louis Trichart. Unfortunately the progress on this agreement is unclear at this stage and additional investigation might be required.

c.) Other Twinning Agreements

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

- 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. The direct impact of these relationships will however need to be determined as well as the strategic value thereof.

6.3.4 Educational Institutions

Understanding the educational composition of a city is a vital aspect for strategic planning. Cities with diverse educational institutions are more likely to benefit from diversified economic activity and attract research investment.

6.3.4.1 Educational Support

a.) Dinaledi School Support Programme

The Dinaledi (meaning 'star' in SeSotho) Schools programme was established in 2001 by the Department of Education to support primary and secondary schools to increase matric pass results in mathematics, physical and life sciences. This programme therefore identifies needy schools and provides grants in the form of:

- Apparatus and consumable to needy schools;
- Learning instruments such as geometry sets and calculators;
- ICT infrastructure and support;
- Incentives for learners, teachers and schools.

Although the Dinaledi programme has been in existence since 2001, funding has been sporadic yielding insignificant results. Since 2011 however, the programme has been operated on a conditional grant with significant contributions from outside corporations. According to an online article (IOL, 19 February 2013), Dinaledi Schools achieve a 10% higher score in maths, physical and life sciences than other national schools.

(Department of Basic Education, 2012)

b.) QUIDS-UP Programme

The Quality Improvement, Development, Support and Upliftment Programme (QUIDS-UP) is a national initiative which was introduced to provide assistance in the allocation of new resources to the poorest of poor schools across South Africa. According to the Department of Education, the QUIDS-UP programme is based on three basic pillars of support to schools, namely:

- Teacher and learner support and assistance;
- Infrastructure Improvement;
- Learning outcomes monitoring.

Although information on the successes of the programme is not widely available, it is assumed that the programme had at least made some contributions to the more effective functioning of poor schools.

6.3.4.2 Educational Facilities

a.) Primary Schools

Primary schools play an important role in a child's education. According to the Department of Basic Education's Master List of Schools for the fourth quarter of 2012, the following statistics holds true for Polokwane with regards to primary schools:

- Polokwane has a total of 181 primary schools.
- 19.3% of all primary schools in Polokwane are located in urban areas, 76.2% in rural areas and 4.4% are unspecified.
- Only one primary school had been identified as a Dinaledi School by the fourth quarter of 2012.
- A total of 147 (81.2%) primary schools are identified as QUIDS-UP schools.

b.) Secondary Schools

In general communities normally have fewer secondary schools than primary schools. The reason therefore is the fact that township layout principles dictate that 1 primary school is required for between 550 – 650 low density residential stands, compared to 820+ low density residential stands per secondary school. According to the Department of Basic Education (2012), the following statistics hold true for secondary schools in Polokwane:

- Polokwane has a total of 115 secondary schools.
- 14.7% of secondary schools are located in urban areas, compared to 77.3% located in rural areas.
- 7.8% of secondary schools' geographic location is unspecified according to the available data.
- 8 secondary schools in total are receiving support from the Dinaledi Schools Programme.

- 54 of secondary schools (46.9%) in Polokwane are identified as QUIDS-UP schools.

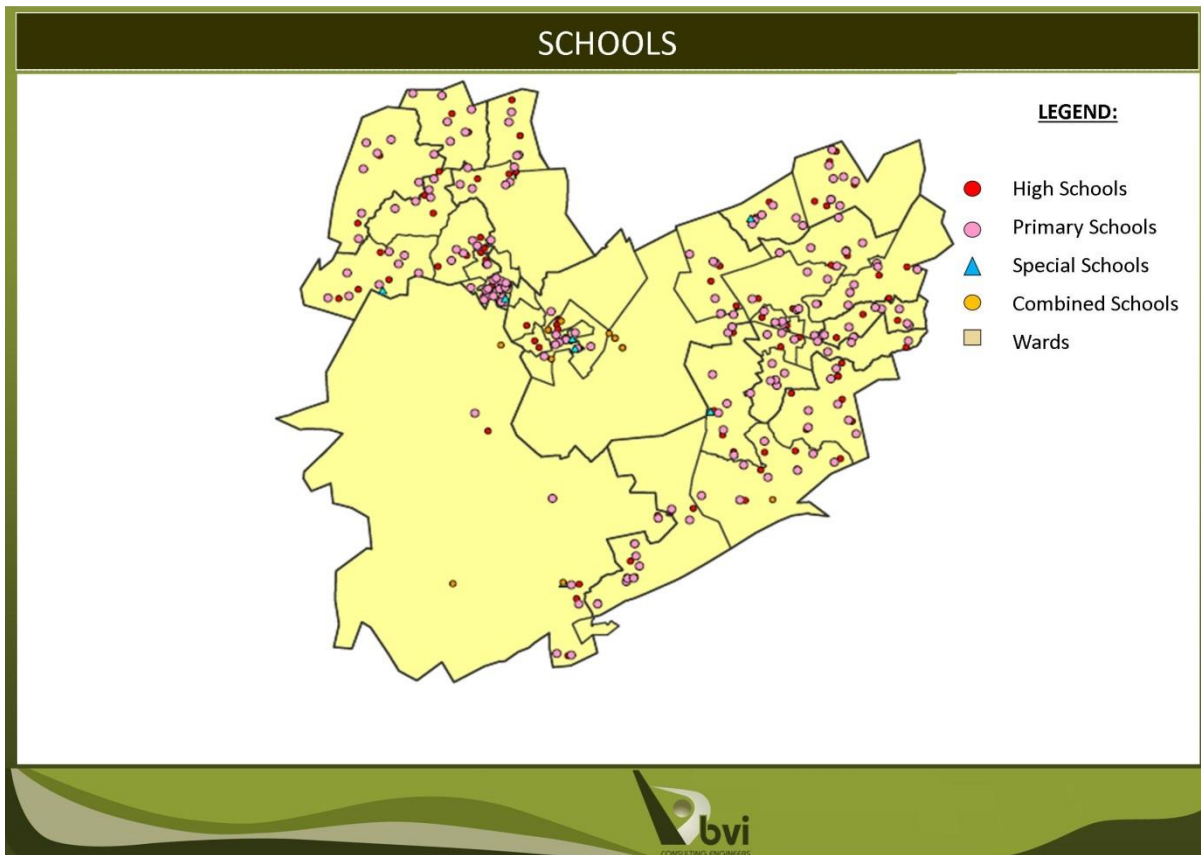


Figure 6.8: Distribution of Schools in Polokwane

c.) Combined Schools

According to the Department of Basic Education, 2012, the following statistics are relevant for combined schools in Polokwane:

- A total of 18 combined schools are located across Polokwane.
- 16.6% of combined schools are located in urban areas, compared to 44.4% in rural areas and 38.8% undefined.
- None of the combined schools are identified as Dinaledi schools.
- Only 2 combined schools are identified receive support and assistance from the QUIDS-UP programme.

d.) Special Schools

For the purpose of this report, special schools refer to schools which cater for learners with needs that cannot be accommodated in either of the abovementioned institutions. Such needs can include schooling for the blind, deaf or any other physical or psychological/ mental condition. According to the Department of Basic Education a total of 7 special schools are located in Polokwane, of which 2 are in urban areas, 1 in a rural area and 4 currently unspecified. None of these special schools are identified as either Dinaledi or QUIDS-UP schools.

e.) University of Limpopo

The University of Limpopo was formed as a result of a merger of the Medical University of South Africa and the University of the North and is situated in the foothills of the Hwiti in Mankweng. Although

regarded as having good standards, the University of the North have been failing to create a research and innovation node in Mankweng and therefore it has not been sufficiently contributing to the development of Polokwane. Many prospective students still seek tertiary education elsewhere, such as Pretoria and the University of Venda which often leads to the so called 'brain drain' phenomenon as students who attend universities in these areas are more likely to remain in those areas after graduation.

f.) UNISA Polokwane Campus

The University of South Africa is a recognised university which offers prospective student a variety of degrees (under- and post graduate), certificates and other career enabling courses. What makes this university so unique is the fact that it has several satellite campuses across the country which enables long distance learning. One of these satellite campuses is located in Polokwane.

g.) Tshwane University of Technology Campus

Another one of the aforementioned satellite campuses are the Tshwane University of Technology (TUT). This campus therefore seeks to provide assistance to students enrolled at TUT as well as create opportunities for social integration.

h.) Other Tertiary Institutions

Besides the University of Limpopo, a variety of additional tertiary institutions, also known as Further Education and Training, exist within the Polokwane Municipality. These institutions are aimed at providing training and education in sectors not covered by university or as bridging courses and are invaluable to any city. Below is a list of training colleges available:

- Avuxeni Computer Academy
- Boston City Campus & Business College
- C T U Training Solutions
- Capricorn FET College
- Damelin Correspondence College
- Deodando Art School
- Fauna Park English Med
- Graduate School of Leadership
- Intec College
- Integrity Business College
- Millennium College
- Mmakgodu Technical College
- MSC College-Polokwane
- Oval Institute of Further Education
- PC Training & Business College
- Pietersburg Technical College

Please note that the above information is based on information which is readily available and therefore may not include all existing institutions.

In total there are 16 FET colleges, 1 Technicon, 115 secondary schools, 181 primary schools, 18 combined schools, 7 special schools and 2 universities (University of Limpopo and UNISA Campus). The majority of these institutions, especially schools, are located in urban areas therefore clearly indicating a strong rural focus with regards to education.

6.3.4.3 Challenges

South Africa in general is currently facing major challenges with regards to the delivery of quality education. The same holds true for Polokwane as a majority of public schools are experiencing major backlogs not only in terms of infrastructural services, but also in terms of human capital and academic resources. Limpopo was left red faced amidst the 2012 handbook scandal where a significant portion of schools had not received their handbooks and study material in due time. This had the effect that many students entered the final examinations ill prepared. At this stage the impacts emanating from this crisis have not been determined in full, but it could be expected to be quite significant.

In addition to this, the following challenges persist in Polokwane:

- Insufficient infrastructural capacity, i.e. fresh water, classrooms, toilets.
- Insufficient and poor quality human capital, i.e. teachers, management and administration.
- Teaching support backlogs.

In order to overcome these challenges, strategic intervention and intervention by the private sector will be required.

6.4 Economic Context

This economic analysis will look at a variety of indicators which serve as 'tell-tale' signs of growth and development. Various geographic contexts will be compared in order to determine Polokwane's position.

6.4.1 Income

Disposable income is one of the main indicators of the wellbeing of an area. Disposable income refers to the total income (after deductions) available to spend for example on food and services. Figure 6.8 indicates the annual household income of the Polokwane municipality compared to the income at provincial scale. The income categories were derived from the categories used in Census 2011 and has been adjusted by the yearly inflation rate to depict a realistic scenario.

Income Profile per Annum

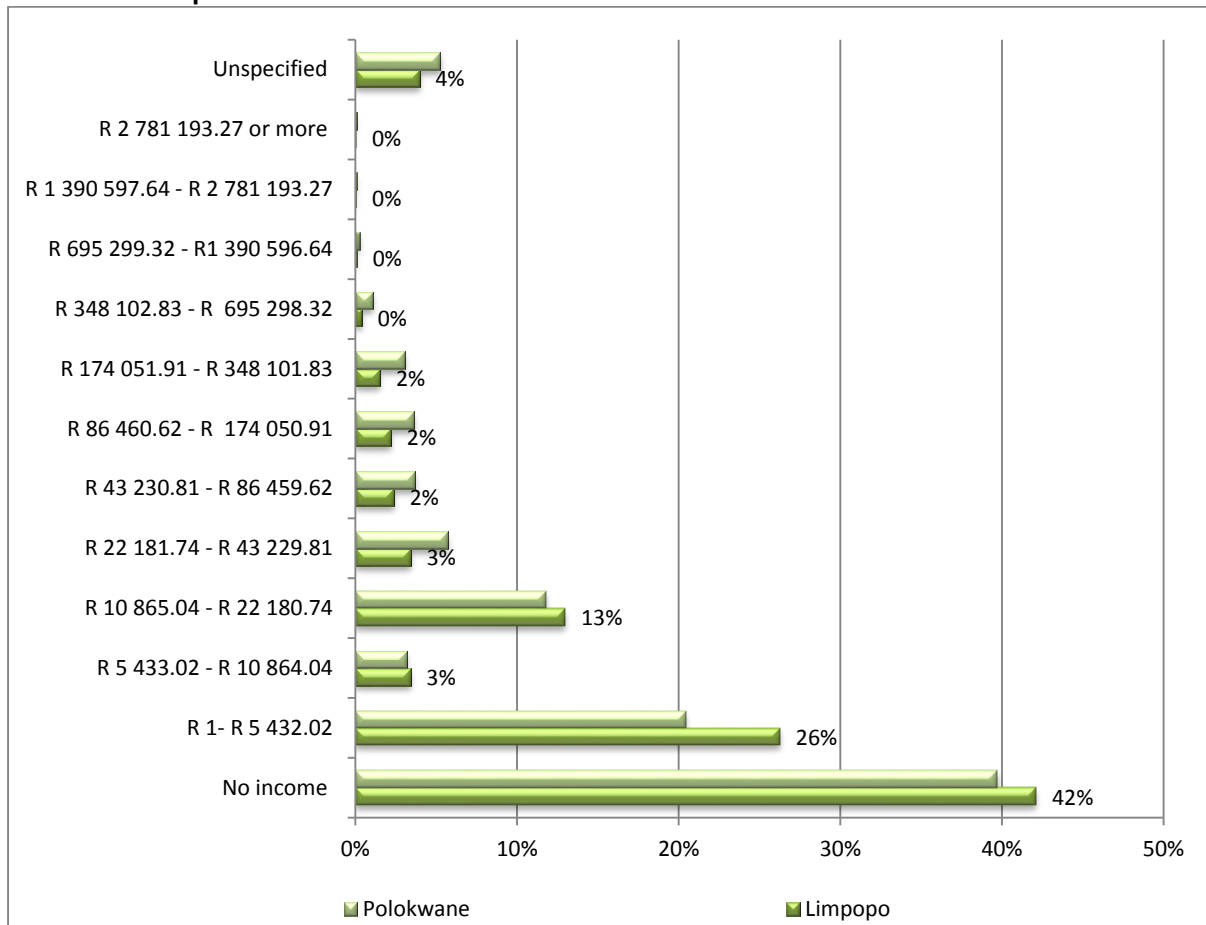


Figure 6.9: Levels of Income (Source: Calculations based on Census 2011 data)

From the figure above it can be concluded that a significant portion of the population earns no or very little income. Approximately 39.7% of the Polokwane population has no income which is the lowest in the district, compared to other local municipalities (Blouberg: 42.64%; Aganang: 41.90; Molemole: 41.32%; Lepelle-Nkumpi: 44.89%) as well as the national average (40.52). Only 0.08% of the Polokwane Municipal population earn more than R 204 801 per annum, compared to the national average of 0.07%.

The overall picture painted above is one which is very similar to the state of the country – a large divide between rich and poor. With almost 40% of Polokwane’s population earning no income in 2011, compared to 0.08 of the population earning R 204 801 per annum, it is clear that past imbalances still haunt the municipality. This figure is significant as it points to a clear high unemployment rate and extremely poor division of resources.

6.4.2 Household Expenditure

Figure 6.9 illustrates the household expenditure by category for the Limpopo Province. Please note that household expenditure is only available on provincial level.

Household Expenditure

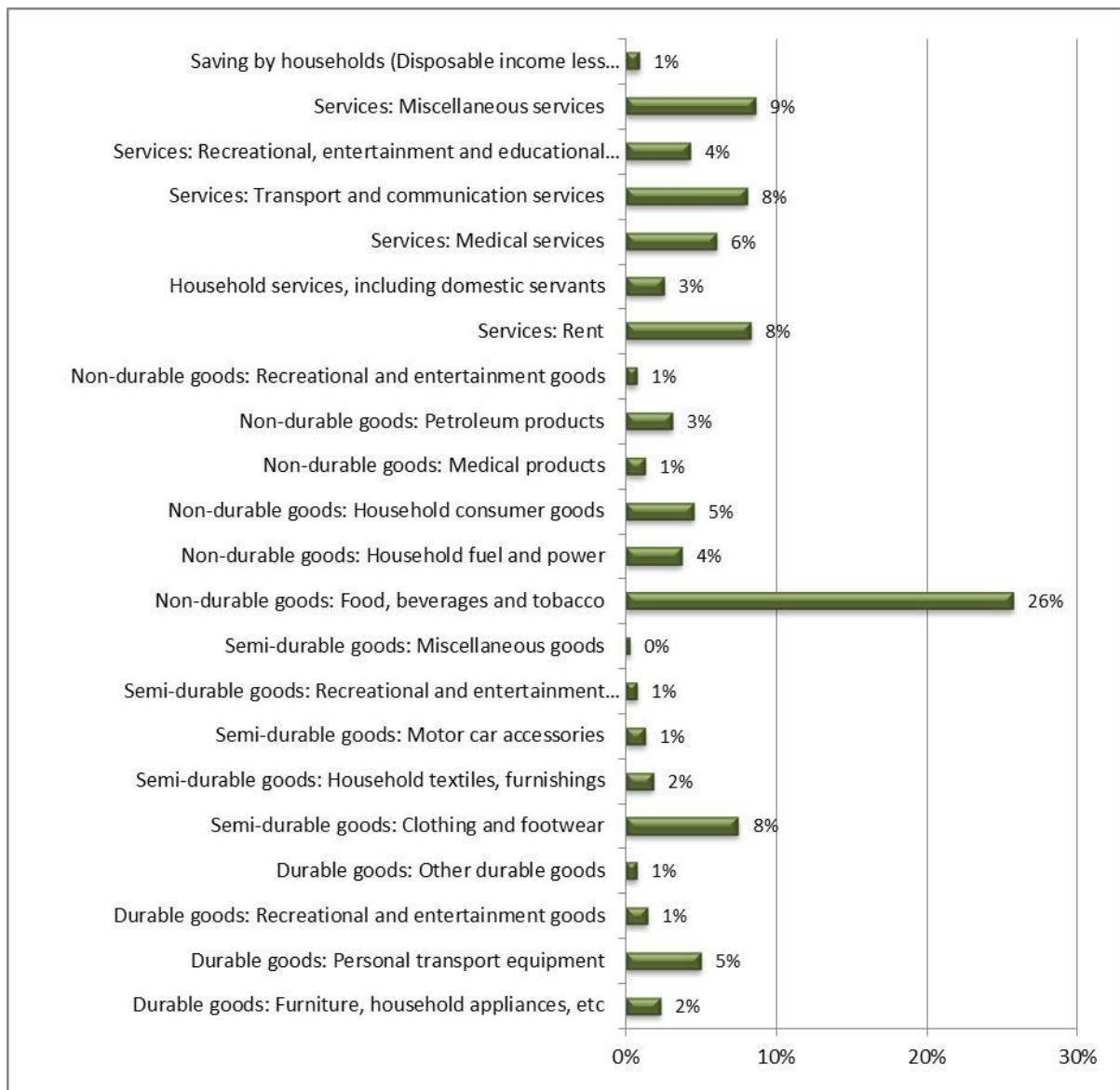


Figure 6.10: Household Expenditure (Source: Calculations based on Census 2011 data)

From the figure above it is clear that the majority (26%) of the household spending is food and beverages. Other categories on which significant resources are spent include clothing and footwear, transport, rent and miscellaneous goods and services.

6.4.3 Economic Sectorial Distribution

This sub-section provides insight into the composition and stability of the Polokwane Municipality's economy and hence provides a more comprehensive assessment of medium to long-term investment and economic prospects.

The following section will focus on:

- Sectorial Distribution
- Primary
- Secondary
- Tertiary

A widely accepted measure used to portray a profile of the economy is the Gross Geographic Product or GGP. GGP is considered to be the total value of goods and services produced in a specific geographical area. It indicates the capacity of a certain area to be productive and can be divided into ten sectors that encompass all economic activity.

Figure 6.10 below indicates the extent of each key economic sector in the Polokwane Municipality.

Economic Sector Distribution

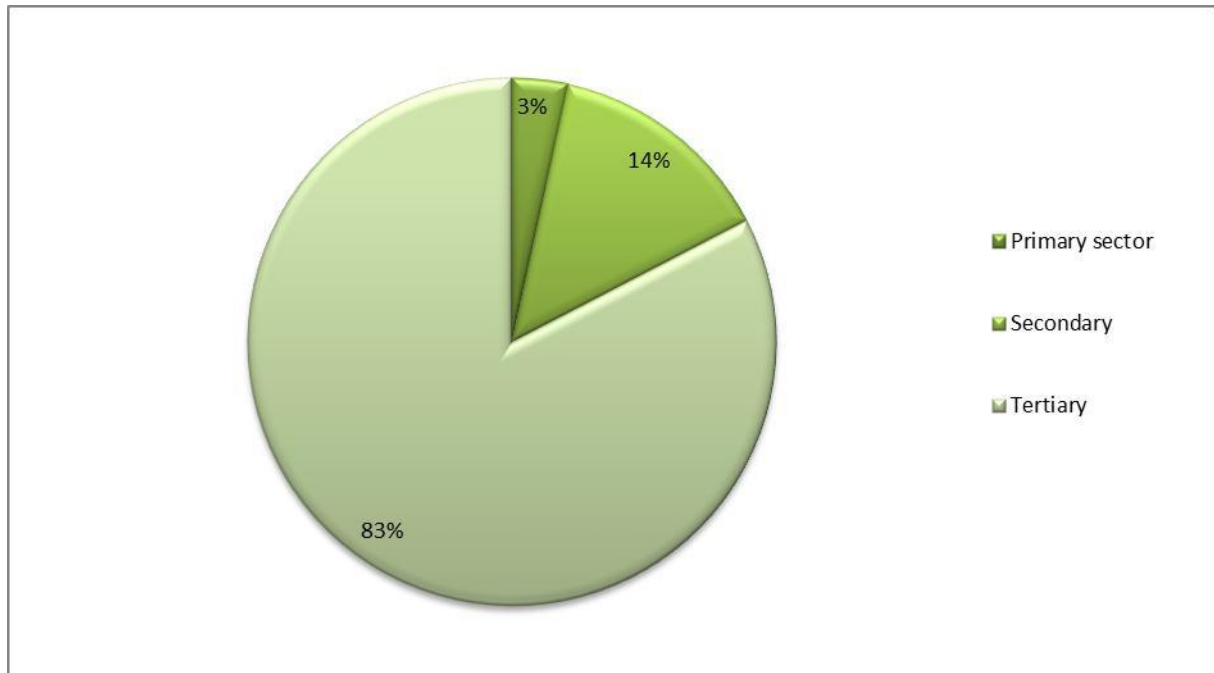


Figure 6.11: Polokwane's Sectorial Distribution (Source: Calculations based on Census 2011 and Quantec Data)

From the figure it is clear that the tertiary sector is by far the biggest sector in the economy. The breakdown of each of the above mentioned sectors are described in the following subsection.

6.4.3.1 Primary Sector

The primary sector of the economy is the sector of an economy making direct use of natural resources. This includes agriculture, forestry and fishing, mining, and extraction of oil and gas.

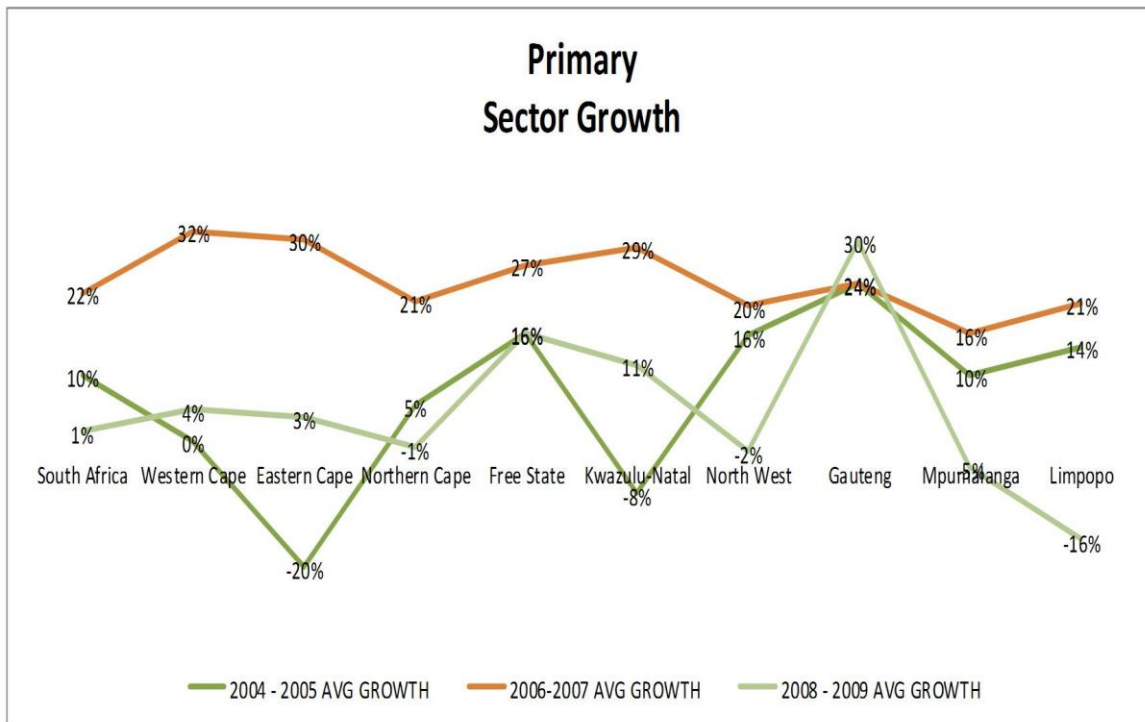


Figure 6.12: National Growth in Primary Sector for 2004 to 2009 (Source: Calculations based on Quantec data)

As can be seen in the graph above, rapid growth in the primary economic sector took place from 2004 to beginning 2008 where after growth in this sector severely slowed down.

	2004	2005	2004 - 2005 AVG GROWTH	2006	2007	2006-2007 AVG GROWTH	2008	2009	2008 - 2009 AVG GROWTH	AVG GROWTH
Mopani	4757.848082	5156.623	8%	6157.562	7037.023	14%	8237.588	6609.862	-20%	1%
Vhembe	1673.684123	1832.268	9%	2243.943	2925.137	30%	4112.132	3623.862	-12%	9%
Capricorn	1113.532042	1228.377	10%	1497.697	1852.71	24%	2213.039	1940.666	-12%	7%
Blouberg	101.2371594	96.98468	-4%	102.9446	115.7962	12%	116.4678	84.99912	-27%	-6%
Aganang	36.34327372	43.61878	20%	57.10011	79.0429	38%	100.1396	103.6093	3%	21%
Molemole	172.8718553	191.3677	11%	237.9737	328.3769	38%	372.9563	365.5044	-2%	16%
Polokwane	361.6706507	405.9553	12%	507.9845	650.8633	28%	792.5137	722.0778	-9%	10%
Lepelle Nkumpi	441.4091027	490.4505	11%	591.6944	678.6308	15%	830.9612	664.4755	-20%	2%
Waterberg	10970.11357	12425.67	13%	15729.59	18678.11	19%	24631.29	20537.64	-17%	5%
Greater Sek	5019.6914	6188.417	23%	8428.913	10595.95	26%	14145.04	12331.87	-13%	12%

Figure 6.13: Calculated Average Growth in Primary Sector for the 5 District Municipalities & 5 Local Municipalities in the Capricorn District (Source: Calculation based on Quantec data)

Using the calculated average growth rate based on 2004 to 2009 figures, the primary sector in Polokwane will most likely see positive growth over the next 16 years. It should however be noted that this calculation does not take into account the possible depletion of natural resources or any other increases in prices which might negatively impact on this economic sector.

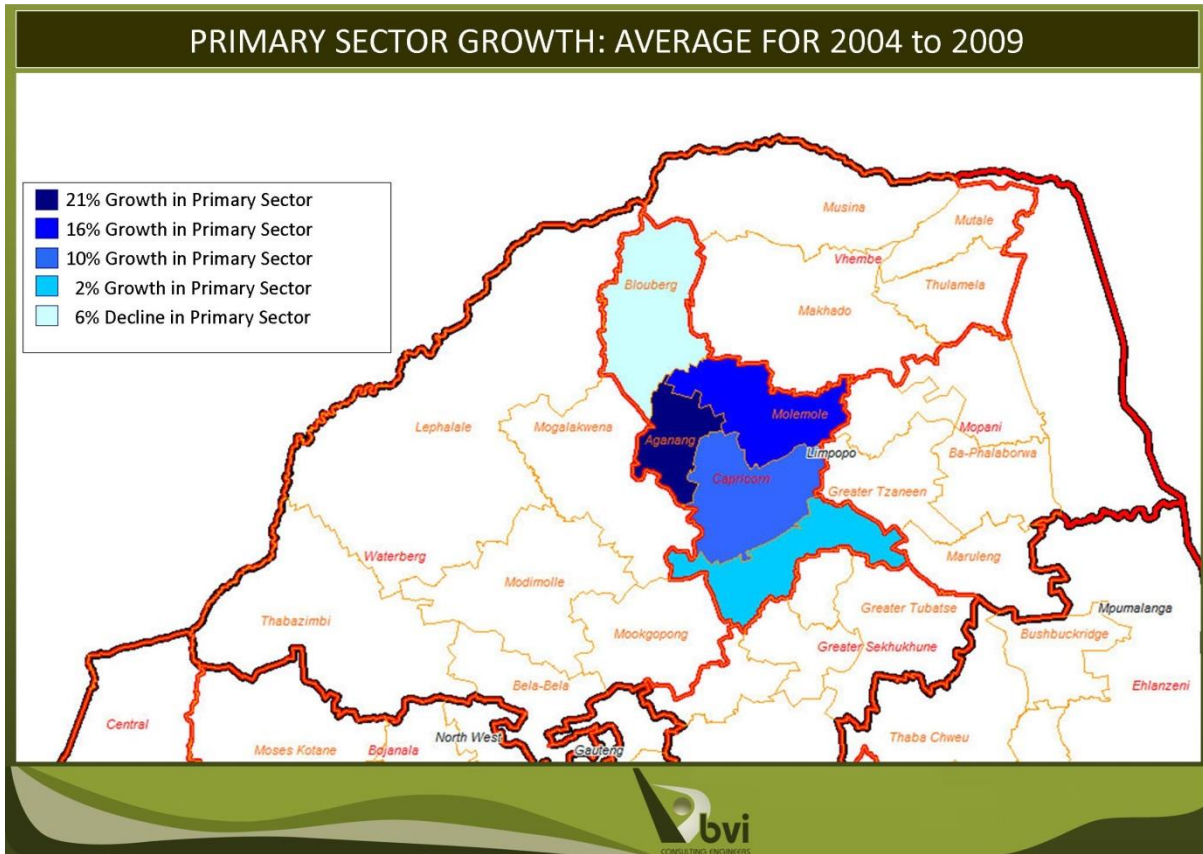


Figure 6.14: Growth in Primary Sector

Figure on 6.15 below indicates the extent of each primary economic sector in the Polokwane Municipality.

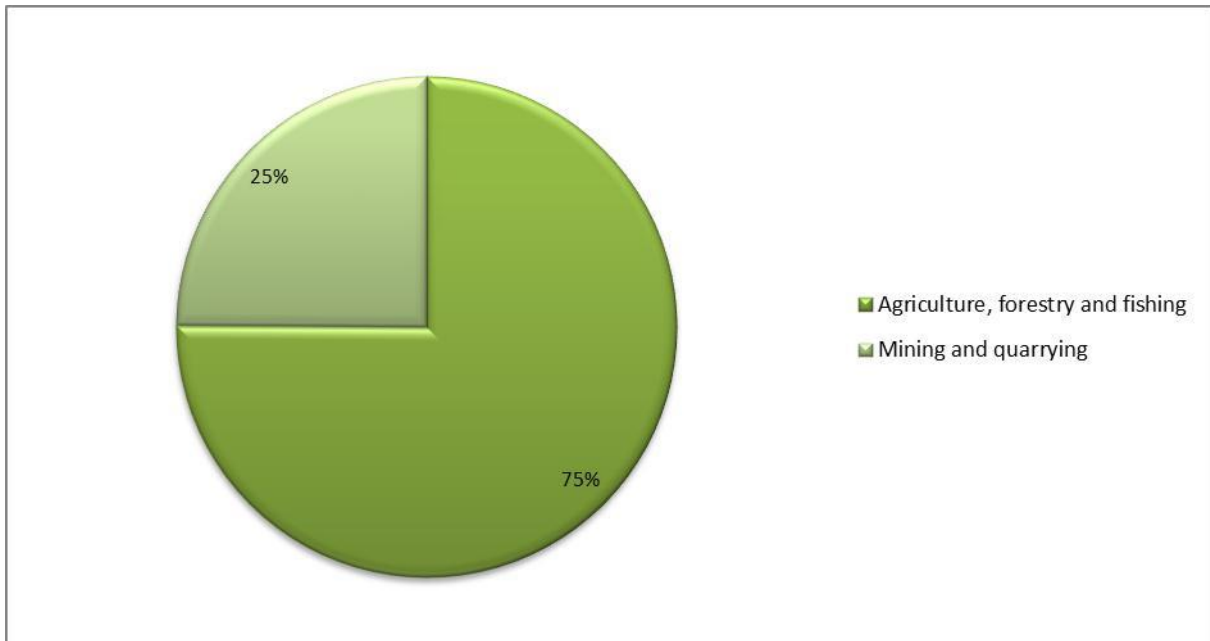


Figure 6.15: Polokwane Primary Sector Composition (Source: Calculations based on Quantec data)

The primary sector in South Africa is only further described according to the agriculture, forestry and fishing sectors, and the mining and quarrying sectors. From the above mentioned figure it is clear that three quarters of the primary sector is based in the agriculture sector.

6.4.3.2 Secondary Sector

The secondary sector involves the transformation of raw or intermediate materials into goods e.g. manufacturing steel into cars, or textiles into clothing.

Figure 6.16 below illustrates the average growth in the secondary sector across the 9 provinces and compares it with the national average. Averages are based on the 2004 – 2009 period. As can be clearly seen from this figure, the average growth for the 2004 – 2005 period was the highest after which growth in the sector declined.

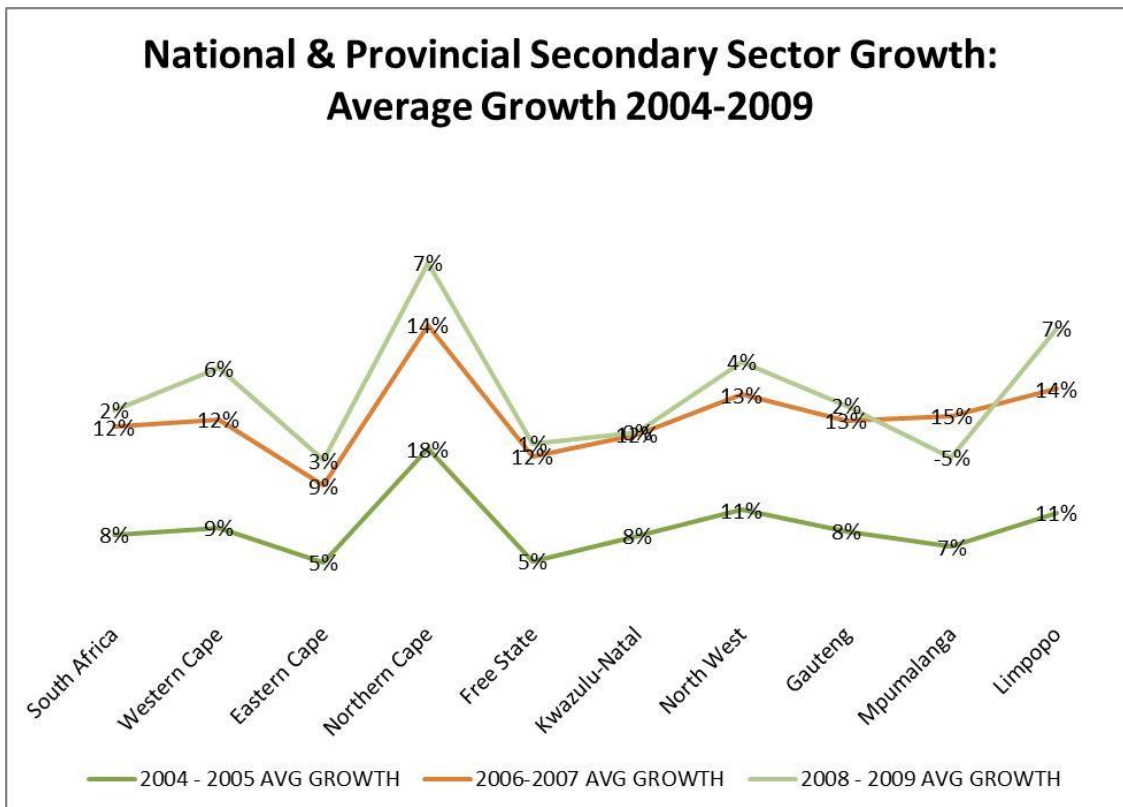


Figure 6.16: Secondary Sector Growth for Country for 2004 to 2009 (Source: Calculations based on Quantec data)

As can be seen from the table below, the Vhembe and Capricorn District showed the highest average growth rate between 2004 and 2009.

	2004	2005	2004 - 2005 AVG GROWTH	2006	2007	2006-2007 AVG GROWTH	2008	2009	2008 - 2009 AVG GROWTH	2004 - 2009 AVG GROWTH	2010
Mopani	1645.935506	1802.458	10%	2027.34	2261.126	12%	2673.159	2810.75	5%	9%	3056.114221
Vhembe	1400.859539	1575.583	12%	1816.339	2052.01	13%	2470.155	2698.026	9%	12%	3009.852046
Capricorn	1884.562543	2122.319	13%	2449.15	2840.559	16%	3391.246	3679.364	8%	12%	4134.296817
Waterberg	1556.870359	1617.474	4%	1718.447	1926.855	12%	2161.122	2221.906	3%	6%	2361.390142
Greater Sek	745.679453	876.3484	18%	1047.377	1277.732	22%	1595.178	1740.082	9%	16%	2021.980346

Figure 6.17: Secondary Sector Growth in Different Districts for 2004 – 2009 (Source: Calculations based on Quantec data)

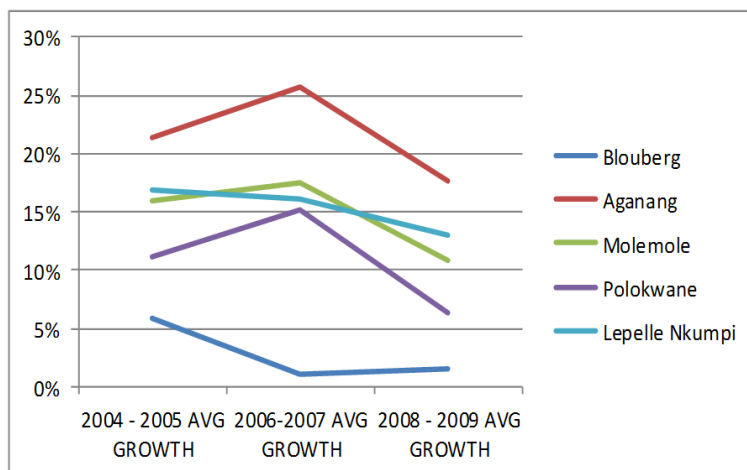


Figure 6.18: Secondary Sector Growth between 2004 and 2009 for Local Municipalities

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 6.19 below indicates the composition and extent of the secondary economic sector in the Polokwane Municipality.

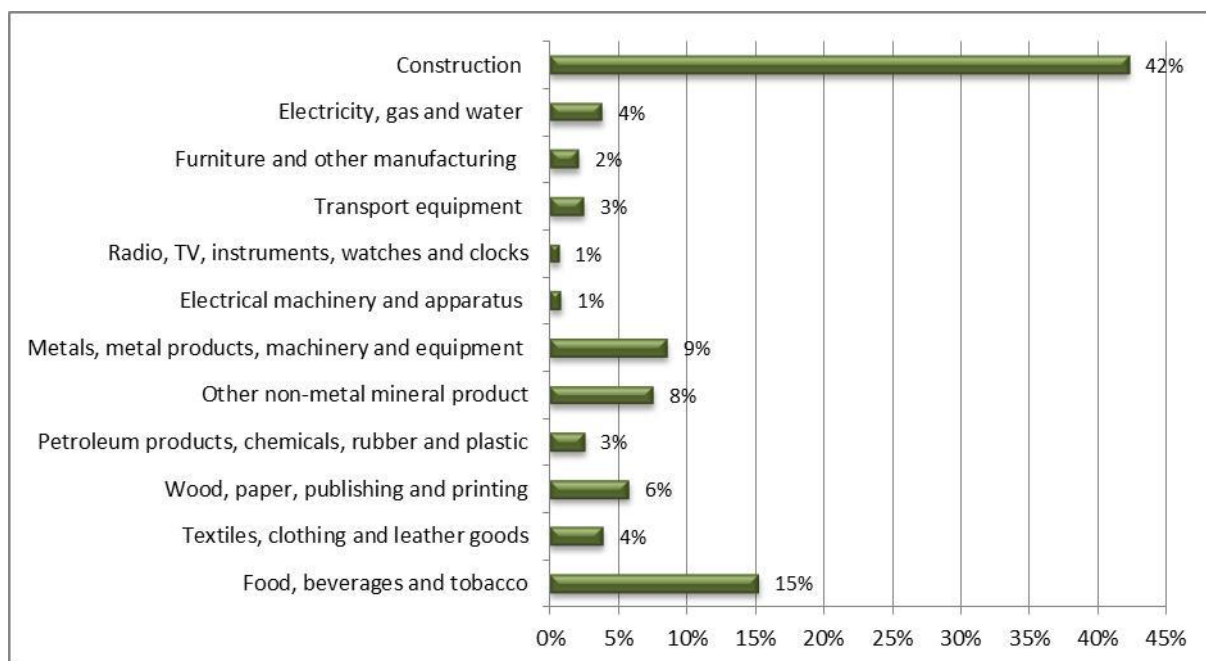


Figure 6.19: Polokwane Secondary Sector Composition (Source: Calculations based on Quantec data)

The most important sector in terms of the secondary sector is the construction sector. Food and beverages, and the production of metal and other non-mineral metals are also important sectors.

6.4.3.3 Tertiary Sector

The tertiary sector consists of the "soft" parts of the economy, i.e. activities where people offer their knowledge and time to improve productivity, performance, potential, and sustainability. The basic characteristic of this sector is the production of services instead of end products.

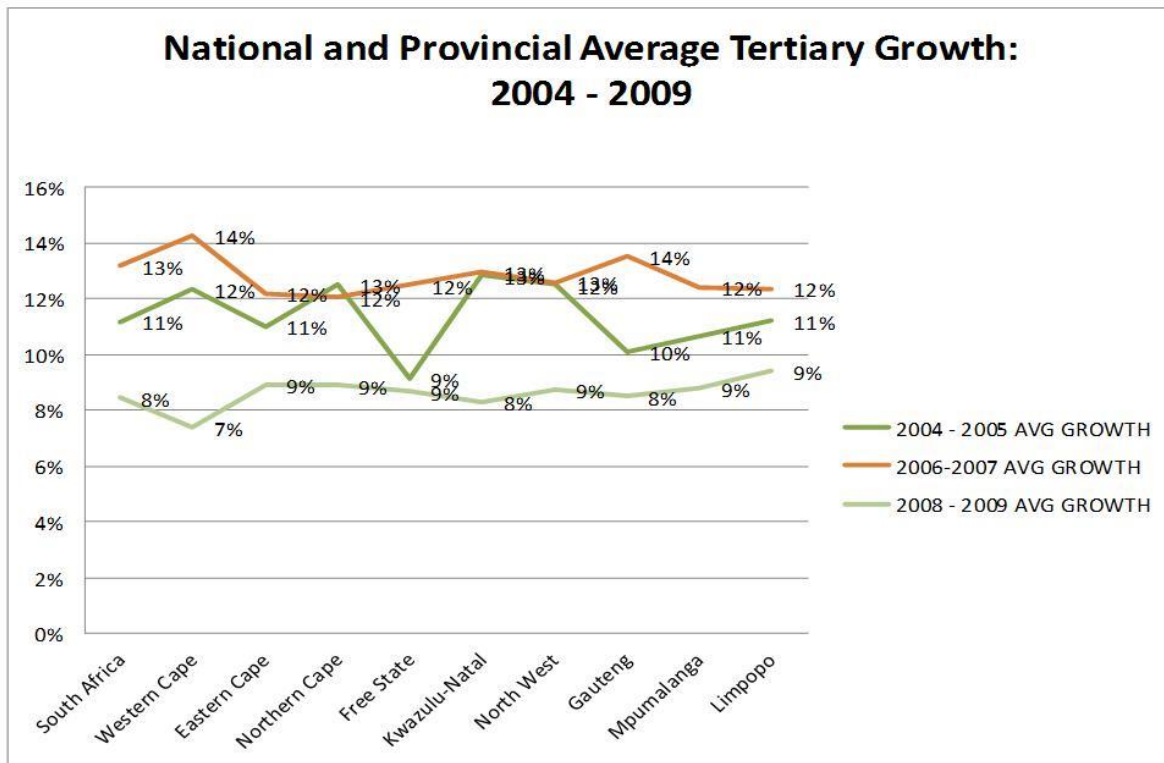


Figure 6.20: National and Provincial Growth in the tertiary sector from 2004 – 2009 (Source: Calculations based on Quantec data)

From the figure above it can be seen that between 2006 and 2007 a national increase in the GVA for the tertiary sector took place. This was followed by a decline during 2008 and 2009. Limpopo remains safely within the national average range during these 3 periods.

	2004	2005	2004 - 2005 AVG GROWTH	2006	2007	2006-2007 AVG GROWTH	2008	2009	2008 - 2009 AVG GROWTH	2004 - 2009 AVG GROWTH
Mopani	10488.64869	11579.68	10%	13010.15	14515.82	12%	16493.03	17964.54	9%	10%
Vhembe	12430.65958	13962.4	12%	15955.19	18089.04	13%	20886.21	23117.74	11%	12%
Capricorn	15949.96994	17574.37	10%	19640.32	21912.28	12%	24651.86	26711.22	8%	10%
Waterberg	7706.512301	8456.915	10%	9423.175	10397.78	10%	11728.34	12577.24	7%	9%
Greater Sek	5643.721417	6504.735	15%	7671.083	8915.448	16%	10632.13	11953.11	12%	15%

Figure 6.21: Average Growth in Tertiary Sector for Districts from 2004 – 2009 (Source: Calculations based on Quantec data)

From the table above, it can be seen that the calculated average GVA in the tertiary sector for the Capricorn District is 10% which is the second lowest in the Limpopo Province.

Figure 6.22 on the next page depicts the growth of the tertiary sector in each of the 5 local municipalities in the Capricorn District. According to calculations of the average growth rate between 2004 and 2009, it can be seen that Polokwane had the second largest growth rates. One should however not be fooled with such statistics as these growth rates could often be misleading.

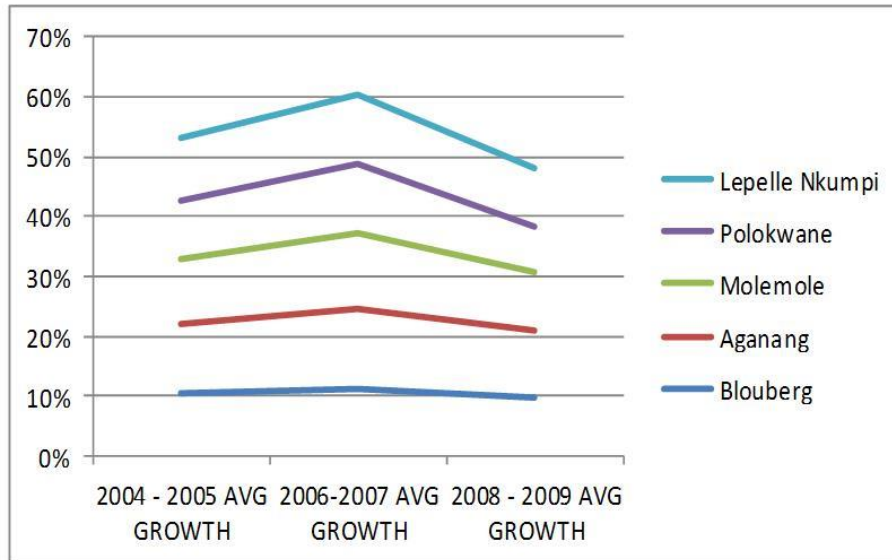


Figure 6.22: Average growth in Tertiary Sector for Local Municipalities from 2004 – 2009 (Source: Calculations based on Quantec data)

Figure 6.23 indicates the extent of each tertiary economic sector in the Polokwane Municipality.

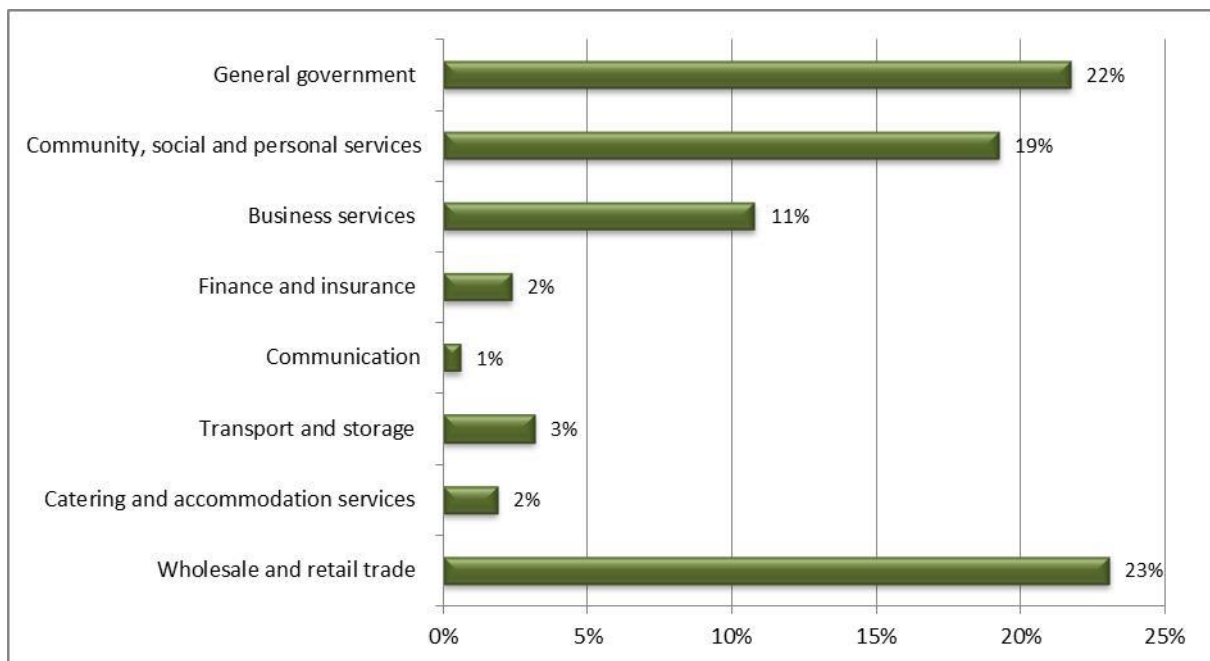


Figure 6.23: Tertiary Sector Composition in Polokwane (Source: Calculations based on Quantec data)

As discussed in section 5.1, the tertiary sector is by far the biggest contributor to the economy of Polokwane. Important sectors in the tertiary sector include the wholesale and retail trade; community and personal services and the general government sector.

6.4.4 Formal and Informal Sector

In economic terms, the difference between formal and informal sectors is a thing of regulation. The formal economy includes reported payroll items, income taxes, employee taxes and any other official economic factors. The formal sector is an increasingly complex system of economics that historically grew out of the informal sector (Department for Infrastructure and Economic Cooperation, 2011).

Figure 6.24 below indicates the difference in employment in the formal and informal sector. From the illustration it is evident that a staggering 71% of the employed population is employed in the formal sector, compared to only 13% in the informal sector.

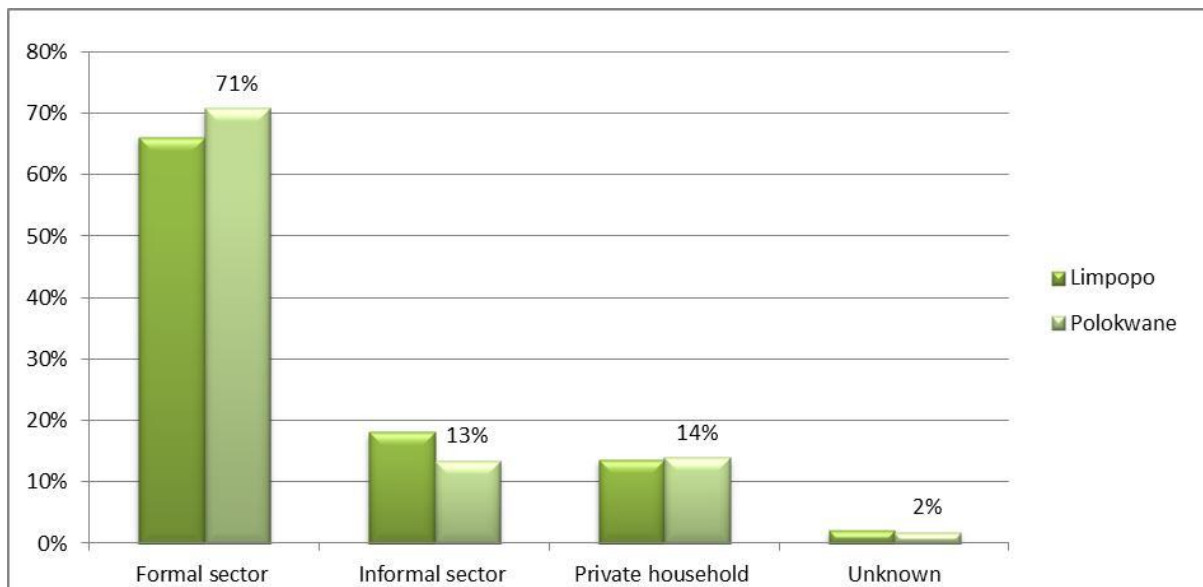


Figure 6.24: Composition of Limpopo and Polokwane Economy i.t.o Formal and Informal Sector (Source: Calculations based on Quantec data)

6.4.5 Economic Growth

Economic growth refers to the increase in the capacity of an area to produce goods and services and is measured by the increase in GDP.

Figure 6.25 illustrates the average growth per sector over ten years (2002-2013) of the Limpopo Municipality.

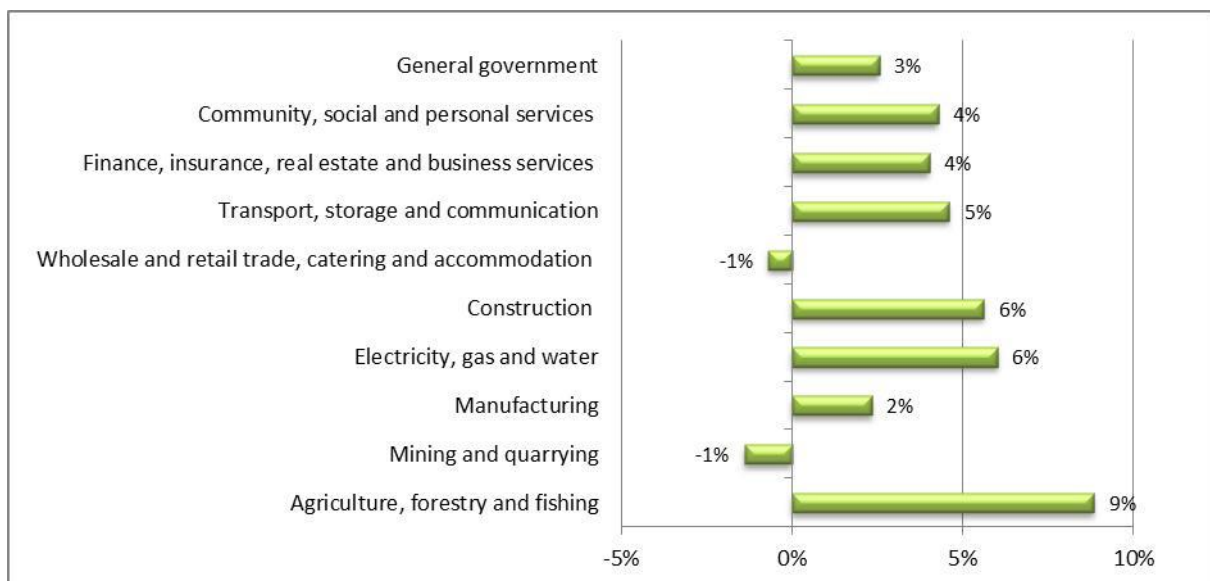


Figure 6.25: Average Annual GDP Growth per Sector 2002 – 2012

Although the entire economy has grown at a rate of 3%, not all economic sectors achieved positive growth between 2002 and 2012. Sectors that have shown a decline include the *Mining and quarrying Sector* and the *Wholesale and retail trade sector*, while the *Agriculture, forestry and fishing Sector*,

Electricity Gas and Water Sector, and the Construction Sector have shown good signs of positive growth.

Figure 6.26 illustrates the total GDP growth between 2000 and 2010.

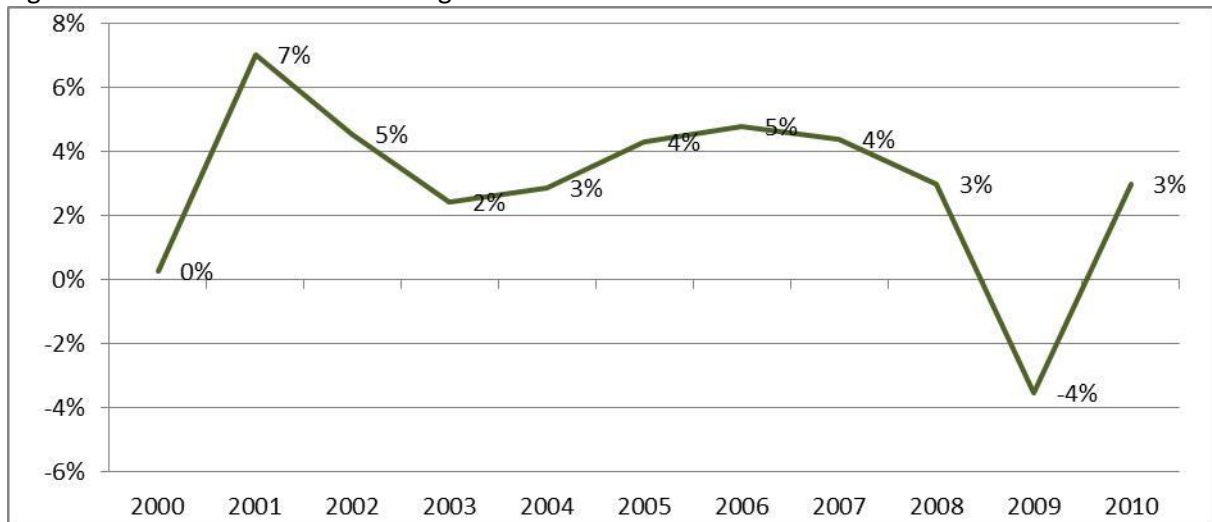


Figure 6.26: GDP Growth between 2000 and 2010

From the figure it is clear that the global financial crisis did not affect the economy drastically in 2006, but the local resulted shock in 2009 had a major effect on the economy. It is however clear that the economy is in the process of regaining growth.

6.5 Social Context

The social analysis of Polokwane involves an investigation into the socio-economic context of the entire municipal area and includes a variety of measures- from demographic profiles to employment rates. A socio-economic survey is of utmost importance for long term planning as specific interventions for specific needs and challenges would need to be created.

6.5.1 Population & Household Profile

Population numbers and growth are important factors in any baseline socio-economic study, especially in terms of long term socio-economic planning. For example, the population size will determine the current demand for services and employment, while the population growth rate will determine the projected demand. Current population figures for the district municipality were derived from projected growth rate estimates based on Census 2011 Data. The Census 2011 data is the most up to date and accurate data currently available in South Africa. Please note that in order to calculate projected population figures, data from the 2001 Census as well as the 2007 Community Survey was used as a baseline.

Based on the data obtained from the 2001 Census and 2007 Community Survey, the average growth rate between 2001 and 2011 in the district municipality was calculated at 2.2% per annum. As census data is seen as some of the most accurate data sources available to portray socio-economic conditions, it was used as a baseline growth rate for future population growth estimates and projections.

i.) Population Profile

The figure below illustrates historic population figures as well as the estimated growth rates for each of the local municipalities, the Limpopo Province as a whole, and, the Capricorn District.

	1996	2001	GROWTH RATE	2011	GROWTH RATE
Limpopo	4576566	4995462	1.77%	5404868	0.79%
Capricorn District	1072484	1164281	1.66%	1261463	0.80%
Polokwane LM	424835	508277	3.65%	628999	2.15%
Blouberg LM	158751	171721	1.58%	162629	-0.54%
Aganang LM	146335	146872	0.07%	131164	-1.12%
Molemole LM	107635	109441	0.33%	108321	-0.10%
Lepelle Nkumpi	234926	227970	-0.60%	230350	0.10%

Figure 6.27: Population Growth Rate (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

According to Figure 6.27, the current (2011 Census data) population of the Polokwane municipality is 628 999. The growth rate of the municipality is higher than that of the province. Presented graphically, the composition of the above information is as follow.

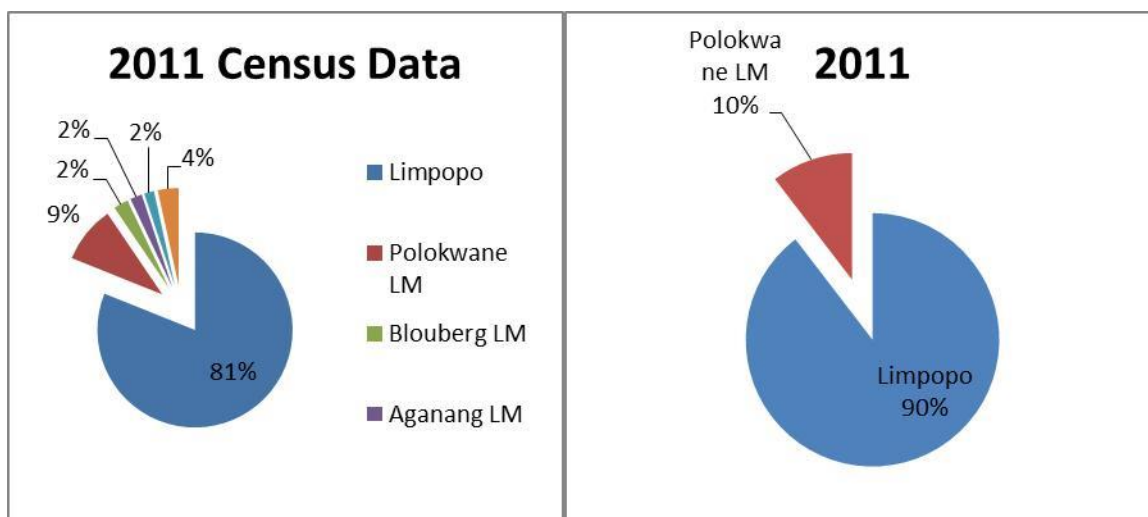


Figure 6.28: Polokwane Population Size i.t.o Limpopo & Other Local Municipalities

Based on a population growth rate of 2.15%, the population will increase to 684,967 in 2015; 761,982 in 2020 and 1,475,190 in 2050. As can be seen in the table on the next page, Polokwane's population growth rate is the highest of all local municipalities and even higher than that of the Limpopo Province. This is expected seeing as Polokwane is the capital city in Limpopo.

	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 6.29: Forecasted Population Growth (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

According to roughly estimated population growth figures, approximately 20% of the Limpopo Province's population will be located in the Polokwane Municipality by 2050. This is almost double the current ratio.

province. This could be attributed to the fact that, as mentioned previously, Polokwane is the capital of the Limpopo Province and are also the most urbanised city. Within the Capricorn District, all but one local municipality show signs of a declining population. This could be attributed to the fact that migration to more urbanised areas is taking place. Furthermore it is calculated that should the estimated population growth rates continue, 2030 will see the Molemole Local Municipality surpass the Aganang Local Municipality.

ii.) Household Profile

The household profile is an index which measures the average household size. This information is vital in that such information act as ‘tell-tale’ signs of prosperity as smaller household sizes are usually attributed to more affluent areas. However, this measurement does not take into account culture and preferences and can therefore not be used as the sole determinant of growth and development in an area.

	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 6.32: Household Size (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

As illustrated in the table above, the average household size in the Polokwane Local Municipality is 3.5 persons per households which are lower than the provincial and national average of 3.8 persons per household. Although it is inconclusive at this stage as to whether Polokwane is actually more affluent than other local municipalities, it nevertheless indicates to slightly better living conditions than that of the rest of the district.

6.5.2 Migration

The impact of migration on an area is very often underestimated and subsequently miscalculated. Migration rates and patterns exert a major influence on not only population statistics, but also the socio-economic context of an area as it leads to an increased need for services, housing, safety & security and employment.

According to a study done the Feinstein International Centre in conjunction with the University of the Witwatersrand (2012), Polokwane is a secondary city which has been directly influenced by various forms of migration. The study sought to bridge the gap between available and inadequate information on urban vulnerability among migrants in order to better understand the Polokwane’s socio-economic context. Physical surveys were done in a controlled, but random manner. A total of 517 respondents from across all areas in Polokwane were utilised for this study and were found to be scientifically representative. Information presented in this section is therefore purely based on this comprehensive study as it is the most up to date information currently available and highlights trends and implications thereof.

i.) Internal & International Migration

The Feinstein International Centre (2012) makes a clear distinction between internal and international migration. Internal migration refers to migration within a country by its own residents. International migration on the other hand refers to migration of people from countries outside of the country under investigation.

From the survey conducted by the Feinstein International Centre (2012), only 5% of the total sample comprise of international migrants. This figure is argued to be significantly less than originally anticipated, but can be attributed to a variety of factors.

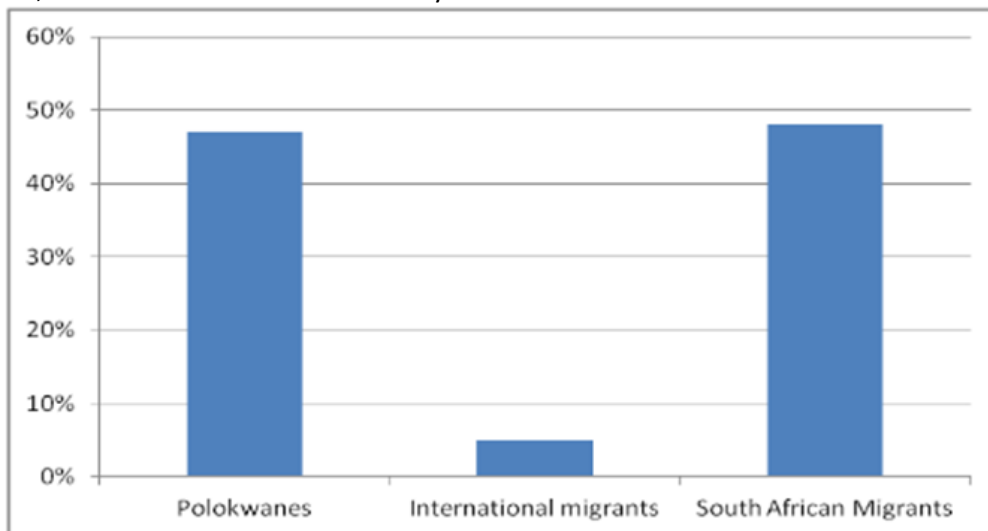


Figure 6.33: International & Internal Migrants (Source: Feinstein International Centre, 2012)

ii.) International Migration

Seeing as Polokwane is the only major urban centre in the northern part of the country, it is often the preferred destination of choice for those seeking a better life. The N1 highway, which connects Zimbabwe with Johannesburg, passes through the city which makes it a strategic centre of transition, migration and commerce. Additional attributes such as high mobility within the province further enhances desirability for migration to the area. Currently, 2 pieces of legislation is in existence which seeks to control migration- The Refugees Act of 1998 seeks to provide protection to those in need, whilst the Immigration Act of 2001 governs all forms of migration in South Africa. Up until 2001 South Africa had not granted refugee status to Zimbabweans. This soon changed after a court judgement which saw more and more Zimbabweans testing South Africa's refugee 'generosity'. From the study done by Feinstein International Centre (2012) it was also found that the majority of international migrants were of Zimbabwean decent, although the asylum rejection rate is currently 98.6%. This means that a large portion of the Zimbabwean population in South Africa remain undocumented (Feinstein International Centre, 2012).

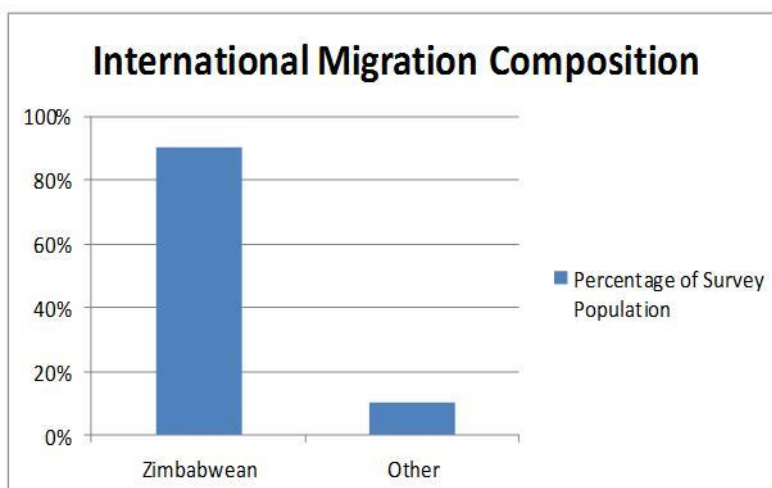


Figure 6.34: Composition of International Migration (Source: Feinstein International Centre, 2012)

As can be seen from the figure, roughly 90% of the international migrants were Zimbabwean with the remaining 10% being from Mozambique, Botswana, Swaziland & Malawi. A staggering 52% of international migrants had migrated from either a township or urban area within relative proximity of Polokwane. (Feinstein International Centre, 2012)

iii.) Internal Migration

Internal migration is an important aspect of population growth statistics, as these trends could often provide insight into the area under investigation. According to the study, 95% of migration into Polokwane was internal migration. From this figure, 48% of internal migrants were born in South Africa, but outside of Polokwane. Migrants born in Polokwane constituted 47% of the internal migration figure. (Feinstein International Centre, 2012)

From the population sample used for the investigation, 64% of the combined population (internal & international migrants) had lived in other areas outside of Polokwane. Migrants from Gauteng represented 7.2% and Mpumalanga only 2%.

Internal migration statistics also reveal the rate of urbanisation as 71% of internal migrants had migrated from rural areas for a variety of reasons.

iv.) Governmental Assistance

Seeing as the Feinstein study was more focused on determining the extent of urban vulnerability among the migrated population in Polokwane, it also investigated to which extent the sample population had been receiving governmental or other support. Governmental assistance in this context typically refers to programmes such as food aid, housing, health services, legal aid, micro credit, psycho-social counselling, vocational training, child care etc. From the interviews conducted the following information was revealed:

- 56% of respondents had never received any assistance
- 89% of respondents did not receive any social grant
- Of the 10% who did receive grants, 59% were old age grants; 16% disability grants; and 14% child support grants.
- Absolutely no international migrants received any form of grant. (Feinstein International Institute, 2012)

The abovementioned statistics reveal high vulnerability of Polokwane residents, especially among international migrants.

v.) Reasons for Migration

It is also important to understand the reasons for migration – internal and internationally- and therefore the study revealed that the most common reasons for migration is economic reasons, asylum seeking and educational reasons. The following findings were made in the study conducted by the Feinstein International Institute (2012):

- 56% of international migrants had moved to Polokwane as a result of conflict, land disputes and eviction in their countries of decent;
- 46% of internal migrants specifically chose Polokwane as residence for economic reasons, whilst only 24% of international migrants migrated to the city for this reason;
- 15% indicated that the reason they did not move to another city in South Africa (both internal and international migrants), was because they were familiar with Polokwane;
- 15% of the internal and 17% of the international migrants had family in Polokwane;
- 14% of respondents indicated that they migrated to Polokwane for educational reasons.

The figure below illustrates the reasons for international migrants (5% of total migrated population) moving to Polokwane.

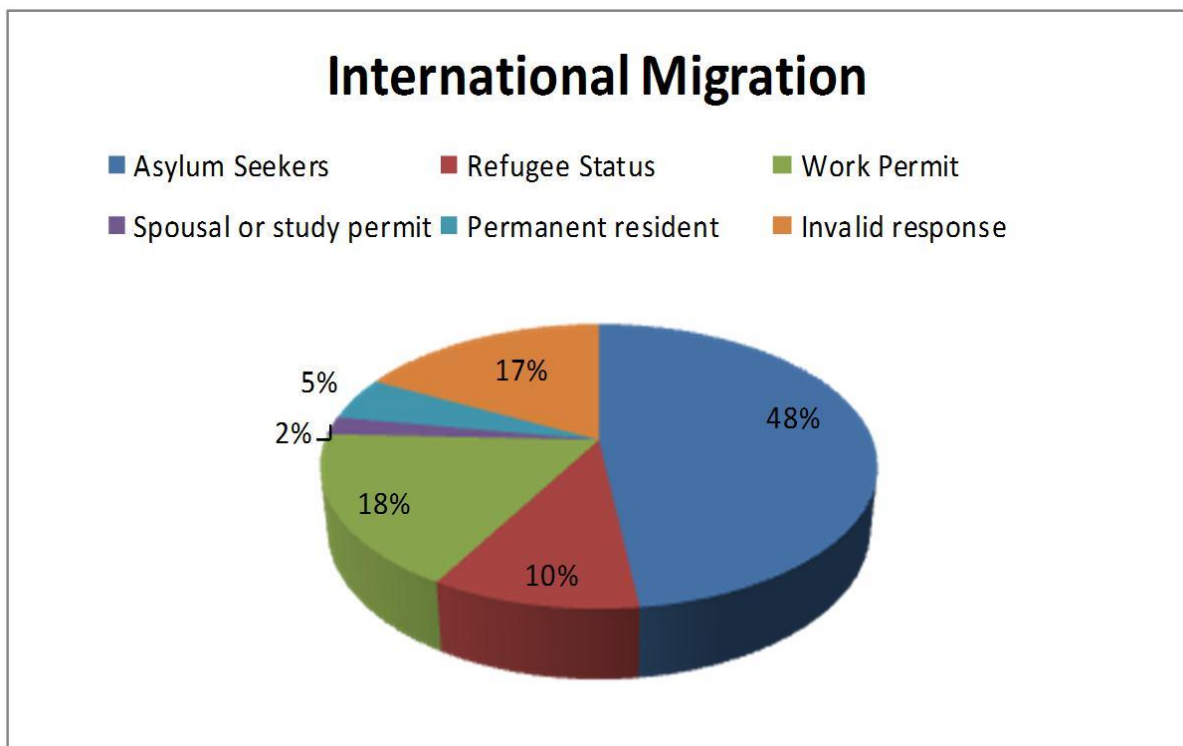


Figure 6.35: Reasons for International Migration

From the figure above it is evident that the majority of international migrants have crossed the border as a result of upheaval and unrest within their countries. Economic reasons are the second largest motivator. It should also be note that 17% of responses of the respondents were deemed invalid, which could therefore be interpreted as illegal and undocumented entry into the country.

This section provided some vital information on the migration patterns as observed in a recent study done by the Feinstein International Institute (2012). The main purpose of the study was to determine the levels of urban vulnerability among migrants. Urban vulnerability largely impacts on the socio-economic context of an area and include factors such as housing security, financial security, employment security, and, physical safety and security. Lowering vulnerability will automatically result in significant increases in socio-economic well-fare.

6.5.3 Settlement Patterns

As with most South African cities, Polokwane clearly bears the brunt of apartheid spatial planning which are especially evident in its settlement patterns. This had the result that Polokwane has a severely fragmented spatial form and settlement pattern. From a basic analysis on the settlement patterns, Polokwane can typically be divided into 6 relatively distinct areas: suburban areas, urban core, townships, informal settlements, RDP areas, and, semi-rural and rural areas (Feinstein International Centre, 2012).

i.) Suburban Areas

For the purpose of this study, suburban areas can be described as formerly white areas which were well maintained, serviced and close to a variety of amenities. Suburban areas housed the minority of the population compared to the rest of Polokwane and typically include Bender, Flora-Park, Fauna-Park, Penina Park, Hospital Park and Ster Park.

ii.) Urban Core

The urban core mainly consists of the CBD area which is suffering from serious urban decay. Some areas such as the down town area (the area characterised by informal trading) have become so rundown that the executive mayor have called for urgent intervention for urban regeneration. Although the CBD use to have a much more important role, it is unable to attract serious investment as it is not only regarded is an eye sore, but also quite unsafe. Due to the extensive urban decay rents have been lowered significantly often attracting foreign migrants (Feinstein International Centre, 2012).

iii.) Townships

Townships were established during the apartheid era according to specific racial classifications. Such townships were strategically located just outside the urban core to ensure a constant supply of cheap labour, but were far enough out to ensure that these areas do not enjoy sufficient services. Nirvana which was formerly an Indian township, have now become quite affluent and diversified in terms of its racial composition. Westernberg just across from Nirvana have also enjoyed significant upgrades and redevelopment.

Former black townships were located the furthest from the urban core. These townships such as, Seshego and Makweng, are the largest in terms of land size and population, but are quite impoverished communities even at this day and age.

iv.) Informal Settlements

Informal settlements are settlements characterised by illegal occupation of land and poorly constructed houses. Services are few and far apart which severely increases environmental hazard, as well as health and safety. These areas are also overcrowded which in turn creates additional socio-economic ills, such as crime and violence. A good example of such an area is the Disteneng settlement located between Westernberg and Seshego. (Feinstein International Centre, 2012)

v.) RDP Areas

In a desperate attempt to rectify at least some of the inequalities caused by apartheid, the Reconstruction and Development Plan was rolled out in 1994 which sought to provide housing and basic services to the previously disadvantaged. These housing initiatives are often the cause of conflict

in areas where residents feel that homes were unfairly given to migrants. Some areas which contain RDP developments include Seshego Sections 76, 75 and 81, and certain sections of Westernberg.

vi.) Semi-Rural and Rural Areas

Semi-rural and rural areas are areas which are geographically isolated from the rest of the city. Virtually no services are provided and residents are therefore mainly dependent on subsistence farming and remittances. Areas under this classification include Maboi, Ga-tshwene and Thema. (Feinstein International Centre, 2012)

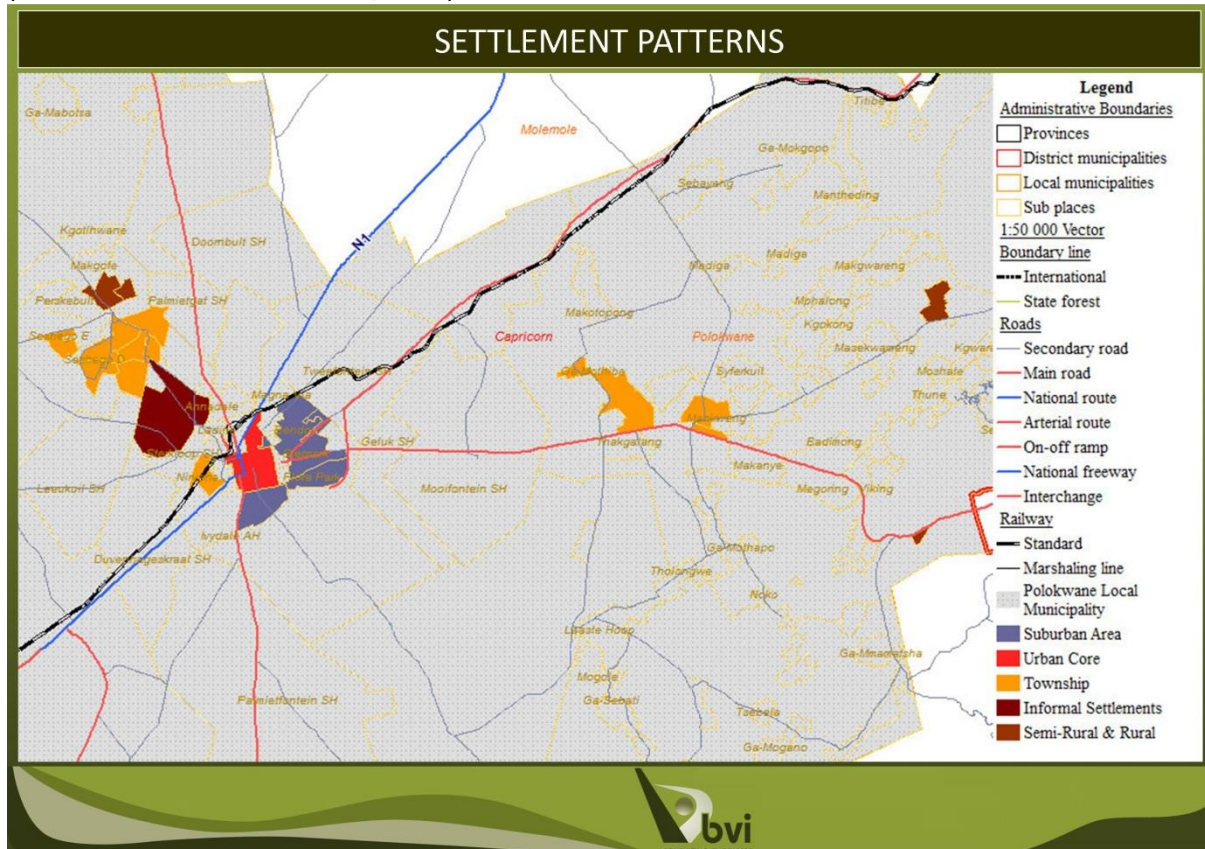


Figure 6.36: Settlement Types

6.5.4 Age

An age profile assessment can provide valuable insight into the composition of the population and will importantly establish the Potential Economically Active population (PEA). The PEA refers to the population that falls within the working age group - aged between 15 and 64. It does however not mean that this entire portion of the population is prepared, willing or able to be employed.

In figure 6.36 on the next page, the age profile of the municipality has been illustrated. The black dotted lines indicate the PEA population.

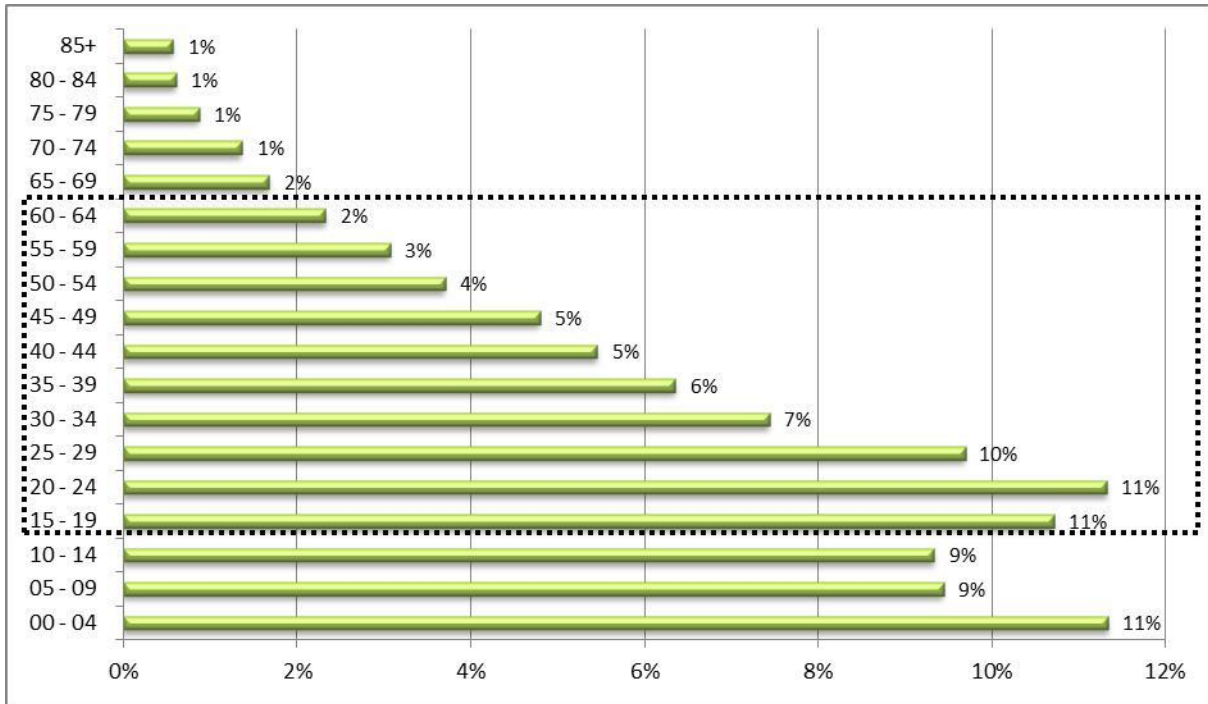


Figure 6.37: Polokwane Age Profile & Potentially Economic Active (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

It is evident that the municipality has a large youth population with approximately 30% of the population below the age of 15. The portion of the population older than 65 is small which will imply a relatively large PEA population even after considering the large youth population. The total PEA population amounts to 407,714 (65%).

6.5.5 Employment Profile

The employment profile is important indication of the economic circumstances within a municipality and provides distinction between those who are currently (2011) employed, discouraged from seeking work and unemployed. It further highlights which portion of the population is not in a position to seek work due to a variety of reasons. These figures should be read with section 6.5.3 of this document – Potential Economically Active Population.

i.) Employment Status: National Context

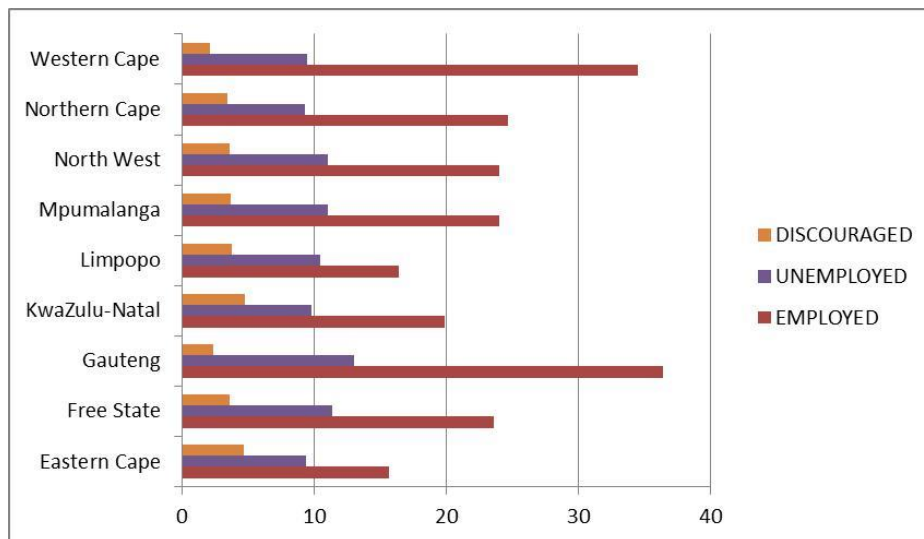


Figure 6.38: National Employment Figures (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

In terms of the national context, Limpopo has the second lowest employment rates. This can be indicative of declining economic diversification and growth in the province. Other factors could include the out migration of skilled employees to other provinces. This should be clarified at a later stage. Furthermore Limpopo has the second lowest employment rates in the country.

ii.) Employment Status: Limpopo Province & Polokwane

Figure 6.39 below illustrates the distribution of people according to their employment status and compares Polokwane with provincial statistics.

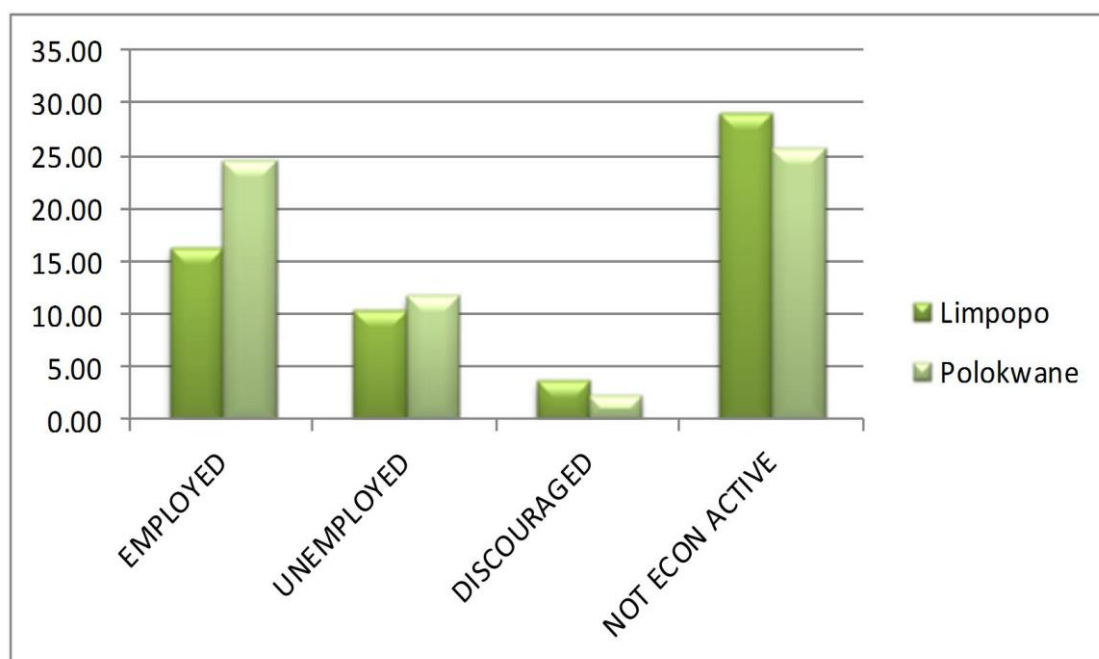


Figure 6.39: Limpopo & Polokwane Employment Figures (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

From the figure above it is clear that the majority of the population is not economically active. In the Limpopo Province only 16.39% of the total population is employed with 10.45% unemployed and 29.19% being not economically active. Discouraged work seekers amount to 3.75% of the total province.

iii.) Employment Status: Local Municipalities in Capricorn District

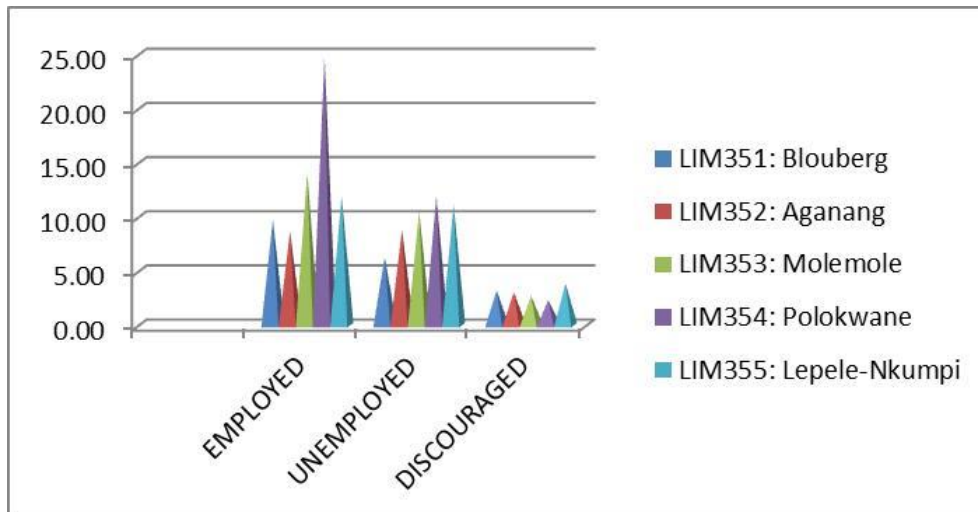


Figure 6.40: Employment in Local Municipalities (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

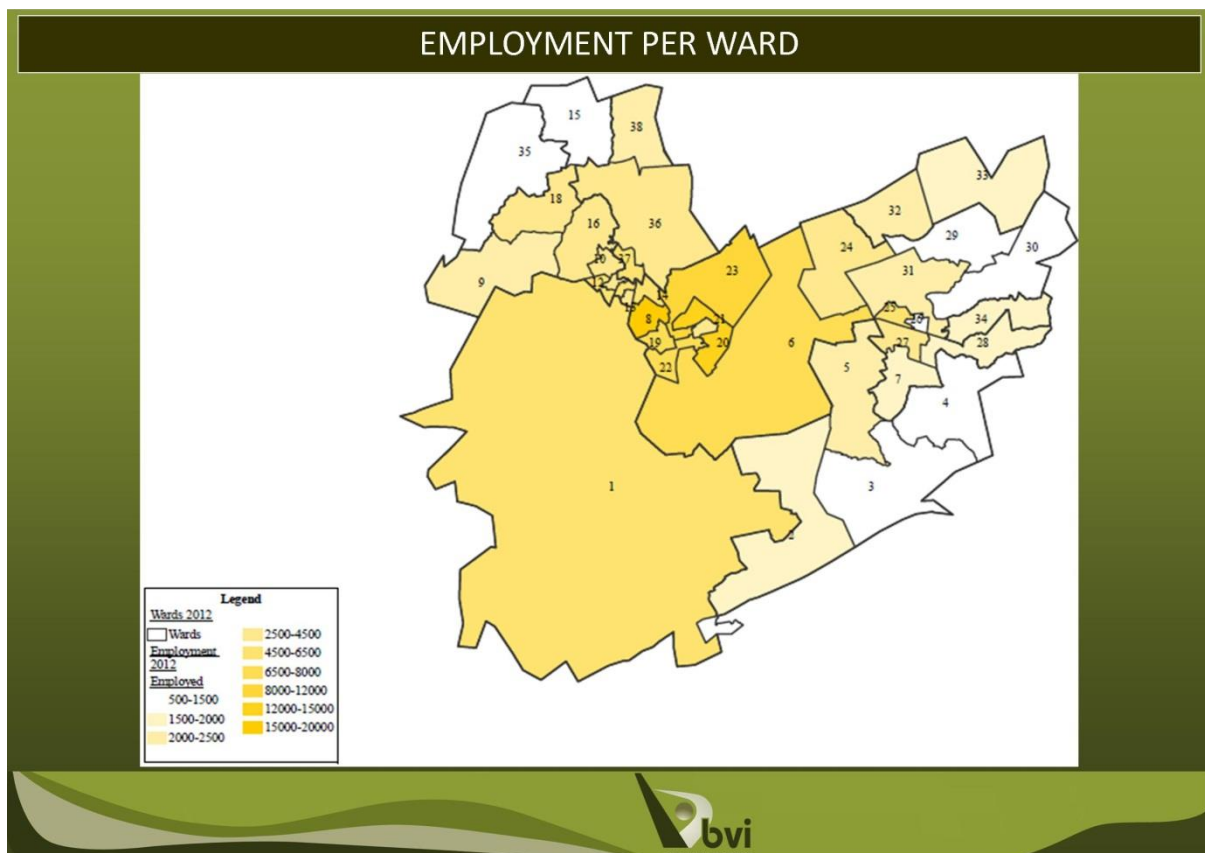


Figure 6.41: Employment Per Ward

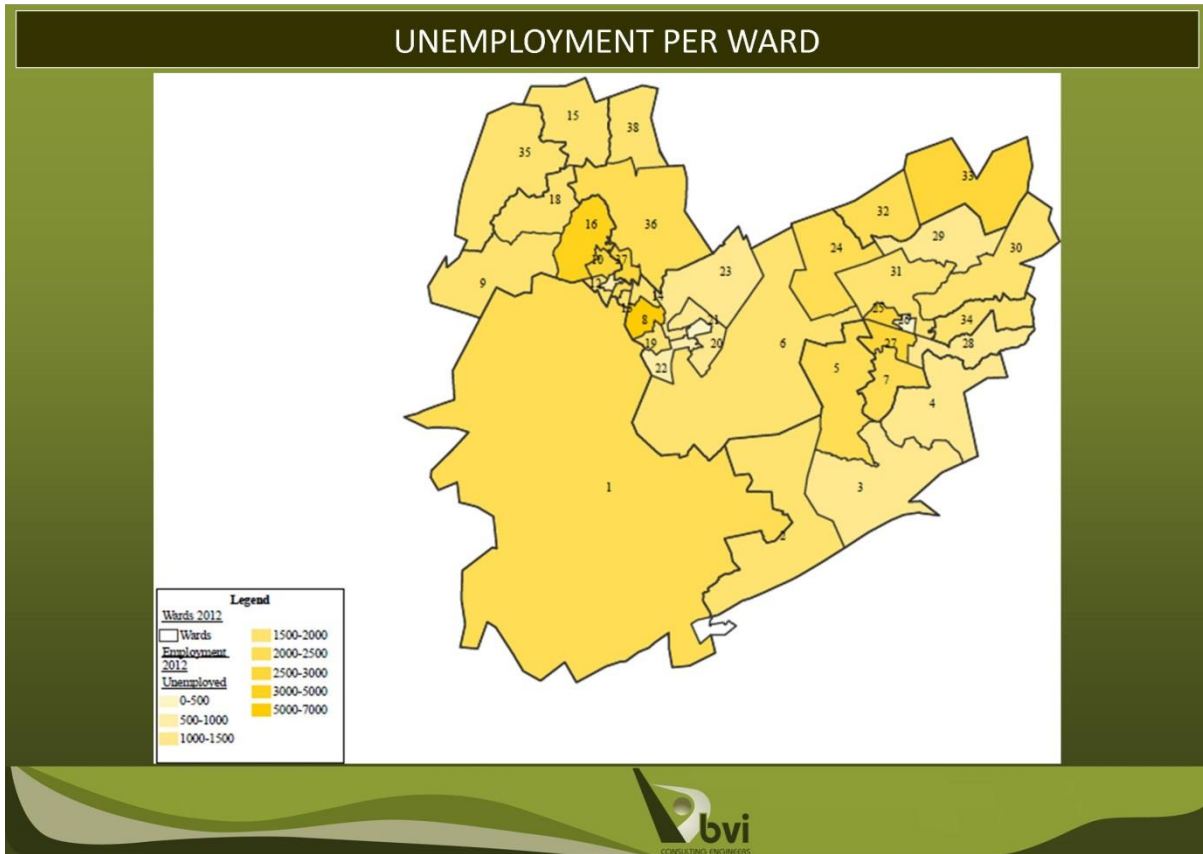


Figure 6.42: Unemployment Per Ward

A comparison of employment rates in the different local municipalities within the Capricorn District, reveals Polokwane has the highest percentage employment, by almost 10%, as well as the highest unemployment rates. This can be attributed to the fact that Polokwane has the greatest concentration and variety of economic sectors and activity and are the most urbanised local municipality in the Capricorn District.

iv.) Employment Status: Wards in Polokwane

Figure 6.43 on the next page compares the employment rates of the 38 wards located in the Polokwane Local Municipality. From this it can be seen that the wards with the highest employment rates are: Ward 21, Ward 23, Ward 20, Ward 22 and Ward 6. Unemployment rates are the highest in Ward 8, Ward 37, Ward 17, Ward 10 and Ward 16. An in depth analysis will be required using the input from local stakeholders to determine the reasons for both employment and unemployment rate differences between wards.

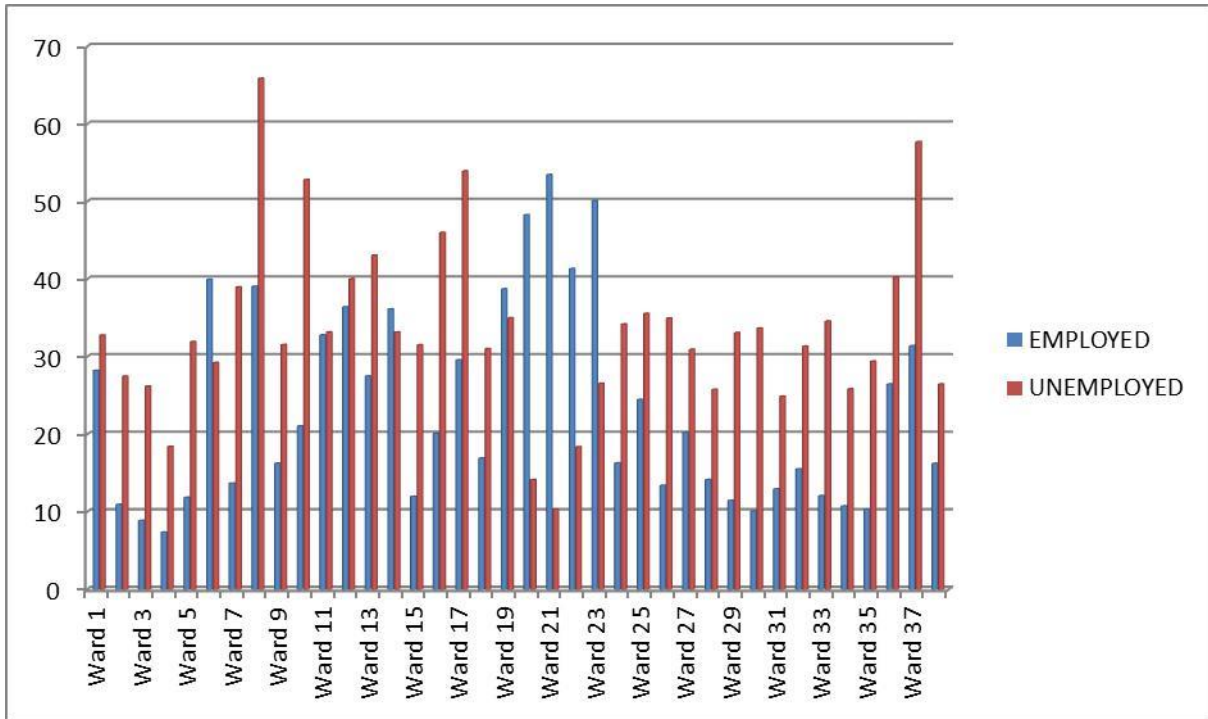


Figure 6.43: Employment per Ward (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

Compared to other local municipalities in the Capricorn District, Polokwane has the highest employment rate.

6.5.6 Race

Statistics South Africa defines five racial categories by which people can classify themselves in the census. On a national level the 2011 census figures for these categories were Black African at 79.2%, White at 8.9%, Coloured at 8.9%, Indian or Asian at 2.5%, and Other/Unspecified at 0.5%.

Figure 6.44 illustrates the distribution of the Polokwane population according their race.

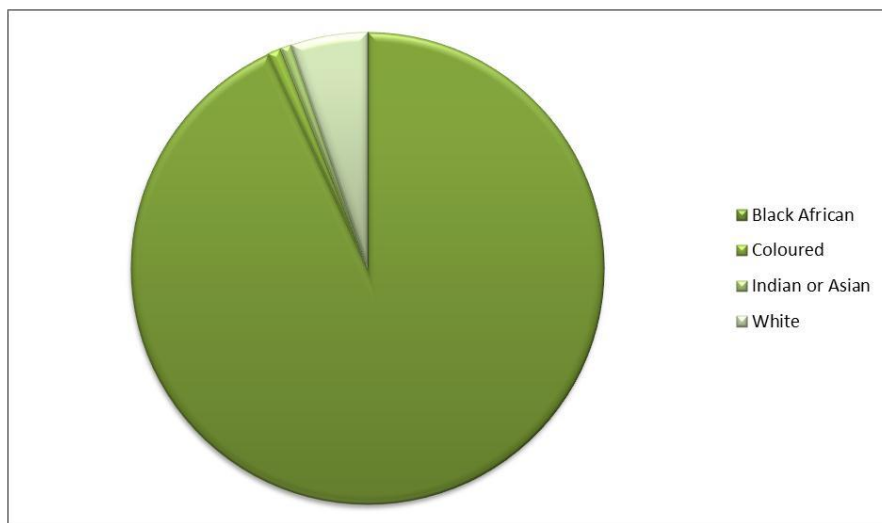


Figure 6.44: Polokwane Racial Composition (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

By far the major part (93%) of the population classified itself as African or black, but it is not culturally or linguistically homogeneous. Ethnic groups include the Zulu Sotho and Xhosa.

6.5.7 Language

South Africa has eleven official languages: Afrikaans, English, Ndebele, Northern Sotho, Sotho, Swazi, Tswana, Tsonga, Venda, Xhosa, and Zulu. In this regard it is third only to Bolivia and India in number. While all the languages are formally equal, some languages are spoken more than others.

Figure 6.45 illustrates the language distribution of Polokwane and Limpopo.

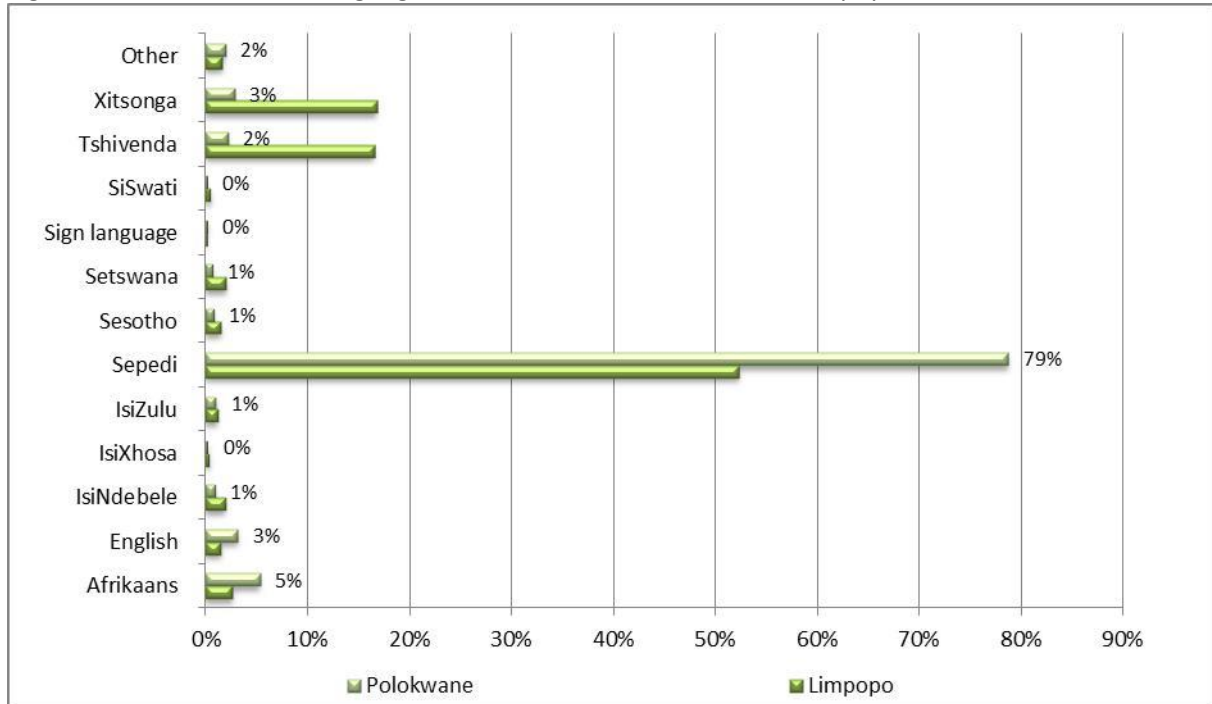


Figure 6.45: Limpopo and Polokwane Language Composition (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

From the figure above it is clear that by far the greatest majority of the population in the province speaks Sepedi. In the Polokwane Municipality the most spoken language is also Sepedi, and other major languages include Tshivenda and Xitsonga.

6.5.8 Education

South Africa has a 3 tier system of education starting with primary school, followed by secondary school and tertiary education in the form of (academic) universities, FET (Further Education and Training) and universities of technology.

The following figure illustrates the education profile of the Limpopo Province and the Polokwane Municipality.

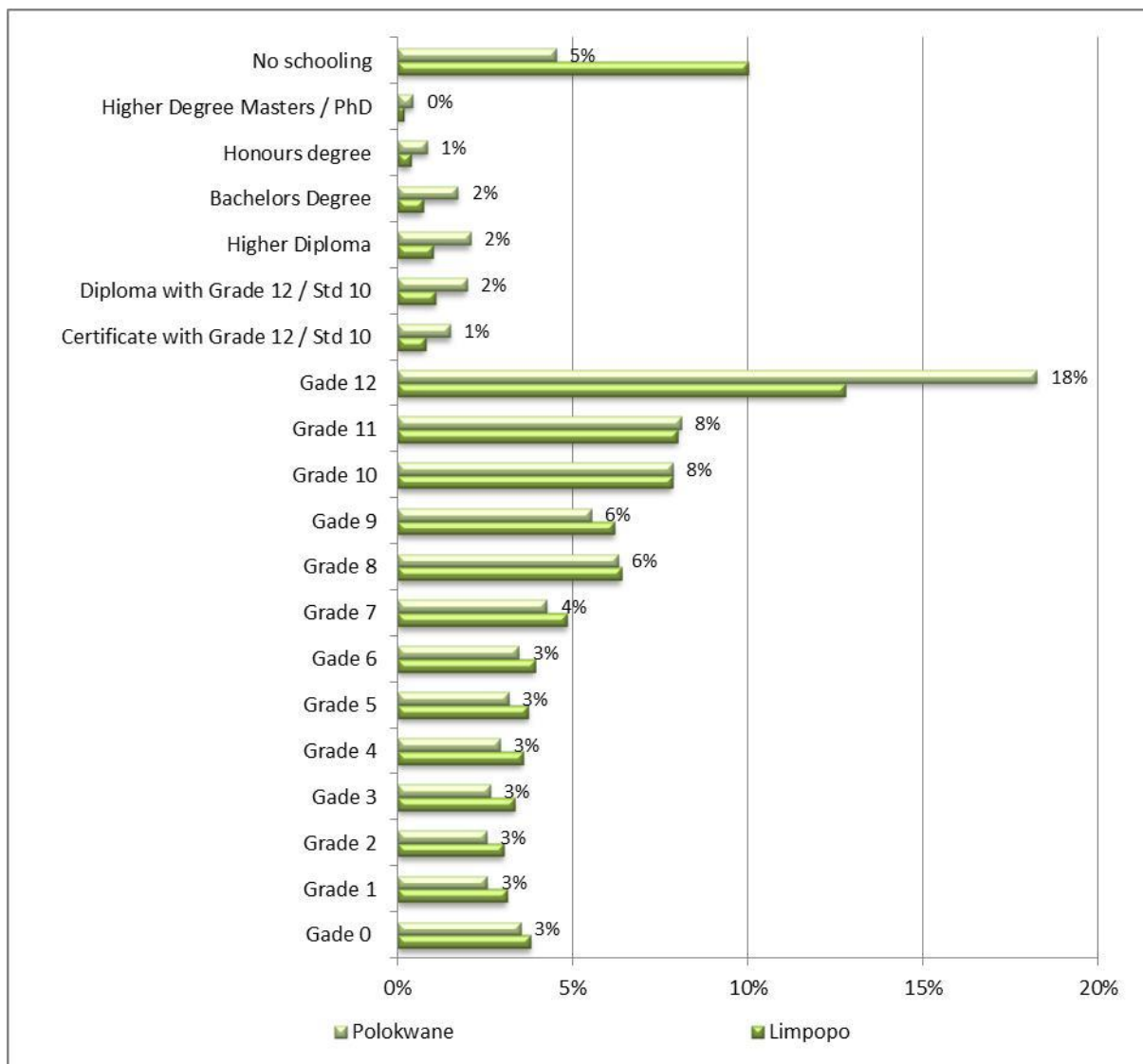


Figure 6.46: Education Profile of Limpopo and Polokwane (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

From the figure it is clear that 27% of the population in the province have completed grade 12, with 9% of that number continuing their studies at tertiary education institutions. The municipal education profile is significantly better than the provincial profile. This could be due to the fact that Polokwane is more urbanised and therefore closer to schooling facilities than the rest of the Limpopo Province.

6.5.9 Housing

Access to housing programmes, forms of tenure and housing typologies are all useful indicators of the socio-economic context of an area. This section therefore summarises the current housing situation in Polokwane.

i.) Housing Tenure

Housing tenure refers to the financial arrangements under which someone has the right to live in a house or apartment. The most frequent forms are tenancy, in which rent is paid to a landlord; and owner occupancy, for example an owner-occupier may own a house outright.

The figure below illustrates the tenure status of the Limpopo Province and the Polokwane Municipality.

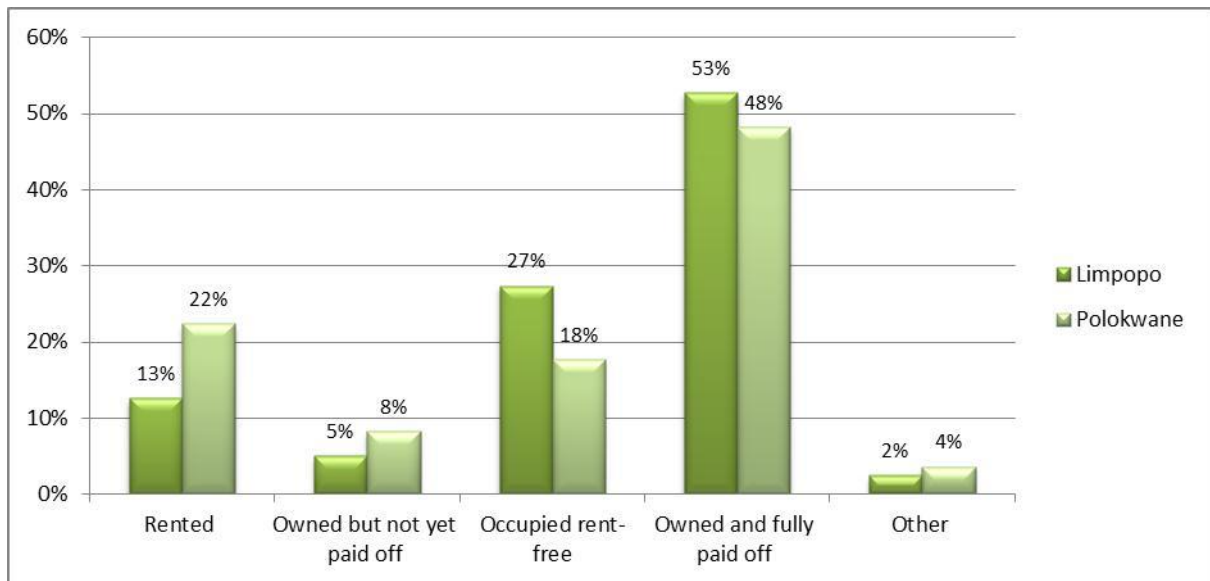


Figure 6.47: Housing Tenure in Polokwane and Limpopo (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

Approximately 50% of the population of the province as well as the local municipality have full ownership of their houses. The second most popular form of tenure is to occupy a unit rent free. Only a small portion of the population has an existing bond on their property.

ii.) Housing Typologies

At a national level the number of households living in formal dwellings increased in the last 10 years, from 68.5% to 77.6%, while the number living in traditional dwellings dropped from 14.8% to 7.9% and the number living in informal dwellings dropped from 16.4% to 13.6%.

The following figure illustrates the housing typologies of Polokwane Municipality and the Limpopo Province.

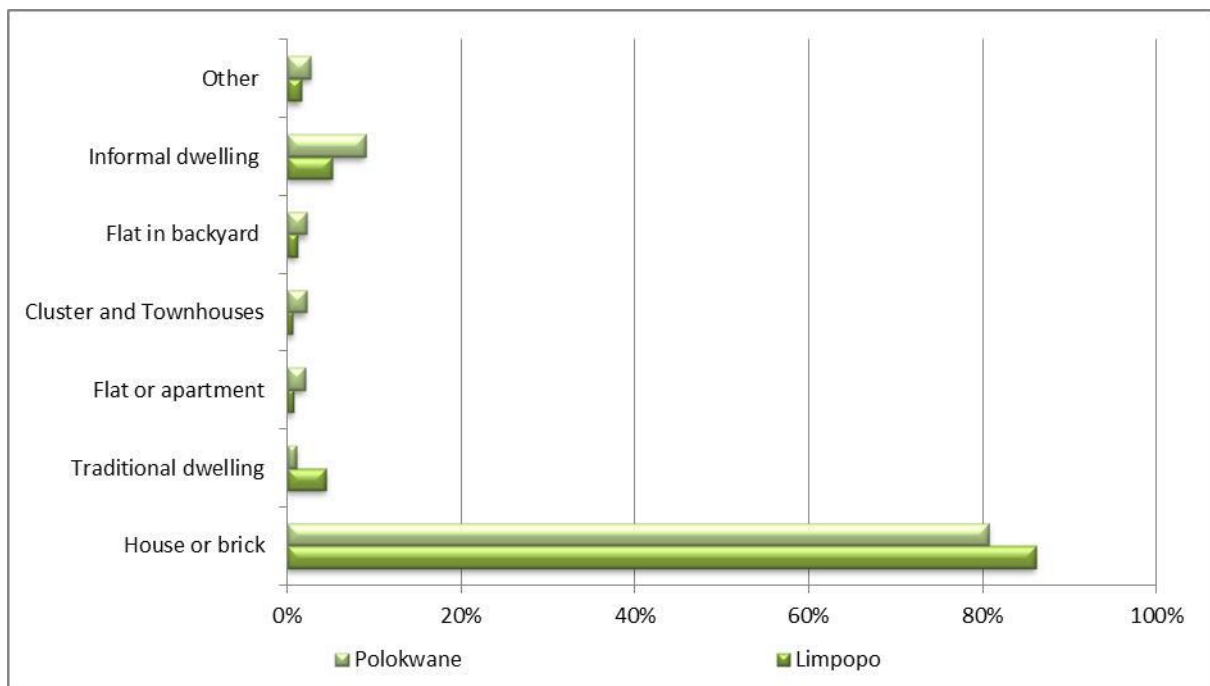


Figure 6.48: Housing Typologies in Limpopo & Polokwane (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

From Figure 6.48 it is clear that a great majority of the households in both the province and the municipality reside in a formal brick structure. There is however still a portion of the households in that currently occupy an informal dwelling. These households have a right to adequate housing as defined by the constitution.

6.5.10 Health and Wellness

Healthcare in South Africa is characterised by a large public sector and a small but fast-growing private sector. Although the public health sector has achieved considerable improvements after 1994, the sector is still facing major challenges. The public health sector is under-resourced and over-utilised, while the private sector caters for higher income population groups who tend to be members of medical schemes. Although not all patients that make use of private hospitals are members of a medical aid scheme, the majority of individuals that make use of private healthcare facilities are members of a medical aid scheme.

According to the South African Health Review (Health Systems Trust, 2010), 8.0% of the Limpopo population, are members of a private health scheme, compared to 16.6% in South Africa. The percentage of Limpopo’s population covered by medical aid is thus significantly lower than the national average, increasing pressure on the demand for public healthcare facilities. Based on the results of the Annual Performance Plan for the Limpopo Department of Health, health facilities in the province is characterised by among other factors a shortage of health professionals; high infant and maternal mortality, insufficient medicinal supplies and poor infrastructure.

i.) Facilities

There are a number of health facilities in Polokwane ranging from district hospitals to private medical facilities. District hospitals includes the Polokwane Hospital, Mankweng Hospital, Rethabile Health Centre and the Seshego District Hospital. There are further more over 40 clinics that offer basic services such as ante natal services, immunisations HIV/AIDS centres. The flag ship Limpopo Academic Hospital is further on the cards to be developed and is envisioned to provide more than 600 beds as part of the tertiary education facility.

The following figure illustrates the distance that a person has to travel to their closest public medical healthcare facility based on the Living Conditions Survey (2008/2009) of Statistics South Africa.

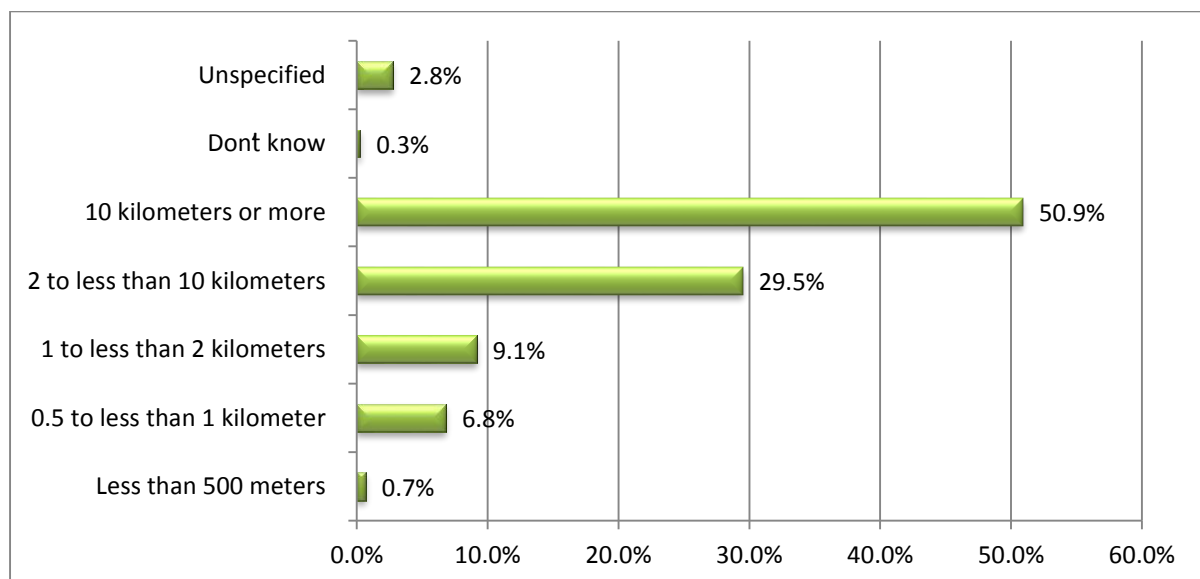


Figure 6.49: Distance to Health Facilities (Source: Stats SA Living Conditions Survey 2008/2009)

From the figure above it is clear that more than half of the population resides further than 10km from the nearest medical facility. Taking into consideration the size of the urban area and the central location of the Polokwane Hospital, it can be derived that it is mostly the rural population that have to travel further than 10km to the closest medical facility. The population living in rural areas thus have limited access to health care opportunities compared to the urban Polokwane population.

ii.) Healthcare as part of the smart city

The use of technology is one of the most important trends in healthcare provision in Africa (Chika, 2013), and can play a vital role in establishing Polokwane as a smart city. The use of technology and principally mobile phones is estimated to be fundamental shift in the health profession in South Africa in for example, HIV provision. A system designed by University of Washington is making critical breakthroughs in combating HIV. As the babies of HIV positive mothers cannot be nurtured by their mothers' milk, these mothers have to make use of donated breast milk. But to keep the milk safe a monitor application was developed for mobile phones that manages the heat pasteurization donated breast milk, and is currently making a big impact on the lives of HIV positive babies and mothers.

The following figure illustrates the age at which the population tends to pass away.

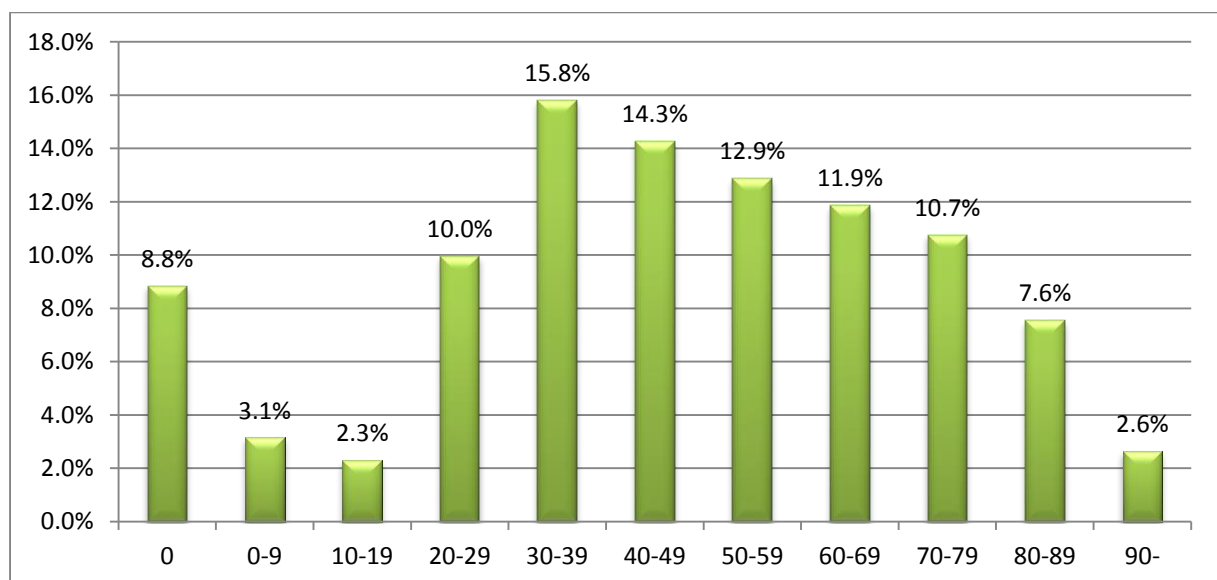


Figure 6.50: Age and Death (Source: Stats SA Mortality Rates 2008/2009)

From the figure above it is clear that the majority of the deaths occur in the productive stages of life. Even though there are a number of still-born deaths and at an old age, the proportion of the population those passes away in the productive stages of life is worrisome. The youth and veteran population is known as dependant populations, they tend to rely on the productive population to contribute to the economy. But the fact that the active workforce is dying at a rate more rapid than the aged is, increases the pressure on the active workforce and social services. The decrease in the productive population could be as a result of a number of illnesses including HIV/AIDS and TB, and will have a detrimental long term impact on the economy.

6.5.11 Access to Services

Another crucial aspect of the socio-economic welfare of an area is access to adequate services. Access to services can have an enormous impact on people's lives and basic livelihoods. Not only does it directly impact on health and safety, but also on economic growth and development.

This section will therefore analyse available data on access to services within the Polokwane Municipality.

6.5.11.1 Water

Water plays a crucial part in people’s daily lives and well-being. Section 27 of the South African Constitution dictates that “everyone has the right to have access to sufficient water”. On a national level over the last 10 years there has been significant improvement in access to piped (tap) water in South Africa, with the number of households with no access dropping to 8.8% in 2011 from 15.6% in 2001.

The following figure describes access to water in the municipality

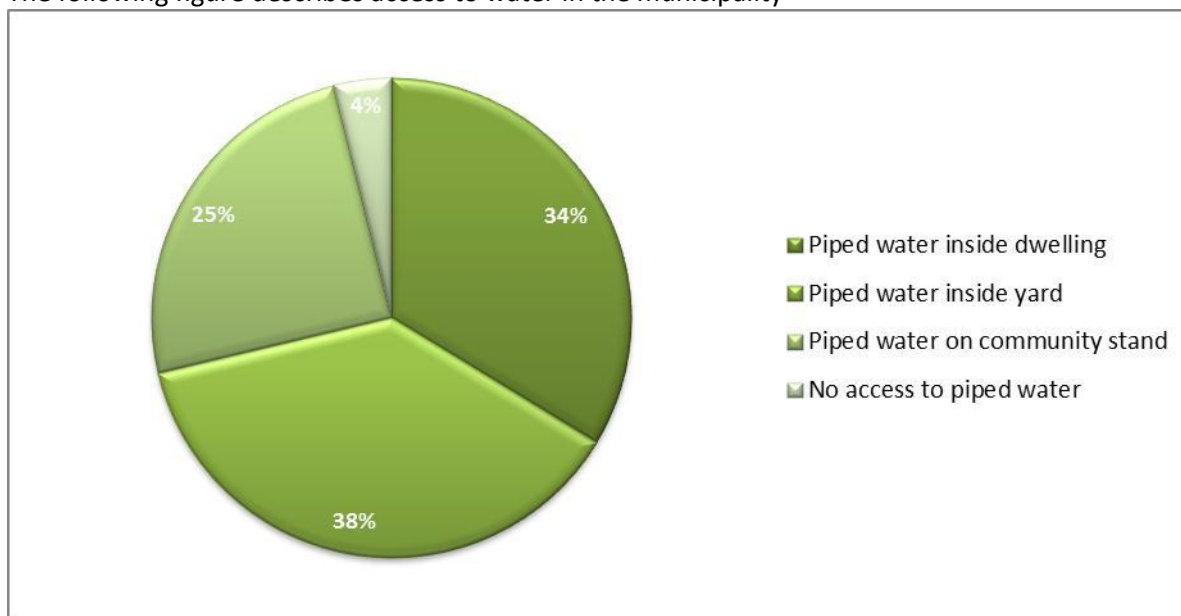


Figure 6.51: Access to Water (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

Figure 6.51 indicates that 34% of the population of the municipality have access to piped water supply within their dwelling. 4% of the population does not have access to any form of water supply and will have to make use of dams and rivers.

6.5.11.2 Sanitation

According to the Constitution, the Municipal Structures Act and the Water Services Act it is the responsibility of municipalities to provide water and sanitation. On a national level, Census 2011 showed a marked improvement in household sanitation in the country, with 60.1% of households using flush toilets (toilets connected to the public sewerage system) in 2011, up from 51.9% in 2001.

Figure 6.47 illustrates the access to sanitation in the district municipality.

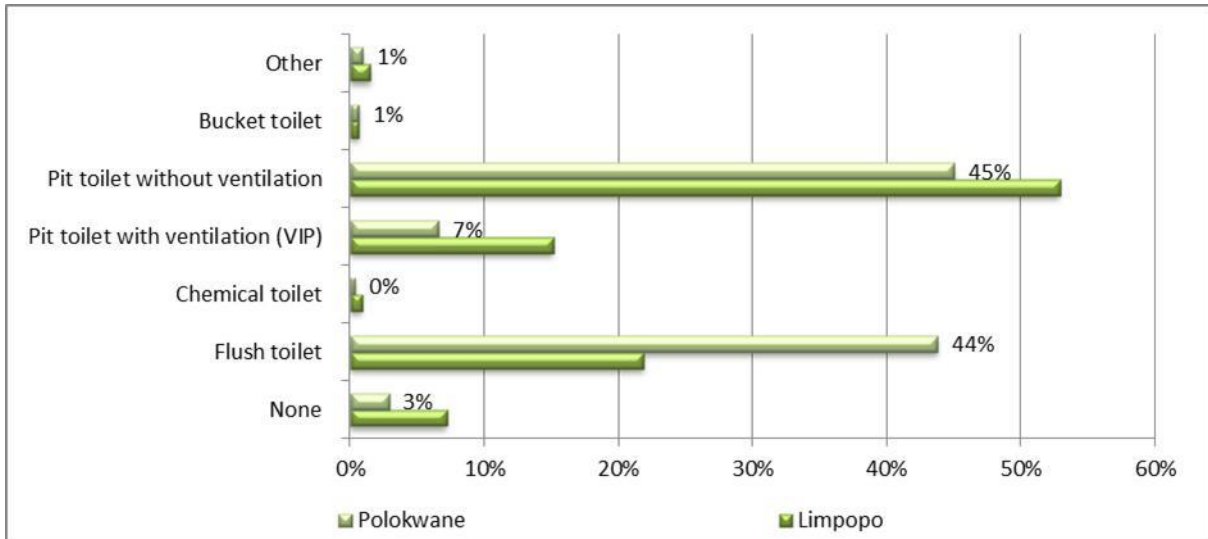


Figure 6.52: Access to Sanitation (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

As illustrated in Figure 6.52, roughly 53% of households in the province and 45% of Polokwane have access to a pit toilet without ventilation. 44% of the population in the municipality have access to flush toilets and 3% does not have access to any form of sanitation.

6.5.11.3 Electricity

Electricity plays a major role in the lifestyle of a household. Electricity usage figures could serve as an indicator of the delivery of services. From the Census 2011 data it was found that roughly 83% of Polokwane’s population has access to and makes use of electricity for household purposes. 14% are still using candles and 2% are using paraffin. In spite of the global trend of moving towards alternative energy sources, only 1% of the Polokwane population makes use of solar energy. This could be ascribed to a variety of factors, including the high costs associated with implementing solar instruments, bureaucratic blockages, negative perceptions due to being uninformed, and, high theft rates of solar technology.

The following figure will describe the access to electricity (for lighting).

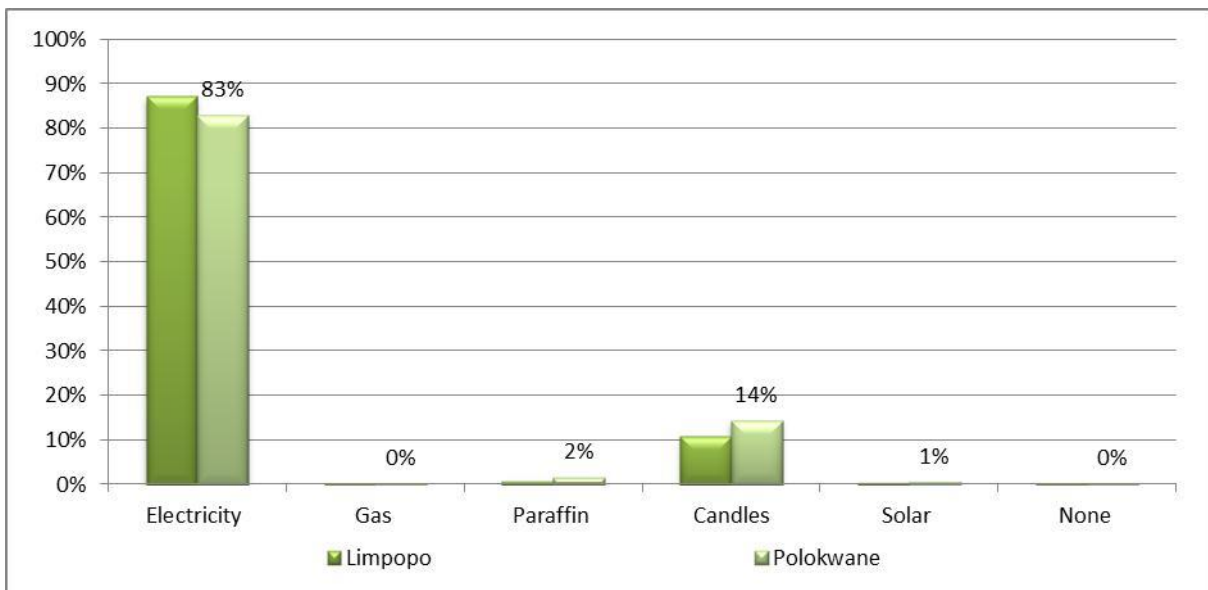


Figure 6.53: Access to Electricity (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

6.5.11.4 Refuse Removal

On a national level, municipal waste removal services improved in the last 10 years, according to census 2011. 45% of Polokwane’s population has their refuse removed by the municipality whereas 50% takes care of it themselves. Around 2% do not receive these services at all and 1% makes use of communal refuse removal.

Although these figures seem optimistic, it does not necessarily depict the extent of illegal dumping and pollution. During the stakeholder engagement session on the Draft IDP, Executive Mayor Councillor Greaver explained despite several attempts to encourage the use of municipal dumping sites, inefficiency and corruption have actually increased the number of illegal dumping sites and that this creates a negative image of Polokwane. More needs to be done to curb this and other phenomena as it also creates highly unhealthy communities.

Figure 6.54 illustrates the method of refuse removal in the Polokwane Local Municipality.

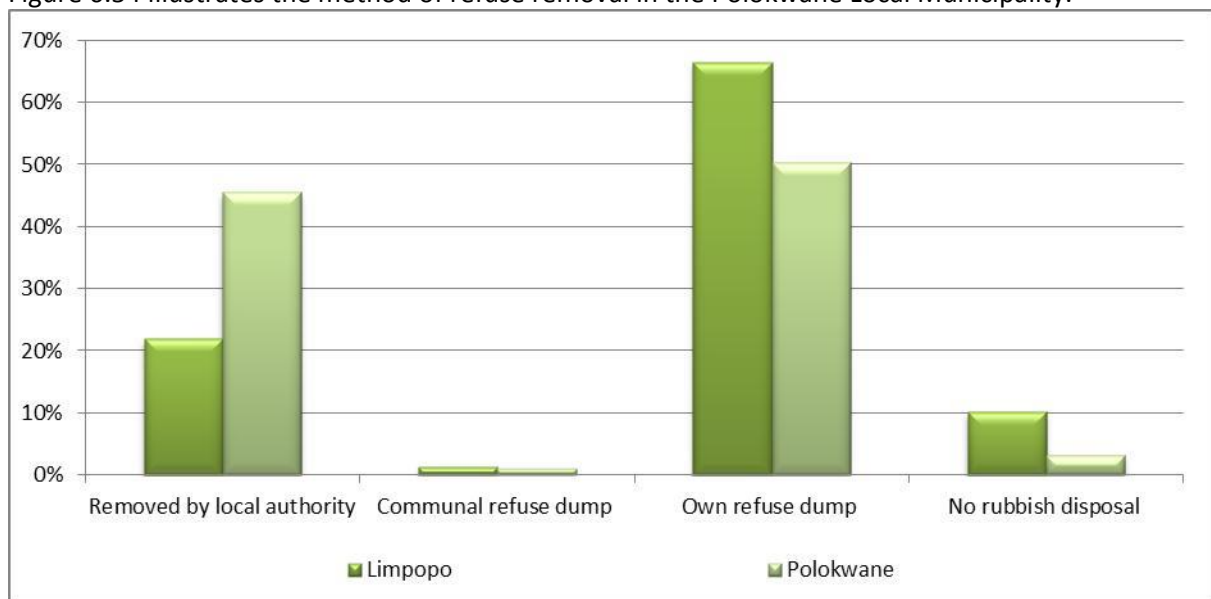


Figure 6.54: Local and Provincial Refuse Removal (Source: Calculations based Census 2001, Census 2011 and Community Survey 2007 data)

6.6 Conclusion

This comprehensive status quo analysis investigated the four main context shaping a city namely, physical, institutional, social and economic. Within these categories a variety of subcategories were identified and further explored. The main sources consulted for this section is Quantec data for 2009, Statistics SA, Census 2011 and several additional studies. In Section 8 of this document the some of the findings are summarized and certain inferences drawn. It should be noted that seeing as this is a working document, amendments to the abovementioned data is anticipated as discussion and input commence.

7. Stakeholder Engagement Report

7.1 Introduction

According to the approved Inception Report, one of the deliverables for this project is a Stakeholder Engagement Report documenting the progress, findings, challenges and feedback throughout the project. Seeing as the inputs from stakeholders ought to assist in the information gathering phases, as per Section 3 (iii) of this document, the Stakeholder Engagement Report is included into this report and should therefore also be read with the rest of the document. This section will report on the progress and findings thus far and how it will likely impact on the rest of the project. For clarity and further details on the methodology to be followed, please refer back to Section 3 of this document.

7.2 Progress

7.2.1 Initial Engagement

As per the approved methodology, initial engagement started between the 2nd and 5th of April 2013 by means of circulating details of the project and engagement instructions to relevant and identified stakeholders within the local, district and provincial municipalities. For the purpose of this exercise, the Polokwane Municipality forwarded a list of stakeholders to be contacted. Additional stakeholders were however identified and contacted via email at a later stage. Read receipts and delivery reports were received for each and every email sent out in order to better control the entire process.

7.2.2 Follow Up

Once confirmation had been received via read receipts and/or delivery reports that all stakeholders had received the email request, a follow up procedure begun. For this purpose a project team member was assigned the task of following up with all stakeholders who had not participated via the website. A stakeholder engagement control sheet was therefore also developed and updated accordingly. Below is an extract of the control sheet showing the level of detail which the follow up phase included.

NO	INSTITUTION	NAME	CONTACT NUMBER	E-MAIL	Comments	Action completed	Comments	Action completed
					Week 1		Week 2	
1	LIMDEV	MOPIS MOLEPO	083 256 4398	molepom@limdev.co.za	Mois to send new email address	Sent it to his new email	No Answer	
		MADULA T.M	156 334 720	madulam@limdev.co.za	Madula only in on Monday 15/04	tried on Monday no answer	No Answer	
2	IDT	NOAH	082 3210977/083 282 1020	NoahM@idt.org.za	Noah Phone is off 2 days in a row	no answer	No Answer	
		MATLHOGE LA/SHALATI	282 1020	Shalati@idt.org.za	Shalati to re-send email to her	We re-sent the mail	(015)235 6555 we need to fax it.	
3	LTA	MAVHUNGUMUSHITA	015 293 3687/082 452 4365	mavhungum@golmpopo.com	he did the questionnaire and sent it back last week.he did say that I should call him again on Monday as he will try re-send it today 12/04	made follow up	he sent the questionnaire	
4	NAFCDC	PHASWANE ELEAZAR MOKGQEBU	082 557 0379		No answer		No Answer	
5	GAAL	WILFRED MOGUDI	015 288 0125/083 205 0936	Wilfred.Mogudi@gaal.co.za	No answer	called again	No Answer	
6	CDM	RAKESH SEWALL	015 294 1000/082 452 4855	economist@odm.org.za	Received the email. had no time to do the questionnaire he will try do it next week		He sent the questionnaire	

Figure 7.1: Example of Control Sheet

The control sheet enables the project team to constantly track progress and initiate additional action should it be required.

Although face to face consultations was suggested in the Stakeholder Engagement Methodology Report, it was decided to reserve these forms of engagement once a draft plan have been created. This technique is often preferred as the draft plan would provide a clear goal and agenda for engagement sessions and not lead to too many open ended conversations. The limited project timeframe also resulted in this decision as face to face focus group consultations are time consuming and incur large project costs.

7.2.3 Final Request

In a final attempt to initialise engagement, the project team contacted the Polokwane Municipality for assistance on encouraging stakeholders to engage. Meanwhile the project team continued their attempts to enhance engagement. In total only 8 questionnaires had been returned to the project team and due to timeframe limitations, the project team had to proceed with the analysis of information from the 1st phase of engagement.

7.3 Findings

i.) Questionnaires

The following table is a summary of the questionnaires received from stakeholders.

Questions/Statement	<i>Feedback – Reasoning – (Times Proposed)</i>
1 Current Initiatives/Programmes/Projects	<ul style="list-style-type: none"> • Polokwane City as a Logistical node/hub - DTI & LEDET • Directorates of Polokwane Municipality – Municipal Departments • Mall at Seshego – PPP between Polokwane Municipality and Private Sector
2 Other Initiatives/Programmes/Projects	<ul style="list-style-type: none"> • Development of a Tertiary Healthcare facility • Economic development incentives for developers i.e. Tax Breaks • Multi-modal Transport Hub and/or Logistics Hub (3) • Development of an International Conference Centre (2) • LED Forum has Agriculture, Manufacturing and Tourism projects • Poultry Farming • Food Processing Cluster • Pharmaceutical Cluster
3 Economic/Development Shortcomings	<ul style="list-style-type: none"> • Corruption • Land Availability for specific projects in appropriate locations • Bulk Infrastructure • Medical Specialists • Training • Integrated distribution infrastructure that will assist in import/export activities • Skills shortage
4 Where in Polokwane will major Economic Development take place in the next 20 years	<ul style="list-style-type: none"> • North East of the City – industrial, commercial and residential development taking place • Eastern Suburbs – Population growth/ in-migration and concentration • Mankweng – Population growth/ in-migration and concentration (3)

5 Which Sectors will contribute most to Economic Development

6 Role of Local Government

7 Sectors that require assistance

8 Projects elsewhere that can be adopted

9 Strategic Interventions

10 Roles of Departments/Institutions/Companies

- Polokwane/Mankweng Corridor - – Population growth/ in-migration and concentration
- Polokwane CBD – Infrastructure and support availability(4)
- Seshego – population concentration/growth (2)
- Manufacturing – Cross-cutting sector influencing import/export activity and a major job creator. (5)
- Mining – Need for manufactured products and import/export through Polokwane (4)
- Private Sector – Economic hub of Limpopo (4)
- Commercial – Main distribution centre (3)
- Agriculture – Job creation (4)
- Priority Project Identification and implementation
- Facilitation/coordination of planning, development and infrastructure development
- Housing Provision
- Internal job creation
- Bulk Infrastructure provision
- Land provision (2)
- PPP and Funding/Assistance
- Create a conducive environment for economic growth
- Manufacturing (6)
- Mining (2)
- Private (4)
- Commercial (3)
- Agriculture (3)
- Tourism initiatives
- Warehousing/Storage Infrastructure
- Johannesburg Fresh Produce Market Cooperatives Model (Similar to India)
- International Airport with transport hub
- Capacitation of the LED Unit
- Assistance of Cooperatives and SMME's
- Polokwane Fresh Produce Market (3)
- International Conference Centre (2)
- Identification of markets
- Alignment of sectors/Interrelations
- Investment incentives
- Partnerships
- Funding
- Capacity development
- Cultural infrastructure and relations SBU Cultural Services Department

<p>11 Proposals made that were turned down</p>	<ul style="list-style-type: none"> • Outline of development in all sectors – SBU Energy Services • Development of Rail Network – Transnet • Adoption of Arterial/strategic roads in Limpopo and Polokwane – SANRAL • Implementation and Assistance of LED projects – COGHSTA • Research into best practices/projects/plans – COGHSTA • Source funding for Projects – COGHSTA • Fast-Track Land Restitution – COGHSTA • Support for ED initiatives – Capricorn District Municipality • Special Economic Zones • Land Use applications for development proposals due to lack of infrastructure
<p>12 Additional Comments</p>	<ul style="list-style-type: none"> • Private Hospital • Constant support to SMME's and Cooperatives as they are a major source of employment

Table 7.1: Summary of questionnaire feedback

ii.) Polokwane IDP Stakeholder Engagement

Besides the questionnaire summary above, a representative of the project team attended the IDP presentation session held on the 10th of April 2013 for the business community and other institutions. This presentation was extremely informative as it provided the project team with valuable information shaping the development context in Polokwane.

From the presentations made, the following vital information was noted:

- **Municipality to have bigger role in development**

In his opening speech on the status quo of Polokwane, the executive mayor- Councillor Greaver-strongly argued that Polokwane is a "...slave to private development..." and that municipality needs to have a more catalytic role. Longer term planning should enable Polokwane to become the owner and driver of development. From this it was noted that the development plan should focus on incentives such as public private partnerships and incubation programmes whereby the municipality is the partial owner and facilitator of development. Instead of driving away private development, the municipality should rather create opportunities for partnerships and stimulate the developmental environment.

- **Various challenges to development exist in Polokwane**

During the IDP presentation several additional issues were also identified as posing challenges to development in Polokwane. These challenges mainly relate to infrastructural capacity constraints, such as sufficient water supply. According to estimates an investment of R 400 million is required just to bring water supply to an acceptable level. Council have approved funding for upgrades of around R 80 million from Anglo, but experts argue that this size of investment will ensure that water supply services are sufficient for only 2 to 3 years. Healthy population growth figures contribute greatly to this challenge and it was mentioned that a need for *real* solutions exist- not only should the capacity

be greatly increased, but management thereof should also be restructured. Apart from the above investments, additional funding will also be required for the upgrading of the regional water system and roads.

Another issue facing development in Polokwane is corruption. Last year (2012) alone undue overtime claims cost the municipality over R 18 million as claiming overtime have become a norm. This leads to major over expenditure with no real service or product being delivered and therefore also a lack of economic growth and development.

Landfilling was also identified as a major problem in Polokwane. An initiative whereby tokens are used to pay for the use of a landfilling site have resulted in increased illegal dumping activities as the entire process was not only tedious en confusing to the public, but mismanagement and corruption ensured that the entire initiative was inefficient.

- **Negative External Perceptions of Polokwane**

Currently Polokwane is further plagued by negative perceptions that the city is slipping into uncontrollable decay. This notion is based on a combination of factors including the increased focus on the city by the media due to corruption and mismanagement as well as the poor state of infrastructure as highlighted above. These negative perceptions often hinder development as confidence in the city is lowered. Negative perceptions can unfortunately only be altered by action and therefore an increased need to upgrade the entire city and its management is required.

- **Opportunities for Polokwane**

Although a range of issues and challenges were discussed, it was also with great enthusiasm that Councillor Greaver spoke about all the opportunities and exciting new developments which the city is currently planning for. One of particular interest is the Integrated Rapid Transport Network which will ensure better convergence between different modes of transport. This development will not only enable the people of Polokwane to access most important areas in Polokwane, but it aims to connect people with neighbouring cities such as Tshwane. Such a development surely has the potential to foster economic growth and move the city closer to their goal of becoming a smart city.

In addition to this proposal it was also proposed that the coal mine to the north, just outside Polokwane, should be used as an opportunity to provide valuable services to mining staff and their families. This could lead to the establishment of a small town which could most definitely have a positive impact on Polokwane.

Furthermore the derelict inner city 'down town' area was identified as a possible area for intervention which should include urban regeneration, mixed land uses and creative landscaping and building renovation to attract business and formalize informal business. A real need for new types of business models should be considered as the value of the informal economic sector is often under estimated.

iii.) Additional Engagement

During the stakeholder engagement phase, the project team came into contact with a quite knowledgeable municipal official from the Local Economic Development department. Several questions were put to the official regarding incubation programmes in the Polokwane area. Comprehensive information about these programmes was forwarded to the project team. This section is a summary of this information.

a.) Itsoseng Entrepreneurial Centre

Currently the Polokwane Municipality is the only municipality in the entire province which has incubation programmes. The Itsoseng Entrepreneurial Centre was established in 2004 and is a manufacturing incubator that provides developmental support services in the form of infrastructure, training and business linkages to SMMEs involved in selected sectors of the local economy.

Cleverly located to a busy bus terminus, businesses' products get exposure to a fairly large market. One of the distinguishing features of this incubation programme is the fact that its incubation period are for businesses are much longer than other programmes. The Itsoseng Entrepreneurial Centre therefore provides incubation for a period of at least 3 years, compared to other programmes which only last for roughly 15 months, such as the LIBSA incubation period. This greatly increases success rates and ensures that businesses are properly developed.

The Itsoseng Entrepreneurial Centre started with 46 incubates of which currently only 10 are remaining in the centre. On the premises subsidised cubicles (infrastructure) at R10 per square metre are provided. Trainings include financial and business management skills, marketing and SABS procedures and standards. Markets targeted typically include carpentry, steel works, sewing/dress making, catering, shoe making, achaar (food) manufacturing, artificial flower, jewellery and crafts. Many success stories have come from this programme as SMME's are often enabled to enter larger markets and conduct business on a sustainable manner. One such example is an achaar manufacturing company who have been able to open its own manufacturing site, establish long term business relations with many large supermarkets in the province and attain SABS certification for their products. Successes such as these are a clear indication of the value of such incubation programmes.

The Itsoseng Entrepreneurial Centre however do face at least some challenges, including insufficient human resources, poor maintenance of infrastructure, non-compliance with lease agreements and a fairly large staff turnover rate. Future plans include an increase in staff and a new workshop for technical equipment.

b.) Mothiba, Moletjie and Seshego Incubation Programmes

Also referred to as the 'Cluster Incubates', the Mothiba, Moletjie and Seshego Incubation Programme was established in 2008 to provide assistance to different forms of businesses (i.e. closed co-operations and cooperatives) that operate on their own premises. This is however the only main difference from the Itsoseng Entrepreneurial Centre as the training, support and target markets is the same. Furthermore the cluster incubates suffer from the same challenges such as inadequate staff and infrastructure maintenance.

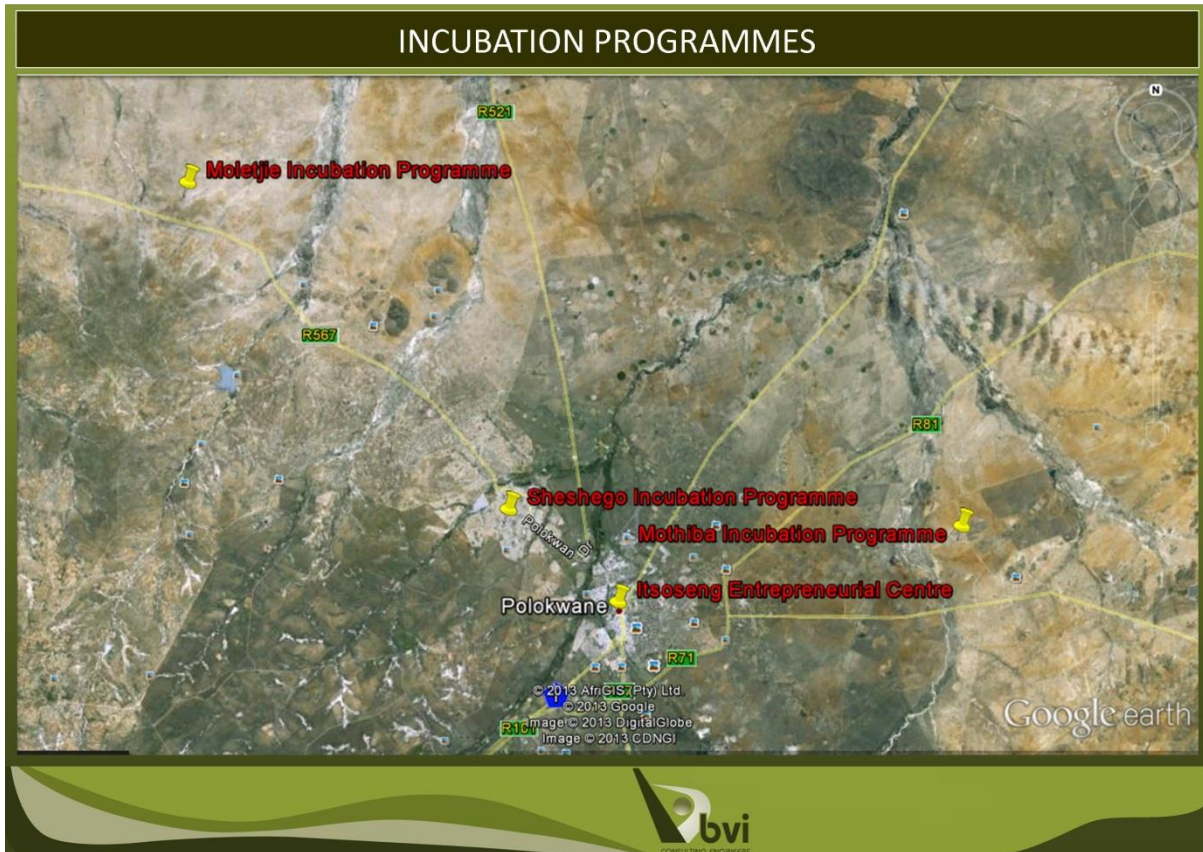


Figure 7.2: Map of Incubation Programmes

Polokwane currently has four incubation programmes in total. Although the common perception is that these programmes are successful to some extent, a variety of factors are reducing its success. The development plan would typically need to look at how these incubation programmes can function more effectively.

7.4 Way Forward

As indicated in the Stakeholder Engagement Methodology Report, the stakeholder engagement process consists of multiple phases. This document will likely be circulated for comment and discussion while the preliminary drafting of the Polokwane 2030 Economic Growth and Development is initiated. Only once the draft have been finalised, stakeholder engagement will continue. This will mainly involve presentation of the draft plan to the LED Forum. Amendments will be made accordingly once stakeholder engagement have been finalised. It is however also important to note that the project team is available during the remainder of the project for engagement, should it be beneficial and insightful to the project.

7.5 Conclusion

Contrary to the progress on the rest of this project, the outcomes of the initial stakeholder engagement process have been hugely disappointing. Regardless of several attempts by the project team to ease engagement and encourage participation, only 8 questionnaires have been returned. This might cause several problems later in the project as stakeholder might only raise concerns when the drafting of the development plan have already begun or have been completed. Furthermore poor participation could serve as tell-tale signs of stakeholder's lack of interest in these matters or a lack of knowledge of Polokwane. This can become quite concerning as the stakeholders engaged would typically act as major role players with the implementation of the development plan.

8. 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.

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.

For the purpose of this research 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 2030 Growth and Development Strategy – 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. Executive Mayor Councillor Freddy Greaver had placed significant focus on this issue during the stakeholder engagement sessions on the draft IDP, calling for urban regeneration strategies and plans. Furthermore Polokwane is also identified as a strategic city for integrative transportation systems.

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 apartheid planning. 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.

Institutional Context

For the purpose of this research 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). These agencies should be effectively utilised to strengthen development and enhance communication.

Furthermore various twinning agreements exist which is based on the notion that more developed cities assist smaller underdeveloped cities with infrastructural development. One of these twinning agreements includes 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.

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.

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.

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.

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.

As mentioned above, universities often play a vital role in economic growth and development as these 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, 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.

Expenditure

Expenditure figures provide clear patterns of the population's consumption habits. 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.

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 lower 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.

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.

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.

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%.

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 executive mayor, Councillor Greaver, have 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 there 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%

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 have however regained 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.

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 migration, internal and international, 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.

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.

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.

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 retain its youth. The potentially economic active population comprise 65% of the total population.

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%.

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.

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 in the relevant section of this document, 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 depicts the trends identified with regards to health and health care in Polokwane.

- 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 especially 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.

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 following 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.

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 Councillor Greaver confirmed that the City of Polokwane is doing all it can to reduce these backlogs. Councillor Greaver 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.

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.

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. 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.

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 Plan 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 – Lebogakgomo and Polokwane – Mokopane. The Travel Demand Management Study also revealed that Polokwane experiences heavy congestion during peak periods which is exacerbated by the lawlessness in which the taxi industry behaves. Insufficient roads to heavy vehicles having to travel through urban areas further increasing congestion and impacting on pedestrian safety. The Capricorn District Municipality Annual Report 2011/2012 state that Polokwane has a roads backlog of 506km which requires urgent intervention.

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.

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 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.

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 Ms. Mametja 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 base on practical and implementable interventions.

During the investigation a reoccurring trend was the rapid decay and lack of maintenance of existing infrastructure as well as severe backlogs in the delivery of crucial services. Such backlogs have monumental impacts on economic growth and development as it renders Polokwane un-investible from an external point of view. Although significant focus have been placed on the budgets made available for the development and upgrading of these services and infrastructure, the backlogs are too large to cover in a single financial year and therefore it is recommended that a strategic investment plan be drafted in conjunction with the long term vision.

A strong connection between employment, education and youth development can be drawn from the research as it is deemed that the interplay between these 3 aspects could most definitely result in stronger and more sustained economic growth and development. Here the importance and role of tertiary educational institutions needs to be drastically increased and emphasised as it presents many developmental benefits. Another important factor which could relate to education is the fact that after the age of 20 – 24 the Polokwane population drastically declines reducing the potentially economic active population. It was found that one of the reasons for this is the fact that young people seek employment opportunities elsewhere.

Seeing as Polokwane is the capital of Limpopo and plays a vital transitioning role to and from the neighbouring countries, its roads and transport networks should be regularly upgraded and extended. This is however not the case and various issues currently stifle growth and development. Furthermore several corridors have been identified and interventions should there aim to realise these corridors. Integrative modes of transport are another key aspect of well-developed global cities. Various feasibility studies have been conducted which will most likely see the upgrading and extension of several railways. In addition to this the Integrated Public Transport Network is in its initial phases and will see to it that very exciting development take place in Polokwane over the next few years. Public transport corridors also create incredibly valuable pockets of land along the routes and should be utilised to develop different corridors based on their competitive advantages.

Governance, accountability and corruption are crippling challenges which the City of Polokwane is grappling with. A city is unable to realise its economic growth and development goals if accountability and governance structures are not in place and therefore this is an aspect which will need to be investigated further. Currently there are a number of laws and policies which seek to institutionalise governance and accountability and therefore it would be improper to prescribe more inefficient policies. An internal change in ethos is required to restore pride and ownership.

Polokwane has great strategic planning documents and policies, written by some of the greatest minds in their respective fields, but unfortunately a failure to implement and monitor these strategies result in stagnation. A preferred approach should perhaps focus on creating simple, practical, implementable and measurable initiatives starting with the basics before attempting to copy and implement complex systems.

Currently the global trends are moving towards smarter cities. This makes sense in every way as many of the issues mentioned above can be resolved or better mitigated using the right technology and developmental approach. The Smart City Concept is however often misunderstood as merely a technological approach to development. This is a too simple approach as much of the Smart Cities' success relies on the provision of conventional services and infrastructure. The long term feasibility is also reliant on the initial phases and therefore it would be best to first start with the implementation of simpler technology and methods and then gradually moving on the more complex systems. As much as technology can assist cities, it can just as well confuse cities even more and therefore a gradual approach is required. The City of Polokwane aims to be a Smart City by 2030.

9. Trends & 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.

9.1 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 policies 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.

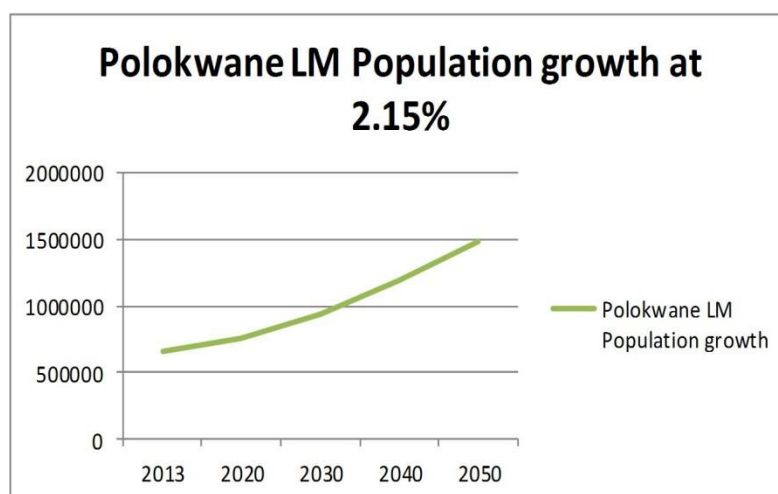


Figure 9.1: Polokwane Estimated Population Growth (Source: Calculations based on 2011 Census Data)

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

9.2 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

9.3 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 – an issue identified and thoroughly discussed by Executive Mayor, Councillor F. Greaver, during his opening speech on the newly drafted IDP. 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 require 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.

9.4 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 Growth and Development Plan will need to clearly stipulate a phased and localised approach to smart city development.

9.5 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.

9.6 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.

9.7 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 it 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.

10. Recommendations

The following recommendations are made with regards to the drafting and the content of the Polokwane 2030 Economic Growth and Development Plan. During the literature review process, the project team vigorously researched best practises in terms of economic development planning. It was found that plans vary significantly from municipality to municipality and even between countries. An internal strategic workshop session was held in order to determine the content and basic structure which the plan will adapt and the following recommendation have therefore been made.

i.) Structure of Development Plan

- **Section 1: Introduction and Background of Economic Growth and Development Strategy**

(This section will introduce the plan and it's background and will make a clear distinction between economic growth and economic development)

- 1.1 Introduction
- 1.2 Economic Growth vs. Economic Development
- 1.3 Purpose & Need for the EGDS
- 1.3 Scope of EGDS

- **Section 2: Different Contexts**

(Different contexts are applicable and will have an impact on the creation, implementation and success of the plan. This section will focus more on developmental trends and growth paths and the role of this plan within these different contexts.)

- 2.1 Global Context
- 2.2 National Context
- 2.3 Provincial Context
- 2.4 District Context
- 2.5 Local Context

- **Section 3: Status Quo Analysis and Literature Review**

(A well-written and researched status quo analysis comprising various aspects of significant importance.)

- 3.1 Statistical (desktop)
 - 3.1.1 Demographic
 - 3.1.2 Economic
 - 3.1.3 Social
 - 3.1.4 Health
- 3.2 Institutional
- 3.3 Spatial
 - 3.3.1 Access and mobility
 - 3.3.2 Public Transport
 - 3.3.3 Spatial Division (nodes, wards etc.)
 - 3.3.4 Places of Interest
 - 3.3.5 Hazardous & Sensitive Areas
- 3.4 Engineering Services & Infrastructure
- 3.5 Aesthetic Value(s)
- 3.6 Policy and Legislative Review
- 3.7 Literature Review

- **Section 4: Vision, Mission & Priorities of City of Polokwane**

(Vision and mission formulation stemming from the Status Quo Analysis and the specific priorities/ roles which the City of Polokwane will need to play to realise it.)

- 4.1 Vision Statement
- 4.2 Mission Statement
- 4.3 Developmental Goals and Objectives
- 4.4 Priorities and Roles of City of Polokwane

- **Section 5: Strategic Levers**

(Identification of key role players, areas of intervention and strategies on which the plan is based on.)

- 5.1 Identification of Strategic Growth Levers
- 5.2 Economic Sectors with Growth Potential
- 5.3 Human Capital
- 5.4 Strategically Placed Institutions
- 5.5 Financing Mechanisms Already in Place

- **Section 6: Growth and Development Plan**

(The actual 2030 Economic Growth and Development Plan geographically referenced with specific outcomes for each identified sector.)

- 6.1 Long Term Growth and Development Milestones
- 6.2 Strategic Initiatives and Strategies
- 6.3 Sector Specific Initiatives
- 6.4 Spatial Re/Formation
- 6.5 Integration with other Planning Tools and Instruments

- **Section 7: Implementation & Monitoring**

(Tools for implementation and monitoring, as well as the responsibility of relevant stakeholders.)

- 7.1 Budgetary Alignment
- 7.2 Monitoring Milestones and Measures

ii.) Possible Interventions/ Strategies/ Content of Development Plan

This section highlights several possible strategies, interventions and content of the development plan which the project team is considering. It should be noted these are merely broad areas/ concept which will need clarification, discussion and further research.

- **Institutionalised Accountability**

Throughout the entire research phase it was noted that accountability is often a major stumbling block when it comes to development. Not only is it required that strict financial accountability processes should be implemented, but several other functions should be controlled and efficient progress reporting needs to be institutionalised. This will not only severely increase productivity and transparency, but will also redefine perceptions of Polokwane.

- **Infrastructure Development Plan**

Seeing as infrastructure is an absolute requirement for development, the city will need to align their vision of the city in 16 years' time with a realistic infrastructural investment plan. Financing for infrastructure is also incredibly important as new ways of funding will need to be investigated.

- **Governance**

During the Mega Cities conference (2013), it was stressed that the only way within which cities can effectively deal with rapid urbanisation is get proper governance structures in place before the urban population becomes unmanageable. This will enable the city to strategically direct urbanisation into areas which could hold value for economic growth and development.

- **Land Development Strategies**

With the implementation of the Integrated Rapid Transit system a variety of developmental opportunities will be created. Pockets of land beside these railway lines become important locations for strategic investment and development. A strategic land development strategy will therefore need to be drafted. Seeing as this is a very specialised task, this project will only identify the importance and alignment of such a strategy.

- **Special Purpose Vehicles**

Special purpose vehicles can often play a vital role in ensuring that development is directed to a city. These special vehicles can offer a wide variety of developmental services, such as securing financing, ensuring effective communication between different spheres of government and the public, and, specialized business and other skills.

- **Active Marketing Strategies**

Just like large companies constantly seeking new and innovative ways of marketing their products and services, Polokwane will also need to actively market the city and the lifestyle which it offers. Not only will this enhance perceptions of the city, but also attract skilled and informed labour as well as investment.

- **Education**

Education is really the only tool for minimizing inequality. No city can grow and develop without proper educational institutions. In this sense education should not only constitute traditional schooling, but also higher education and life skills training. It is therefore also of utmost importance to liaise with the Department of Education on their needs and future plans.

- **Regularisation of Informal Sector**

In Polokwane the Informal Sector plays a major role in poverty alleviation. Instead of banishing informal trading in the inner city and other areas, it should rather be encouraged, but in a structured and legal way. This might include the provision of trading areas, basic infrastructural support such as public lighting etc.

- **Sophisticated, Interactive and Up to Date GIS System**

The importance of an up to date and interactive GIS system is often ignored. GIS systems enable people to access geographic information easier for planning, investment, infrastructural development and emergency services. By making the system interactive it not only offers greater flexibility to the user, but also steers the city towards becoming a smarter city.

- **Special Economic Zones**

Special Economic Zones (SEZ) are powerful tools for attracting investment and innovation into an area. Seeing as Polokwane is the most urban city in the northern parts of the country, the first point of access to and from Zimbabwe via the N1, and a land locked city, it can attract serious industrial development by means of SEZ's. Special Economic Zones offer several incentives which makes Polokwane a more favourable city to invest in.

- **Urban Regeneration**

Urban regeneration programs have proved successful in several cities in South Africa. The urban core in particular will need a strategic and phased approach and this plan can make provisions for the drafting thereof.

- **Urban Development Zones**

Similar to Special Economic Zones, which tend to attract industrial development, urban development zones offer incentives to tertiary market developments, such as financial services, tourism, recreation etc. These zones are located in strategic zones in more urban areas of a city.

- **Alternative Energy**

Alternative energy have become an ever increasing need for cities globally. Many cities are unable to host alternative energy developments, as either sufficient space/ land are unavailable, or development policies are unfavourable. Several interventions will need to be considered.

- **Social Amenities and Community Building**

Economic growth and development planning often neglects the importance of community building. The youth needs to be preoccupied with positive activities such as sport and culture and cities are failing to provide sufficient amenities for this to take place. Social amenities and community building programmes will positively contribute to people's lives which will in turn result in a reinvestment into the city- spiritually, as well as economically.

11. Conclusion

In order to gain a clear understanding of the developmental difficulties Polokwane is facing, this report sought to investigate as much information as possible. All findings were based on available and most trusted data, but may differ from source to source. Therefore it was not the intention to provide absolute and scientifically calculated forecasts, but rather to determine the trends shaping Polokwane and to identify areas of potential.

As mentioned throughout the report, it should be noted that this report is a work in progress and is likely to be amended once engagement commence.

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