

Polokwane

2030

Economic Growth &
Development Plan



Implementation Plan



EXECUTIVE SUMMARY

The Polokwane 2030 Economic Growth and Development Implementation Plan seeks to draw from all relevant and detailed research conducted on the current and projected development path to derive and suggest various actions and projects which will ensure that Polokwane reaches its vision of becoming *“The Ultimate in Innovation and Sustainable Development”*. Through a variety of strategies derived from and based upon best practises, this plan therefore seeks to increase the overall marketability of Polokwane as not only a place of investment, entertainment and innovation, but also as a place which people can call home.

From the onset of the Research Report, the plan itself is divided into four spheres/ clusters of development which integrate at various levels and scales in order to arrive at holistic and sustainable economic growth and development. For each of the clusters – economic, social, institutional and physical – a variety of strategic interventions are prescribed in a phased and outcome based manner. Such interventions are also often consecutive and therefore the efficient implementation of each is vital to ensure attainment of longer term goals and objectives.

The Polokwane Economic Growth and Development Plan, in its entirety, calls for a re-imagining of the city and the current dynamics shaping it. It further seeks to utilise many of the city’s ‘hidden treasures’; resuscitate certain physical and social/cultural elements; and; introduce new development perspectives into the city which are required for longevity and creation of a truly unique sense of place.

Lastly the plan seeks to celebrate the city’s incredible diversity and strike a balance between pro-urban and pro-rural development approaches by means of geographically connective services and infrastructure in an attempt to create inclusive economic growth and development. It is also therefore vital to refer to the Research Report as well as the Development Plan to gain an understanding if the specific contextual areas which this plan seeks to address.



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1. Introduction

It is regarded that failure of long term strategic planning is often due to a lack of focused and realistic implementation strategies and milestone monitoring. For this reason the City of Polokwane had identified the need and importance for a solid and realistic implementation plan to facilitate the execution of the Polokwane 2030 Economic Growth and Development Plan (The Plan), drafted by BVi Consulting Engineers, which makes use of available resources and the outcomes of phased interventions, rather than unobtainable and capital intensive resources. The issue of capacity plays a major role in the execution of strategic plans and therefore a tailor-made implementation plan is required.

Seeing as The Plan consists of definitive actions to be taken to attain certain developmental goals, an implementation strategy is required to further detail how each of these actions are to be executed and what the expected outcome/ yield would be. This document therefore needs to be read with both the Research Report and Draft Plan as it forms the final chapter of the Polokwane 2030 Economic Growth and Development Plan.

2. Purpose of Document

Although briefly discussed above, the purpose of the Implementation Plan is to guide all interested and affected parties in the execution of the Polokwane 2030 Economic Growth and Development Plan and to highlight the various responsibilities each has with regards to ensuring long term social and economic prosperity. Instead of providing a broad and generic framework for implementation, this document speaks directly to each of the actions listed under the relevant context/ cluster thereby reducing ambiguity and further emphasising the vital role of each sector of society.

The Implementation Plan has the following purposes:

- Provide guidance as to how the goals and actions contained in the draft plan will physically and institutionally manifest in Polokwane;
- Integration with other strategic planning policies and documents;
- Responsible parties for certain sections of the Draft Plan;
- Provide context/cluster specific outcomes which ought to be used as monitoring tool.

As can be seen, the implementation plan will play a vital role in ensuring that the vision and mission of the City of Polokwane is actively pursued. It should however be noted that due to the fact that we are living in a highly globalising and ever changing world, the implementation plan will need to be reviewed and amended from time to time in order to ensure that the latest technological advancements, as well as political changes, are used to the benefit of attaining long term goals.

3. Alignment with Growth & Development Plan and Research Report

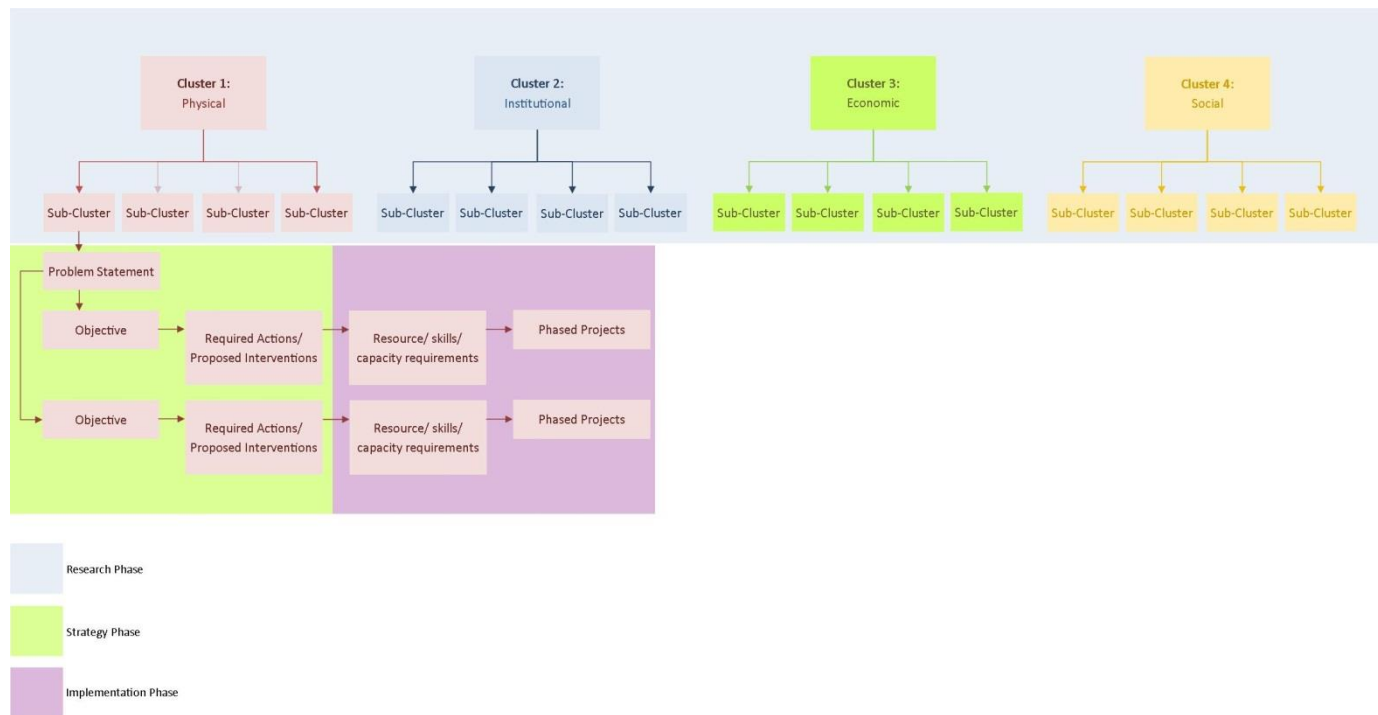
3.1 Overview

As previously mentioned, the Implementation Plan basically forms the final chapter of the Polokwane Economic Growth and Development Plan and should therefore be read in that context. Due to the size of the Research Report together with the Draft Plan, the Implementation Plan was separated for the ease of cross-referencing. However, it is vital to note that the Implementation Plan is a result of the

findings from the Research Report and the actions identified in the Draft Plan and therefore reference needs to be made to these documents in order to enhance understanding of this document.

3.2 Structure of Implementation Plan

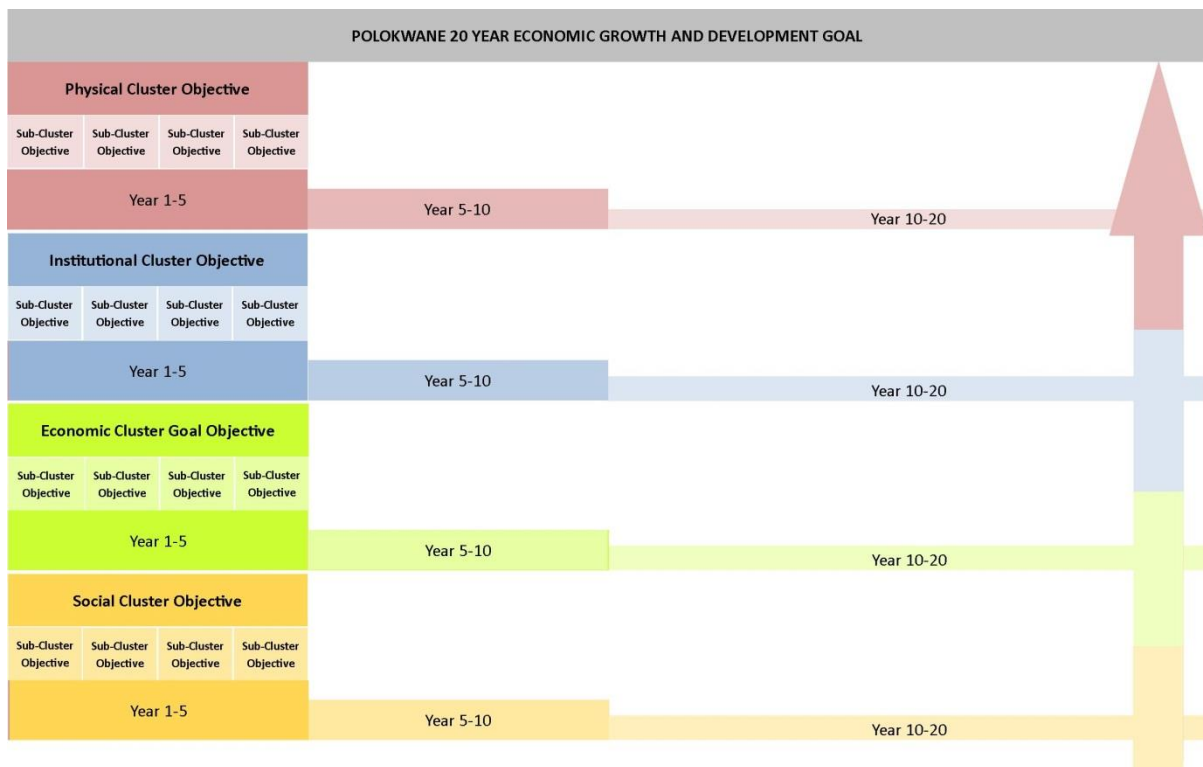
Apart from the actual content, the structure and format of the Implementation Plan is deemed as a vital factor which will most likely impact on the degree of success in executing the Draft Plan. This is due to the fact that for each objective and action identified in the Draft Plan, the Implementation Plan provides a detailed account of the actions, resources and timeframes required for each action and places responsibility on specific actors within Polokwane. Therefore the following structure will apply for the implementation plan:



3.3 Phasing of Implementation

In order for any long term plan and/or strategy to yield real and measureable results, a proper project phasing programme needs to be implemented. Therefore this plan breaks down the implementation of the proposed interventions and projects into distinct timeframes. Such a breakdown and time delineation is also vital for monitoring processes as it provides a clear step-by-step indication of where the implementation of the plan ought to be during each phase.

The phased approach will become evident in the implementation actions contained in Section 5 of this document and will ensure that certain priority projects be completed first. Such priority projects will more than often enable the phases' projects in either the same or other cluster. This once again ensures that the plan is holistic in nature and that supporting and complementary actions are taken to achieve to overall Vision 2030.



Please note that seeing as alignment with the Vision 2030 only took place after the first drafts of this plan, the above timeframes have since been amended, as per the actions in Section 5. Section 4 will shed light on this matter.

4. Alignment with Vision 2030

After the completion of the 3rd Draft Implementation Plan, it was discovered that another project was currently underway in Polokwane which entails the development of the Polokwane 2030 Vision. The conclusion of several discussions recognised that a need exists to strongly align this plan with the Vision 2030 in a bid to create uniformity and to redirect this plan towards a more outcome based approach. Engagement meetings between the different project teams were held whereby certain vital areas for integration were identified, after which major amendments and additions were brought to this plan.

Although similar in content, the implementation strategy to follow might differ from the discussions in the previous sections, specifically Section 3, as the format have been slightly altered to allow for a more outcome based approach, as followed in the Vision 2030. The first notable difference is the structure of the format of the implementation actions which now align with the Key Performance Areas and objectives identified in the Vision 2030. The second difference relates to the fact that timeframes have slightly been altered to fit the 2030 timeframe after formal acceptance of this plan. Initially this plan was structured on a 20 year period, but have since been reduced to between 15/16 years. Therefore the three time frames are as follows:

- Year 1 – 5: Projects for this timeframe typically involve pre-feasibility, feasibility, rights and permits and in general creation of an environment which are conducive to implement the projects to follow. In some cases where existing projects are utilized for this plan, this phase could typically also involve revisions to previous plans or a mere boost to the existing project.
- Year 5-10: These projects are usually dependent on the outcome of the previous period's projects and therefore seeks to implement certain actions such as securing rights and permits, final conceptual designs and the actual implementation of structures and short term plans. It should however be noted that at the start of this period, monitoring is to take place of the previous phases' progress in relation to its objectives.

- Year 10-15: Projects included in this phase basically form the final part of each of the different projects. At the end of this phase, notable results ought to be evident.

This has very little impact on the proposed projects, actions and budgets and could in fact ensure a more rapid implementation.

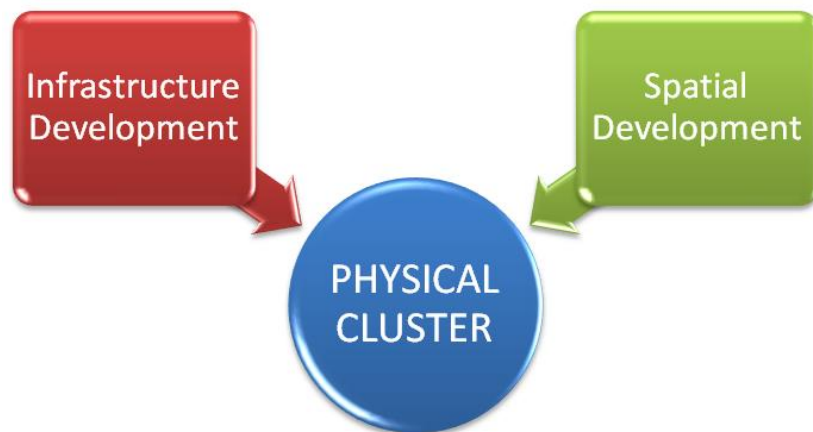
5. Implementation Strategy

This section contains the actual implementing actions, timeframes, objectives and responsible parties to ensure that the Vision 2030 is attained. It further ensures that economic activity in Polokwane is significantly increased, along with various other vital developments on each of the four identified clusters/ spheres of Polokwane: physical, economic, institutional and social.

5.1 Physical Cluster

a. Background

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



b. Physical Context Problem Statement

Polokwane is currently experiencing crippling service delivery backlogs and require significant infrastructural upgrades and maintenance. However, funding is rather limited and timeframes insufficient for significant growth and development for the coming 20 years.

c. Physical Objectives

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

5.1.1 Infrastructure Development

a. Background

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

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

b. Problem Statement

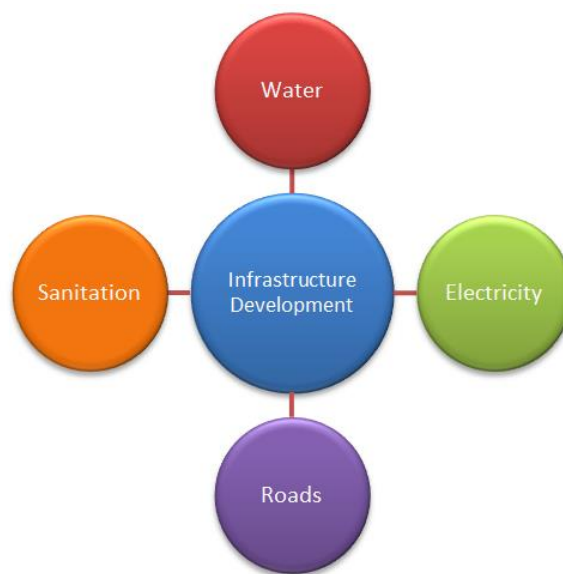
From the research report it is clear that the current bulk infrastructure in Polokwane is under immense pressure. The sector is further hampered by rapid urbanisation, lack of finance, insufficient long term planning and overall capacity constraints. This is specifically evident in the rural areas.

c. Objectives

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

d. Strategic Interventions

The Infrastructure Development Strategy will focus on the following sections:



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

5.1.1 INFRASTRUCTURE DEVELOPMENT			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Infrastructure and service Delivery; Spatial Rationale	I. Improved provision of basic and environmental services in a sustainable way to our communities II. Increased economic growth, job creation and Sustainable human settlement	An integrated transport strategy that is based on a clear long terms strategy and supplemented by private sector, donor organisations and national and provincial government. Development of several vital development corridors in the context of public transport.	Year 1-5: <ul style="list-style-type: none"> Promote internal and external strategic transport linkages on a local, national and international scale in line with the Operational Plan for the Implementation of the Integrated Rapid Transit System (RTS), 2013. Revision of the proposal to pedestrianize Church Street to determine the current validity in light of the Rapid Transit System Plan Demarcation and reservation of land for Rapid Transport System, specifically along the Nelson Mandela corridor.

		<ul style="list-style-type: none"> • Alignment with newly established National Transport Planning Forum on the roll out of transportation planning. • Pre-feasibility studies to strengthen the Seshego to Polokwane Corridor, Mankweng to Polokwane Corridor, and Moletji to Polokwane Corridor. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Obtain rights for development along identified and reserved land for development of transportation. • Engineering investigations into infrastructural capacity constraints to give effect to the rapid transit operational plan. • Develop a policy to encourage public-private partnerships for rapid delivery of infrastructure, such as supporting and complementary services and infrastructure to the rapid transit system. • Conduct a full assessment of the current infrastructure needs and quality and use this policy to guide the maintenance and roll-out of future infrastructure. • Develop an Urban Design Strategy for the city that includes streetscape management and integrated transport corridors and nodes in order to encourage non-motorised transportation in certain areas. • Promote the development of high speed internet access to improve virtual connectivity as part of the smart city concept. • Strengthen and optimise freight corridors in line with PRASA’s Passenger Rail Development Project of the Department of Transport by assisting in the development of the identified corridors. These corridors are also vital economic interventions and therefore form a crucial part of this plan. • Seshego to Polokwane Integrated Corridor Development Plan, including sourcing of funding. • Mankweng to Polokwane Integrated Corridor Development Plan, including sourcing of funding. • Moletji to Polokwane Integrated Corridor Development Plan, including sourcing of funding. <p style="text-align: center;"><u>Year 10 – 15:</u></p> <ul style="list-style-type: none"> • Commence with construction of required infrastructure. • Implementation of virtual monitoring systems to regulate RTS and inform users of delays etc. • Implementation of strategic projects outlined in the Seshego to Polokwane Integrated Corridor Development Plan.
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			<ul style="list-style-type: none"> • Implementation of strategic projects outlined in the Mankweng to Polokwane Integrated Corridor Development Plan. • Implementation of strategic projects outlined in the Moletji to Polokwane Integrated Corridor Development Plan.
Infrastructure and service Delivery; Spatial Rationale	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government</p> <p>III. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>IV. Increased economic growth, job creation and Sustainable human settlement</p>	A well maintained and effective infrastructure system that incorporates the needs of the possible rapid urbanisation in the future.	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Maintain current infrastructure and promote the rollout of infrastructure in areas that do not currently plan for the influx and growth as a result of the anticipated rapid urbanisation. • Compile and implement a Strategic Infrastructure Plan and Roll-out Strategy to ensure the effective use of resources for each service department to be used in the IDP. • Establish a special purpose vehicle which specialises in infrastructure development procurement and funding assistance by means of innovative public-private partnerships that can include the development and maintenance of bulk infrastructure as part of bulk services contributions or build-operate-transfer projects in which the private sector develop a specific portion of the bulk infrastructure in terms of a lease agreement for a set period, after which the infrastructure becomes the property of the Municipality. • Approach national (DBSA, IDC) and international (African Development Bank, World Bank, GIZ) institutions and development agencies via the special purpose vehicle for capacity support and investments in infrastructure development. • Develop a clear, strategic focus on the eradication of backlogs in basic services (water, electricity, sanitation). This focus should be based on the cities' dualistic approach for development in terms of both a pro-urban and pro-rural focus. • Alignment with Provincial and District upgrading planning.
Infrastructure and service Delivery; Spatial Rationale	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government</p> <p>III. Improved provision of basic and environmental services in a sustainable way to our communities</p>	To promote a well-functioning service sector which provides water, electricity, sanitation and waste removal in a long term sustainable manner.	<p><u>Year 1-5:</u></p> <p>Electricity</p> <ul style="list-style-type: none"> • Assign engineering services to conduct feasibility assessments into the establishment of solar and wind farms for electricity generation. • By means of the previously established task team, conduct feasibility assessments for alternative funding of infrastructure projects. <p>Water</p> <ul style="list-style-type: none"> • Assign Engineering services to conduct feasibility studies on water the construction of water catchment, purification and alternative sources of water to supply Polokwane.

	<p>IV. Increased economic growth, job creation and Sustainable human settlement</p>		<ul style="list-style-type: none"> • Set up an investment programme for water resource development, bulk water supply and wastewater management. • Pre-feasibility investigation into the construction of a new reservoir for Spatial Development Area 2. <p>Sanitation</p> <ul style="list-style-type: none"> • Ensure that current infrastructure is maintained effectively and develop a strategy to ensure that the bucket-system is abolished. <p>Solid Waste Disposal</p> <ul style="list-style-type: none"> • Conduct investigations on the current landfilling capacities of landfill sites in Polokwane • Limit land pollution by providing sufficient garbage disposal options that are incorporated within the urban design elements and include municipal funded recycling stations at convenient locations. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Revision and alignment with local, district and provincial IDP's and SDF's with regards to service upgrades. • Identification and reservation of appropriate land for landfilling sites and engage the relevant processes to gain required environmental permission and land use rights. • Acquisition and approval for the construction of the new reservoir in SDA 2. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Construction of landfill sites. • Phased implementation of upgrading projects. • Monitoring of the quality of the infrastructure is vital for the long term sustainability. • Construction of new reservoir for SDA 2.
<p>Infrastructure and service Delivery; Spatial Rationale</p>	<p>I. Improved provision of basic and environmental services in a sustainable way to our communities</p>	<p>Protect the natural environment and promote quality open space. 'Capitalise' on existing environmental features.</p>	<p><u>Year 1-5</u></p> <ul style="list-style-type: none"> • All environmental information to be mapped in a single, interactive GIS system. • Assign City Planning and Property Management to develop an Open Space Strategy. • Revision of Spatial Development Framework to incorporate open space strategy. • Development of operational framework for identified red zones in SDA 3 containing sensitive plant and frog species. <p><u>Year 5-10:</u></p>

			<ul style="list-style-type: none"> • Identification of nature reserves in need of redevelopment and additional protection. • Development of carbon tax system. • Development of policies and by-laws to force manufacturers to implement air pollution monitoring equipment. • Development of measures to ensure that Red Data plant species and frog habitats are protected from development, particularly in SDA 3. • Revision of the Moletjie Nature Reserve redevelopment plan. <p style="text-align: center;"><u>Year 10-20:</u></p> <ul style="list-style-type: none"> • Environmental monitoring should be performed continually. • Strict control and enforcement of NEMA. Review and draft environmental policies, by-laws and controls applicable to Polokwane
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5.1.2 Spatial Equality

a. Background

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

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

As these two distinct areas differ dramatically in terms of needs and priorities, it is vital to develop interventions that specifically focus on these two areas and furthermore a city cannot regard itself as achieving real and sustained growth and development if more than half of the population are not receiving adequate services and investment. The urban strategy will focus on business improvement districts and urban regeneration, while rural strategy focuses on small scale agriculture and rural infrastructure.

This Strategy will specifically aim at improving and maintaining urban infrastructure; enhancing the effectiveness and efficiency of urban governance systems and processes; enhance revenue

generation; and support greater private sector participation in financing urban development, whilst the rural component will focus on promote rural infrastructure, improving access to food and eradicating rural poverty by means of establishing and fostering local businesses.

5.1.2.1 Urban Spatial Development

a. Background

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

b. Problem Statement

Decentralising urban functions leads to a decaying CBD.

c. Objectives

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

d. Strategic Interventions

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

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

5.1.2.1 URBAN SPATIAL DEVELOPMENT			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Infrastructure and service Delivery; Spatial Rationale; Local Economic Development.	I. Improved provision of basic and environmental services in a sustainable way to our communities II. Increased economic growth, job creation and Sustainable human settlement	To ensure the sustainable economic and socially vibrant CBD. To clean up the image of the inner city and restore pride in buildings, open spaces and urban functions.	<u>Year 1-5:</u> <ul style="list-style-type: none"> • Although an Urban Development Zone has already been established in 2005, a real need exists for site specific interventions; therefore the CBD Development Plan will need to be revised as it is also outdated and requires input on inner city regeneration. • Regeneration plan to indicate locations where informal trade is to take place. • Development of Urban Design Framework for the pedestrianisation of Church Street

		<p>Redevelopment of strategic areas in CBD for housing.</p>	<p>between Thabo Mbeki and Hospital Street and areas where the CBD connects to the Nelson Mandela Corridor.</p> <ul style="list-style-type: none"> • Assign Planning and M&E to establish Business Improvement Districts in areas with greatest need and potential. • Identify buildings of significant heritage value. • Pre-feasibility studies for the expansion of the CBD boundary north-westwards towards Nelson Mandela Drive and across the railway line to include the area bordered by Nelson Mandela Drive, Fluorspor Street and Blaauwberg Street. • Detailed redevelopment plan for the northwestern part between Dahl, Devenish, Buite and Excelsior Streets for higher residential densities to support growing inner city population, most notably due to the increase in tertiary education centres. • Feasibility and implementation strategy, including land acquisition strategy, for the conversion of the six blocks to the east of Dahl Street into medium and high density housing. • Feasibility study and development plan to retain and strengthen the existing tourism precinct and information centre to the north of the municipal offices. • Identify large underutilized sites within the CBD and peripheral areas to attract large retail outlets and develop a set of special conditions, preferably within the established UDZ Zone 3 where certain conditions already exist. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Investigate and develop additional/ complementary business incentives in the CBD in line with the UDZ. • Extension of CBD boundaries according to recommendations and integrate with Nelson Mandela proposed Rapid Transport System corridor. • Redevelop buildings in line with regeneration plans. • Assign Planning and M&E to conduct feasibility studies on the various expansion options, including widening of certain streets which facilitates high traffic volumes and areas to be integrated as part of the multi-modal transportation hubs. • Implementation of projects to result in redevelopment of areas for higher density residential purposes. • Marketing of opportunities to develop large retail outlets in CBD with set of special conditions. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Bi-annual review of BID's; CBD development plans and SDF's.
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<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale;</p> <p>Local Economic Development.</p>	<p>I. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>II. Increased economic growth, job creation and Sustainable human settlement</p> <p>III. Improved efficiency and effectiveness of Municipal administration</p>	<p>To enhance the capacity of the Polokwane urban areas to generate greater sustainable economic activity and growth.</p> <p>Strengthen and development of corridors which serve as crucial linkages to other areas, most notably the Nelson Mandela corridor towards Seshego.</p>	<ul style="list-style-type: none"> • Development assistance to large retail outlets. <p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Assign LED to review and update applicable LED Strategies in line with newly established BID's, regeneration strategies and all other matters in relation to the established UDZ. • Identification and feasibility assessments of available land for public-private development along the Nelson Mandela Corridor and Southern Gateway Corridor. • Create location specific LED strategies for corridors. • Re-evaluate the feasibility for the proposed African Market earmarked to be situated between Mark and Church Street. • Pre-feasibility studies and buy-in for Business Improvement District in the area fronting directly onto Grobler Street and Thabo Mbeki Street. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Urban Development Frameworks and Local Spatial Development Frameworks for identified developable pockets of land along the Nelson Mandela Corridor and Southern Gateway Corridor. • Establishment of BID according to the findings of the pre-feasibility studies. • Development of urban design framework for BID. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Implementation of initiative as contained in the Operational Plan for the Implementation of the Rapid Transit System relating to the CBD. • Revision of BID.
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5.1.2.2 Rural Spatial Development

a. Background

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

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

community gardens, commonage farming, irrigation schemes for small scale farmers and strategically placed mini fresh produce markets for farmers to sell produce.

b. Problem Statement

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

c. Objective

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

d. Strategic Interventions

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

5.1.2.2 RURAL SPATIAL DEVELOPMENT			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale;</p> <p>Local Economic Development.</p>	<p>I. Improve community confidence in the system of local government</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>III. Improved social protection and education outcomes</p> <p>IV. Increased economic growth, job creation and sustainable human settlement</p> <p>V. Improved efficiency and effectiveness of Municipal administration</p>	<p>Long term holistic and integrative rural development planning;</p>	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Launch intensive public participation and engagement to determine critical areas for intervention in rural areas. • Identification of priority areas to function as rural hubs, and provide economic, social and institutional services to the surrounding areas. • Alignment with Department of Rural Development and Land Reform. • Develop a phased infrastructure investment and development plan. • Place significant focus on the development of supplementary services along the Nelson Mandela corridor which serves as integration of Seshego and Polokwane. • Conduct feasibility studies to determine locations between Polokwane and Mankweng for community centres, specifically at vital intersections. <p>Year 5-10:</p> <ul style="list-style-type: none"> • By means of the established special purpose vehicle, promote the development, maintenance and upgrading of rural infrastructure • Identify rural hubs and corridors to develop by means of the SDF or survey. • Ensure that all infrastructure is developed according to the identified needs and desirability. • Transport links to main networks (rural roads, branch train-line, ports) in line with the Rapid Transport Systems.

			<p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Continuous upgrading and implementation of infrastructure.
<p>Infrastructure and Service Delivery;</p> <p>Spatial Rationale;</p> <p>Local Economic Development.</p>	<p>I. Improve community confidence in the system of local government</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>III. Increased economic growth, job creation and Sustainable human settlement</p>	<p>Promote sustainable rural agricultural hubs.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Development of basic commonage farming establishment and operation guidelines. • Identification of available and suitable land to reserve for commonage farming. • Identify possible funding options for the development of the agriculture sector from government and donor organisations especially in terms of SMME financing. • Public private partnerships to promote, market and manage rural agricultural schemes. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Identification of areas for the establishment of fresh produce markets in key rural locations along public transport routes. • Create special zoning rights/ conditions for commonage farms to be included in revised Town Planning Scheme. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Continuous support to rural agriculture.
<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale;</p> <p>Local Economic Development.</p>	<p>I. Improve community confidence in the system of local government</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>III. Increased economic growth, job creation and Sustainable human settlement</p>	<p>Promote Access to Urban Opportunities.</p> <p>Strengthen and enable rural areas.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • The investigation into priority areas should also reveal areas where specialised information technology should be made more accessible. • Specialised hubs and multi-purpose community centres to be developed at strategic intersections along the Seshego – Moletji corridor; Seshego – Polokwane corridor; and the Polokwane – Makweng corridor along the R71. • Feasibility studies for the development of the area south of Matlatla Road for the development of multipurpose community facilities. • Public transport networks should be expanded to certain points in order to facilitate better integration and transition from urban to rural areas. • Collaborate with National Transport Planning Forum on the possibility of implementing IRT's in other areas. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Conduct detailed feasibility studies to create IRT route for the Seshego/ Moletji corridor. • Conduct feasibility study for the proposed bus depot in Seshego. • Demarcation and land use rights for the proposed multipurpose community facilities south of Matlatla road. <p><u>Year 10-15:</u></p>

			<ul style="list-style-type: none"> • Source financing by means of partnerships, development loans from IDC etc. • Development of policy framework to deal with planning in rural and other underserved areas.
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5.1.3 Environmental Protection

a. Background

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

b. Problem Statement

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

c. Objectives

- Enhance environmental protection.
- More efficient use of natural resources.

d. Strategic Interventions

The following interventions are suggested with regards to environmental protection.

5.1.3 ENVIRONMENTAL PROTECTION			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Infrastructure and service Delivery; Spatial Rationale	I. Improve community confidence in the system of local government II. Improved provision of basic and environmental services in a sustainable way to our communities III. Increased economic growth, job creation and Sustainable human settlements IV. Improved efficiency and effectiveness of Municipal administration	Detailed sensitivity mapping and GIS system.	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Engagement with Environmental Authorities and relevant private organisations to consolidate all relevant information on the sensitivity of natural areas in Polokwane. • Conduct Strategic Environmental Assessments for areas identified as environmentally sensitive. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Develop interactive mapping with various layers for environmental information which are made available to the general public. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Bi-annual updating of GIS system and environmental information.
Infrastructure and service delivery;	I. Improved efficiency and	To ensure active environmental	<u>Year 1-5:</u>

<p>Spatial Rationale.</p>	<p>effectiveness of Municipal administration</p> <p>I. Improved social protection and education outcomes</p> <p>I. Increased economic growth, job creation and sustainable human settlements</p>	<p>protection and capitalise on natural resources</p>	<ul style="list-style-type: none"> • Liaise with Department of Environmental affairs to develop a comprehensive environmental protection strategy in line with the revision of the SDF. • Establishment of red zones where all development are limited and prohibited, especially in Spatial Development Area 3 around the Red Data plant species and frog habitats.
<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale;</p> <p>Municipal Transformation and Organisational Development.</p>	<p>I. Improve community confidence in the system of local government</p> <p>II. Improved efficiency and effectiveness of Municipal administration</p>	<p>On-going environmental awareness programmes.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Liaise with Department of Environmental Affairs and Tourism for the creation of a multi-media campaign to create environmental awareness. • Public displays of information on waste disposal. As part of the marketing strategy, place significant focus on environmental protection issues. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Environmental tourism marketing campaigning. • Development of a schools involvement programme and competitions to embed a deep understanding of environmental issues and sustainability at an early age.
<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale.</p>	<p>I. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>II. Increased economic growth, job creation and Sustainable human settlement</p>	<p>Establishment of a well maintained and legal landfill site and better management of existing sites.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Determination of current pressing matters facing landfilling. • Enhance access, but control content of waste. • Site identification for the construction of a hazardous and non-hazardous landfill site. • Feasibility studies into the identified land for the construction of additional landfill sites. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Acquire licenses, permits, environmental authorisation and land use rights for new landfill sites. • Impose strong policies and penalties for illegal dumping. • Engineering designs for landfill site. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Creation of public-private partnerships to manage landfill sites.
<p>Infrastructure and service Delivery;</p> <p>Spatial Rationale.</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improved provision of basic and environmental services in a</p>	<p>Upgrading of Moletji Nature Reserve and successful long term tourism.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Engage with the Department of Economic Develop, Environmental Affairs and Tourism on the maintenance needs for the Moletjie Nature Reserve. • Develop a Biodiversity Management Plan for the Moletjie Nature Reserve. • Upgrading of signage outside and inside of the nature reserve.

	<p>sustainable way to our communities</p> <p>II. Increased economic growth, job creation and Sustainable human settlement</p>	<ul style="list-style-type: none"> • Involvement of local surrounding communities in the monitoring and maintenance of the reserve by means of basic training, employment programmes etc. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Marketing strategy for the bird and biodiversity of the Moletjie Nature Reserve. • Upgrading of internal roads in reserve. • Upgrading of access roads and points to the reserve. • Upgrading of recreational facilities within the Moletjie Nature Reserve, such as the restaurant, picnic sites etc. • Reinforcing reserve fences to discourage poaching. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Public private partnerships to oversee the management of the Moletji Nature Reserve. • Environmental Education programmes in surrounding areas. • Construction of overnight visitor facilities to boost tourism.
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5.2 Institutional Cluster

a. Background

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

b. Institutional Context Problem Statement

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

c. Institutional Objectives

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

5.2.1 Public Private Partnerships

a. Background

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

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

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

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

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

5.2.1 PUBLIC PRIVATE PARTNERSHIPS			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development.</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government</p> <p>III. Increased economic growth, job creation and Sustainable human settlement</p>	<p>Create an environment that is inviting to PPP's</p>	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Establishment of a special purpose vehicle comprising of experts (private & public sector) to facilitate public private partnerships in Polokwane and serve as the main 'entry' point into Polokwane for investors/ developers. The panel should comprise of knowledgeable professionals who could assist investors to source funding and gain the required approvals from council. • Creation of platforms where the public and private sector can converse and debate on developmental issues. <p>Year 5-10:</p> <ul style="list-style-type: none"> • Compile and implement a PPP policy framework which should be guided by

			national legislation and highlight specific projects, terms and boundaries in the use of PPP's in Polokwane.
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5.2.2 Institutional Context of Smart Cities

a. Background

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

5.2.2 INSTITUTIONAL CONTEXT OF SMART CITIES			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development.</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>III. Improved social protection and educational outcomes</p> <p>IV. Increased economic growth, job creation and Sustainable human settlement</p> <p>V. Improved efficiency and</p>	<p>Alignment of all sectors towards becoming a Smart City.</p>	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Feasibility of implementing Wi-Fi 'hot spots' in the CBD, in accordance with the CBD Development Plan. • Feasibility and cost estimation of converting to smart metering systems. • Development of mobile application where citizens can constantly monitor water and electricity usage. • Development of a mobile application whereby residents could report any municipal matter. • Feasibility investigations and cost estimates to implement smart technology to monitor municipal services, such as constant water quality monitoring etc. • Feasibility for the implementation of free wi-fi in and around the Peter Mokaba tourism precinct and the Polokwane International Airport. • Hold public competitions to design innovative smart city solutions. <p>Year 5-10:</p> <ul style="list-style-type: none"> • Establishment of a municipal task team to oversee departmental shifts towards smart technology.

	effectiveness of Municipal administration		<ul style="list-style-type: none"> • Development of the Smart City Implementation Plan whereby a phased and practical implementation of smart technology is prescribed. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Gradual and phased implementation of smart technology and conversion. • Glitch identification and repair.
Good Governance and Public Participation; Municipal Transformation and Organisational Development.	<p>I. Improved social protection and education outcomes</p> <p>II. Improve community confidence in the system of local government</p>	Enhance the communities' technological knowledge and skills.	<p style="text-align: center;"><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Create and roll out a marketing strategy specifically aimed at informing residents of the city's shift towards a smart city. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Creation of information portals on how to use newly implemented smart technology.
Local Economic Development; Good Governance and Public Participation; Municipal Transformation and Organisational Development.	<p>I. Improved social protection and education outcomes</p> <p>II. Improve community confidence in the system of local government</p> <p>III. Increased economic growth, job creation and Sustainable human settlement</p>	Creation of an informed society.	<p style="text-align: center;"><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Align with CBD Development Plan revision and Urban Design Framework to determine area where smart technology will be introduced to provide constant and up to date information to residents on issues affecting the whole city. • Development of mobile applications to enhance information sharing in Polokwane. • Alignment with national ICT policies and plans. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Implementation of public information electronic displays. • Development of mobile application and other mediums to constantly provide information regarding public transportation. • Electronic information systems placed at memorable places and spaces to create an informed society. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Continued implementation and integration with Smart Technology proposed in other clusters, i.e. education, planning etc.

5.2.3 Governance

a. Background

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

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

5.3.2 GOVERNANCE			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development;</p> <p>Financial Viability and Financial Management.</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government</p> <p>III. Improved social protection and education outcomes</p> <p>V. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>V. Increased economic growth, job creation and Sustainable human settlement</p> <p>VI. Improved efficiency and effectiveness of Municipal administration</p>	<p>Stamp out corruption.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Establish an anti-corruption commission. • Develop specific preventative measures such as a clear and concise code of conduct. • Provide training to managers and key personnel on corruption prevention, detection and legal prosecution. • Creation of a social media platform where anyone can anonymously report corruption whilst maintaining anonymity. • Roll out a publicity campaign to encourage public and private sector to come forward with corruption reports. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Installation of biometrics systems within the municipality to track employees' working hours. • Installation of satellite tracking in all municipal vehicles and service trucks to determine the whereabouts of workers. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Development of anti-corruption legislation/policies which impose severe consequences to any offender.

<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development;</p> <p>Financial Viability and Financial Management.</p>	<p>I. Enhanced Financial Viability and Improved Financial Management</p> <p>II. Improve community confidence in the system of local government.</p> <p>III. Improved social protection and education outcomes.</p> <p>IV. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>V. Increased economic growth, job creation and Sustainable human settlement</p> <p>VI. Improved efficiency and effectiveness of Municipal administration.</p>	<p>Institutionalised accountability.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Short, medium and long term goal determination in line with this plan and the Vision 2030 by each department. • Skills shortage identification within each of the departments. • Development of responsibility matrixes for each department. • Establishment of an internal committee to monitor progress with the implementation of this plan. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Reviewing and revision of internal and external reporting mechanisms and policies.
<p>Spatial Rationale;</p> <p>Municipal Transformation and Organisational Development.</p>	<p>I. Improve community confidence in the system of local government.</p> <p>II. Improved social protection and education outcomes.</p> <p>III. Improved efficiency and effectiveness of Municipal administration.</p>	<p>Alignment of Polokwane LUMS with Provincial and National SPLUMA</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Engage specifically with traditional authorities on land use management issues in Polokwane and the implications of the provincial and national Spatial Planning and Land Use Management Act. • Review and amend the applicable town planning scheme to incorporate the Provincial and National SPLUMB. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Review and amendment of all relevant Spatial Development Frameworks in line with the Scheme. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Revision and alignment of property tax by-laws and policies to enhance the effects of the SDF's and Town Planning Scheme's to create an environment favourable for local business to develop and flourish.
<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development.</p>	<p>I. Improve community confidence in the system of local government</p> <p>II. Improved efficiency and effectiveness of</p>	<p>E-governance and maintenance.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Engage and partner with high-end electronics manufacturing companies for the long term implementation and service of information technology to control and monitor public services such as water quality, electricity provision, public transport etc.

	Municipal administration	<ul style="list-style-type: none"> • Partner with telecommunication companies to provide population statistics on a regular basis. This could indicate population movement trends and assist in the determination of needs. • Establishment of a single information point for the entire city through which electronic messages and information is shared with the community on developments, possible physical hazards, health and safety warnings, tariff changes and other general information. • Creation of a one-stop electronic complaints and recommendations portal accessible to entire community. • Development of a comprehensive and interactive GIS system • Assign City Planning and Property Management to develop an electronic land use management application system in conjunction with the interactive GIS system. • Consult with ICT security companies on the issues of internet security and hacking. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Provision of training courses and workshops to municipal officials on the use and maintenance of the electronic GIS and application systems. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Integration and alignment of various ICT infrastructure systems to function holistically.
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5.3 Economic Cluster

a. Background

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



b. Economic Context Problem Statement

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

c. Economic Objectives

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

5.3.1 Agriculture and Mining

a. Background

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

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

Agriculture and Mining are crucial to:

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

Known benefits of developing the Agriculture and Mining sectors include:

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

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

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

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

5.3.1 ECONOMIC: AGRICULTURE & MINING			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Spatial Rationale; Local Economic Development;	I. Enhanced Financial Viability and Improved Financial Management	Strengthen primary sector.	<u>Year 1-5:</u> • Assign Planning and M&E to conduct an agricultural potential investigation as part of the LED framework and to identify opportunities in which agriculture production can be stimulated.

<p>Municipal Transformation and Organisational Development.</p>	<p>II. Increased economic growth, job creation and Sustainable human settlement</p> <p>III. Improved social protection and education outcomes</p>		<ul style="list-style-type: none"> • Engagement with stakeholders, such as the Agricultural Research Council to determine issues, shortcomings and developmental challenges. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Development of an agricultural investment and development plan for Polokwane. • The determination, allocation or incentivised lease/sale of appropriate land for development for Agriculture or Mining Activities. • Focussed development of policies that promote and attract development of activities in this sector. • Develop a universal commonage farming development framework and identify certain areas for establishment thereof. • Develop commonage development frameworks with the assistance of the Department of Environmental Affairs and the Department of Agriculture. • Land identification for commonage farming, particularly in rural areas. • Engage with mining houses on support for mining activities close to Polokwane. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Establishment of commonage farming practises and Establishment of townships with various land uses in and around mines. • Alignment with online marketing schemes to promote local fresh produce.
<p>Good Governance and Public Participation;</p> <p>Local Economic Development;</p> <p>Financial Viability and Financial Management.</p>	<p>I. Improve community confidence in the system of local government</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities</p> <p>III. Improved social protection and education outcomes</p> <p>IV. Increased economic growth, job creation and Sustainable human settlement</p>	<p>Support and/or incentives to aspiring farmers.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Assign Corporate and shared service to develop a platform for emerging and established farmers to engage with one another in order to trade knowledge, skills and resources. • Development of apprenticeship programmes and hydroponix farming schemes for aspiring farmers. • Directed development of infrastructure to stimulate economic activities in this sector. • Gathering funding from various sources such as Public Private Partnerships and other spheres of Government in order to assist in incentivising Agriculture and Mining activities as this falls in line with the goals of the National Development Plan. • Feasibility assessments into the establishment of fresh produce market in close proximity to the airport in support of other proposed agro processing developments. • Feasibility studies into the development of fresh produce markets at various vital intersections, particularly the Nelson Mandela Road intersection with Seshego. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Engagement with training colleges and farming schools to provide training and workshops on the functioning and

			<p>management of commonage farming practises.</p> <ul style="list-style-type: none"> • Development of the proposed fresh produce markets. • Alignment with incubation programmes. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Formal establishment of areas for commonage farming, supporting uses and infrastructure. • Development and gradual implementation of exit strategies for support programmes. • Finalisation of transfer of land.
<p>Good Governance and Public Participation;</p> <p>Local Economic Development;</p> <p>Financial Viability and Financial Management;</p> <p>Infrastructure and service Delivery.</p>	<p>I. Increased economic growth, job creation and Sustainable human settlement</p> <p>II. Improve community confidence in the system of local government</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities</p>	<p>Sustainable subsistence and commercial farming.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Liaise with the University of Limpopo to develop an Agricultural and Mining training Incubation Programme to enhance education on agriculture while stimulating interest in the sector for both potential employees and investors. • Assistance from development agencies to facilitate marketing directly to schools to sell fresh produce directly as part of a schools nutritional programme. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Agreements with supermarkets to buy produce directly from local farmers. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Assistance programmes and legal frameworks for subsistence to transform into fully fledged commercial farmers.
<p>Good Governance and Public Participation</p> <p>Financial Viability and Financial Management</p> <p>LED</p>	<p>I. Increased economic growth, job creation and Sustainable human settlement</p> <p>II. Improve community confidence in the system of local government</p> <p>II. Enhanced Financial Viability and Improved Financial Management</p>	<p>Bridging the gap between farming in rural areas and the selling of produce.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Collaborate with Dept. of Education for the creation of school's nutritional programmes which ensures agreements between local farmers and local schools for the supply of fresh produce. • Identification of strategic pockets of land along public transport lines where fresh produce markets could be established. Assign Planning and M&E to develop an online fresh produce trading market whereby goods could be sold. • Assign Planning and M&E to develop an online fresh produce trading market whereby goods could be sold.
<p>Good Governance and Public Participation;</p> <p>Municipal Transformation and Organisational Development;</p> <p>Financial Viability and Financial Management.</p>	<p>I. Improved efficiency and effectiveness of Municipal administration</p> <p>II. Increased economic growth, job creation and Sustainable human settlement</p> <p>III. Improved social protection and</p>	<p>Better utilisation of existing twinning agreements and other memorandum of understanding to transfer knowledge, skills and sector assistance.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Host conferences and workshops on national and international best practices and techniques with national and international partners such as Italy, China, Zimbabwe and Cuba. • Integrate with initiatives from the National Department of Agriculture in order to align with national and provincial projects proposed. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Use the information gathered to assist in the education and training of farmers and farm

	education outcomes		workers in order to optimise agricultural development. <ul style="list-style-type: none"> • Host annual exhibits with twinning partners to develop a long term marketing plan for Polokwane.
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5.3.2 Manufacturing

a. Background

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

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

As discussed in Section 3 of this document, the secondary sector only makes up around 14% of the total economy of Polokwane. This sector is also highly unbalanced, as can be seen from the research findings, with the overwhelming majority of activity in the sector coming from construction. Manufacturing however has a very insignificant impact at this stage and this means that a great deal of growth potential exists in this sector, especially in the Manufacturing of goods for export, both nationally and internationally. Further indicated in section 3 of this document, it is illustrated that Polokwane also has the second to lowest secondary sector performance in the Limpopo Province despite the opportunities that exist in favour of development in the sector. For these reasons a key focus area for intervention in Polokwane has been found in Manufacturing and proposals as set out below aim to address the shortcomings in the sector over the next 20 years.

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

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

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

5.3.2 ECONOMIC: MANUFACTURING			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development; Municipal Transformation and Organisational Development	I. Increased economic growth, job creation and sustainable human settlements. II. Improved efficiency and effectiveness of municipal administration	Promotion and support for the establishment of manufacturing facilities and structures. Increased access to domestic and international markets.	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Development of Polokwane Integrated Manufacturing Strategy in line with the Department of Trade and Industry's Integrated Manufacturing Strategy. • Prefeasibility study for the development of the area across the railway line for industrial purposes to support the Itsoseng Entrepreneurial Centre, thereby creating a dedicated area focused on capacitating people. • Alignment with GAAL's master redevelopment plan. • Feasibility assessment for the proposed creation of a Special Economic Zone around the Airport for the development of a logistics hub which will include an agro-processing plant; vehicle manufacturing and service plant (in line with the National Motor Industry Development Programme). <p>Year 5-10:</p> <ul style="list-style-type: none"> • Improvement and supply of ICT infrastructure in existing and proposed manufacturing cluster to increase production efficiency. • Land acquisition strategy for the development of the logistics hub. • Securing of property rights and special development conditions for prospective investors. • Source funding from IDT, Development Bank or other institutions for the implementation of the proposed projects. <p>Year 10-15:</p> <ul style="list-style-type: none"> • Construction and installation of required infrastructure.
Local Economic Development;	I. Increased economic growth, job creation and sustainable human settlements.	Education, training and continued support to manufacturing sector.	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Better utilisation of existing twinning agreements and MOU's for the transfer of skills, experience and innovation. • Collaboration between DTi and Department of Higher Education and training to establish bursary schemes (both Public and Private sector based) in order to attract potential employees into the sector. • Creation of multi-media platforms to encourage dialogue on manufacturing

			<p>trends, techniques and international best practises.</p> <ul style="list-style-type: none"> • Development of a local artisans skills development and support programme. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Development of a comprehensive marketing scheme to promote the manufacturing sector. • Identification and allocation of strategic points in north western area and around the proposed logistics hub where manufactured good could be sold directly. • Identification of strategic locations along the Southern Gateway Corridor for the sale of locally manufactured goods, particularly at busy intersections and areas with higher densities, as proposed in the Densification Strategy. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Development of incubation programmes and accompanying training support specifically aimed at encouraging manufacturing. • Inclusion of manufacturing based curricula at tertiary educations.
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5.3.3 Retail/Wholesale/Trade

a. Background

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

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

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

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

b. Problem Statement

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

c. Objective

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

d. Strategic Interventions

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

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

5.3.3 ECONOMIC: RETAIL/ WHOLESALE/ TRADE			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development	I. Increased economic growth, job creation and sustainable human settlements.	Establish Polokwane as a hub of Retail, Wholesale and Trade. Creation of alternative platforms for Retail, Wholesale and Trade across Polokwane by introducing, supporting and facilitating e-trading	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Development of an e-trading implementation plan and required supporting services and infrastructure. • Establishment of an online market space which provides local businesses and entrepreneurs unlimited opportunities to market and sell products online and ensure competitiveness by reducing overhead costs resulting in lower product costs. • Establishment of decentralised markets in rural areas located close to commonage and other commercial farms for the sale of fresh produce and other goods produced in Polokwane. The subsistence farmers in Polokwane will earn a subsidiary income from the sale of their goods at local markets. <p>Year 5-10:</p> <ul style="list-style-type: none"> • Implementation of alternative, cashless payment methods which rural traders can utilise instead of the traditional 'cash in hand' method. • Development and implementation of an integrated marketing strategy to boost tertiary sector. <p>Year 10-15:</p>
Local Economic Development; Spatial Rationale; Financial Viability and Financial Management; Basic Services and Infrastructure.	I. Increased economic growth, job creation and sustainable human settlements. II. Increased economic growth, job creation and sustainable human settlements.	Become the financial capital of Limpopo	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Finalise agreements with Eskom for the development of their new provincial headquarters. • Conduct assessment on the best suited locality within the UDZ to establish financial capital/ core and re-evaluation of UDZ conditions. • Develop precinct plans for the selected areas where the financial core are to be 're-established' particularly in the underutilized Zone 1 and Zone 6 of the established UDZ and in conjunction with the proposed

	<p>III. Enhanced financial viability and improved financial management.</p> <p>V. Improved provision of basic and environmental services in a sustainable way to our communities.</p>		<p>pedestrianization and densification of specific areas and the revision of the CBD Development Plan.</p> <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Installation of free WiFi in and around financial core. • Conduct feasibility for International Conferencing Centre to support financial core. • Conduct feasibility for the development of a 5 star hotel in financial district. • Engagement with large private firms to secure buy-in and financing. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Refurbishment of areas to host financial core. • Depending on the outcome of feasibility investigations, construction of additional required infrastructure, such as the ICC and Hotel.
<p>Local Economic Development; Spatial Rationale; Financial Viability and Financial Management; Basic Services and Infrastructure.</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Increased economic growth, job creation and sustainable human settlements.</p> <p>III. Enhanced financial viability and improved financial management.</p> <p>V. Improved provision of basic and environmental services in a sustainable way to our communities.</p>	<p>Strengthen the tourism sector</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Development of the Polokwane Tourism Strategy in line with the Limpopo Tourism Strategy. • Engage with event booking and management agencies to discuss special rates/ conditions to attract large events to the Peter Mokaba Stadium. • Development of tourism plan for the Moria area, especially during the annual pilgrimage festival. • Development of a tourism precinct plan in and around the Peter Mokaba Stadium to support the massive influx of visitors over match weekends. • Market Polokwane as a tourism destination via several accommodation booking websites and agencies. • Trade partnerships with tour operators, accommodation agencies, places of amusement and entertainment. • Cultural and heritage development such as traditional dancing with interpretation and marketing thereof as part of the tourism strategy. • More intense marketing of the Bakone Malapa Northern Sotho Open-Air Museum. • Hosting trail running, mountain biking and other recreational events at the Pietersburg Game Reserve. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Pre-feasibility investigation for the development of a theme park along the Southern Gateway Development Corridor. • Marketing of nature conservation areas, particularly the Moletji Nature Reserve and identified environmentally sensitive areas in SDA 3, once upgrades have been made in terms of the existing and proposed frameworks.

		<ul style="list-style-type: none"> • Reconstruction, refurbishments and upgrades to existing landmarks within Polokwane and according to the urban regeneration and urban design frameworks. • Optimisation of route development along the Southern Gateway Development Corridor and the Burgersfort/ Chuenespoort Development Corridor. • Roll out of multi-media marketing strategies. <p style="text-align: center;">Year 10-15:</p> <ul style="list-style-type: none"> • Engage with higher education and training institutions to present courses on hotel and catering; nature reservation, professional hunting etc. • Re-branding of Polokwane tourism to adopt a 24/7 city image hosting a variety of entertainment.
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5.3.4 Informal Trading

a. Background

Informal Trading has also been highlighted in the research and discussions with stakeholders as an issue that needs to be addressed. As many opinions exist, just as many interventions and proposals have been discussed and implemented with varying levels of success. One point most can agree on however, is the fact that the informal trade economy plays a large and vital role in the overall economy of Polokwane, Limpopo and South Africa as a whole as it forms the very livelihood for thousands of people.

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

b. Problem Statement

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

c. Objectives

- Demarcate special areas for informal trade to take place.
- Regularisation, not formalization, of informal economy.
- More efficient transformation from informal to formal economy.

d. Strategic Interventions

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

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

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

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

5.3.4 ECONOMIC: INFORMAL SECTOR			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development.	I. Increased economic growth, job creation and sustainable human settlements. II. Increased economic growth, job creation and sustainable human settlement. II. Improved provision of basic and environmental services in a sustainable way to our communities. IV. Improved efficiency and effectiveness of municipal administration.	Better understanding of and support for the role of the informal sector.	Year 1-5: <ul style="list-style-type: none"> • Locate strategic informal trading areas as part of the urban redevelopment strategies in order to maximise the effectiveness and longer term prosperity of the informal sector. • Adoption of a pro-informal trading stance towards planning and management by incorporating the identification of areas earmarked for informal trade in SDF's. • Informal trading needs assessment by means of intensive public engagement and the creation of various platforms for engagement. • Feasibility investigations for the development of additional informal trading spaces surrounding the incubation programme areas. Year 5-10: <ul style="list-style-type: none"> • Development of the Polokwane Informal Trade Policy which sets out the rights and recourses of informal traders. • Marketing of strategic informal trading localities and the benefits these areas provide. • Increase access to a variety of products for resale.
Local Economic Development; Spatial Rationale; Financial Viability and Financial Management; Basic Services and Infrastructure.	I. Increased economic growth, job creation and sustainable human settlements. II. Enhanced financial viability and improved financial management.	Bridging the gap between informal and formal economy.	Year 1-5: <ul style="list-style-type: none"> • Revision and reduction of 'red-tape' with regards to entering the formal economy. • Creation of a division within the proposed development task team to assist specifically on matters relating to formalisation and the establishment of small businesses. Year 5-10: <ul style="list-style-type: none"> • Development of online application processes to establish businesses. Year 10-15:

	<p>II. Improved efficiency and effectiveness of municipal administration.</p> <p>V. Improved provision of basic and environmental services in a sustainable way to our communities.</p>		<ul style="list-style-type: none"> • Presentation of various workshops to informal trading entrepreneurs on basic business and managerial skills. • Skills training and transfer programmes with the University of Limpopo and other applicable training colleges. • Construction/ installation of public infrastructure to support informal trading.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Financial Viability and Financial Management;</p> <p>Basic Services and Infrastructure.</p>	<p>V. Increased economic growth, job creation and sustainable human settlements.</p> <p>VI. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Enhanced financial viability and improved financial management.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p>	<p>Supporting rural communities to partake in informal economic activity.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Investigate home undertaking taxation and rates to ease burden on informal traders operating in such a manner. • Feasibility study for development of informal trading infrastructure along with the proposed bus depot in Seshego. • Allocation of areas adjoining taxi ranks, bus stations/ stops and future proposed IRTPN networks, particularly along the Seshego – Moletji corridor. • Application for Municipal Infrastructure Grants to upgrade public spaces to be utilised for informal trading. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Alignment with proposed commonage farming in order reduce the distance between local farming and informal trade/ local markets. • Alignment with proposed logistics hub at the Polokwane International Airport and mixed use cluster north-west of the CBD to serve as primary entry point into the market. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Implementation/ construction and installation of specified projects as detailed in precluding studies and investigations.

5.3.5 Specialised Clusters

a. Background

Currently in Polokwane specialised activity clustering are relatively limited. Over time some clustering of activities had been taken place, but without a strategic direction, these clusters often exist in isolation resulting in insufficient market integration. Land Use Management as a municipal function assists in demarcating zones and areas with specified zonings that allow for complimentary land uses to locate in specified areas but the variety is too wide and no cognisance is taken as to the sub-categorisation within these land uses.

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

The grouping of similar or ancillary uses in Specialised Clusters creates the opportunity for complimentary functions to support each other and in so doing create growth in the economy, greater

than the sum of its parts. This Specialised Cluster concept has a very wide prominence across the world and assists in growing economies and industries by increasing competitiveness and promoting innovation.

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

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

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

5.3.5 ECONOMIC: SPECIALISED CLUSTERS			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development.	V. Increased economic growth, job creation and sustainable human settlements. VI. Increased economic growth, job creation and sustainable human settlement. II. Improved provision of basic and environmental services in a sustainable way to our communities.	Utilise clustering concept to gain competitive economic advantage.	Year 1-5: <ul style="list-style-type: none"> • Prioritisation of identified specialised clusters: A specialised Clustering Plan should be developed in conjunction with existing future planning policies in order to best structure and plan the Specialisation Clusters and their inherent impact on the growth and development of Polokwane. Specialised cluster ought to include- the automotive manufacturing cluster in the inner city (zone 5 of the UDZ); the Peter Mokaba tourism cluster; the Logistics Hub Cluster; and; agro-processing cluster located in or in close proximity to the Polokwane International Airport Logistics Hub. • The inclusion and cognisance of specialised clusters in strategic planning documents is vital for the success of these clusters in the Polokwane economy.

	VIII. Improved efficiency and effectiveness of municipal administration.		<ul style="list-style-type: none"> • Alignment with Provincial Frameworks. • Creation of public private partnerships to ensure support for the development of each specialised cluster and apply and improve best practises. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Detailed infrastructural needs assessments for the development of specialised clusters. • Establishment of Special Economic Zones for the proposed clusters in order to encourage investment into these areas. • Development of precinct plans for each of the clusters. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Implementation of clustering strategy by means of public private partnerships and governmental grants.
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5.3.6 Marketing

a. Background

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

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

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

5.3.5 ECONOMIC: SPECIALISED CLUSTERS

Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Basic Services and Infrastructure;</p> <p>Municipal Transformation and Organisational Development.</p> <p>Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>	<p>Comprehensive and multi-pronged marketing strategy to attract investment and gain support for plans and policies.</p>	<p style="text-align: center;"><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • A comprehensive marketing strategy needs to be developed highlighting the positives and initiatives of the Municipality in order to alter the perception of Polokwane and attract investment. • Formation of an interdepartmental task team to oversee and encourage engagement between the different departments • Specific attention needs to be constantly focused on Polokwane’s strategic location, developmental and facilitative approach, high growth potential and visionary approach to future planning. • Constantly provide positive information about Polokwane and the direction within which it is heading by means of various marketing mediums, i.e. printed press, television, radio and outdoor displays, as well as, publically acknowledging flaws and the steps taken to correct these. • Develop a rebranding strategy which aligns with Polokwane’s new approach to become a smart city. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Liaise with event management companies to host and/or sponsor large provincial, national and even international events at the Peter Mokaba Stadium. • Market long term plans such as the development of the ICC and Logistics Hub near the Polokwane International Airport. • Creation of constant dialogue through social media. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Utilise twinning agreements to extend marketing strategies to reach international shores, building on the successes and good reputation which have resulted from the previous phases.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Basic Services and Infrastructure;</p> <p>Municipal Transformation and Organisational Development.</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and</p>	<p>Create an informative city.</p>	<p style="text-align: center;"><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Identification of strategic large spaces, such as the sides of inner city buildings, to display large messages and creative marketing material which assists in creating a sense of place. • Creation and creative placement of symbols and signage which provides information/ unique facts or playful messages about the specific area of the city as a whole. This should be a celebration of the diversified nature of Polokwane and should seek to be implemented universally, further strengthening the sense of place.

<p>Good Governance and Public Participation</p>	<p>effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>	<p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Development of urban design guidelines and basic frameworks for dealing with spaces in the various categories, spheres and contexts of Polokwane, i.e. guidelines for Seshego which efficiently takes into consideration the densification strategy; guidelines for public transport stations at the various proposed locales; and; guidelines for transitions between the CBD and other residential areas. • Along with the previously proposed unique city symbols, ICT infrastructure should be developed to implement a ‘scanner system’ whereby a visitor or resident scan a barcode and access detailed information on a historical feature; directions to places; or; lodge complaints/ report faults to the municipality. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Development of unique gateway features at the entry points to Polokwane, most notable from the north and south. These gateways should take the form of functional architectural and landscaping features.
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5.4 Social Cluster

a. Strategy Background

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



b. Social Context Problem Statement

- Insufficient focus on social development issues.
- Major backlogs in the provision of social infrastructure and services.

c. Social Objectives

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

5.4.1 Youth development

a. Background

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

b. Problem Statement

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

c. Objective

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

c. Strategic Interventions

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

- Young women
- Young men

- Youth in secondary schools
- Youth in tertiary institutions
- School aged out of school youth
- Unemployed youth
- Youth in the workplace
- Youth from poor households
- Youth from different racial groups
- Teenage parents
- Orphaned youth
- Youth heading households
- Youth with disabilities
- Youth living with HIV and Aids and other communicable diseases
- Youth in conflict with the law
- Youth abusing dependency creating substances
- Homeless youth living on the street
- Youth in rural areas
- Youth in townships
- Youth in cities
- Youth in informal settlements
- Young migrants
- Young refugees
- Youth who have been or are at risk of being abused.

The following strategic interventions are proposed for the social cluster:

5.4.1 SOCIAL: YOUTH DEVELOPMENT			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	Creation of an environment in which there is sufficient stimulation for the youth to develop and prosper	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Liaise with the Department of Social Development and the National Youth Development Agency for the creation of a youth development programme, specifically in rural and impoverished areas. • As part of the proposed open space policy/framework, identify strategically located open spaces to be utilised for the provision of safe parks and recreational areas where the youth can practise sports. • Pre-feasibility assessment to determine areas where after school centres ought to be established. Such facilities should include access to information, such as the internet, libraries etc. • Community youth needs assessments. • Public private partnerships to establish and host local and provincial expos and other educational competitions which encourage youth to partake. <p>Year 5-10:</p> <ul style="list-style-type: none"> • Phased implementation of Youth Development Programme. • Land and land use rights acquisition for youth centres.

			<ul style="list-style-type: none"> Public private partnerships with telecommunications companies for the supply of ICT infrastructure at youth centres. Public private partnerships for the roll-out of construction and youth infrastructure projects. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> Implementation/ construction/ installation of projects, services and infrastructure. Continual marketing of youth development initiatives.
<p>Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>	<p>Opportunities to participate in sport; and; sport as an enabler.</p>	<p style="text-align: center;"><u>Year 1-5:</u></p> <ul style="list-style-type: none"> Feasibility studies to develop additional sporting facilities in rural and township communities. Public private partnerships to form talent scouting programmes, club sport and additional school sporting events. As part of the proposed Peter Mokaba Tourism Strategy, include provisions for the upkeep of surrounding facilities for the use by schools and other clubs. Liaise with National Transport Planning Forum, the Integrated Rapid Transport Planning Network and other private and semi-private public transport companies to ensure that sufficient bus stops are placed within reasonable distance of sporting facilities and that areas are sufficiently serviced. 'Equipment to Schools' campaign whereby donations of sporting equipment are facilitated and delivered to needy schools. <p style="text-align: center;"><u>Year 5-10:</u></p> <ul style="list-style-type: none"> Liaise with related industries and educational institutions to create public private partnerships offering bursaries to promising athletes. Provision of additional sporting facilities in identified areas of need. <p style="text-align: center;"><u>Year 10-15:</u></p> <ul style="list-style-type: none"> Liaise with the Department of Foreign Affairs, Sport and Recreation and public private initiatives to encourage and enable athletes to compete at international events.
<p>Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development.</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p>	<p>Youth employment and mentorship programmes.</p>	<p style="text-align: center;"><u>Year 1-5:</u></p> <ul style="list-style-type: none"> Feasibility investigations into a tax rebate system to encourage businesses to appoint and train young work seekers in all fields. Liaise with youth development agencies to create mentorship programmes whereby citizens, business people and leaders offer free mentorship to youth who are willing to learn and participate. Engagement with public and private institutions to implement career days and mentorship programmes. <p style="text-align: center;"><u>Year 5-10:</u></p>

Good Governance and Public Participation	III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.		<ul style="list-style-type: none"> • Implementation of tax incentives as per feasibility investigations. • Establishment an academic alumni programme in association with various educational institutions and public private partnerships whereby assistance are granted to promising students to further studies and after completion of their studies are obliged to provide assistance (mentoring/ financial) to other promising candidates.
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5.4.2 Gender Equality

a. Background

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

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

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

5.4.2 SOCIAL: GENDER EQUALITY			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action

<p>Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.</p>	<p>Promotion of women's rights.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Campaigns targeted specifically at women in rural areas to inform them of their rights and recourses. • • Incorporate campaigning into marketing strategies. • Liaise with Department of Social Development and Commission for Gender Equality for the implementation of national and provincial projects. • Public private partnerships with local police stations and private institutions for the setting up/ reinforcement of crisis helpdesks to drive campaigns and provide assistance. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Conduct feasibility studies on the development of women and child care facilities. • Engagement with the Department of Basic Education to introduce educational programmes in schools on gender equality, constitutional rights and recourses for abuse or mistreatment. • Women's day celebrations and awareness programmes. • Implementation of a 24/7 crisis and legal advice help line. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Development of permanent facilities for emergency refuge to abused women and children. • Establishment of academy to take in abused and neglected women and children, provide basic training and assist in re-establishing their lives.
<p>Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.</p>	<p>Life-skills development and gender equality in terms of education.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Implementation of adult basic education programmes for women located in badly impoverished areas, the CBD and other identified localities. • Training and education on successful subsistence farming practises. • Programme to educate pregnant women on infant health care issues. • Aids awareness programmes, especially with regards to mother-to-child transmission and care. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Identification and allocation of property for Local Economic Development projects for women. • Public-private partnerships to manage and control commonage farms. • Design and large scale distribution of understandable educational material for household use and reference. • Programme whereby women in rural areas are appointed and trained in basic early childhood education and care to then

			<p>become employees and employers at day care centres and crèches.</p> <p>Year 10-15:</p> <ul style="list-style-type: none"> Land acquisition and development for the purpose of commonage farming and other multi-purpose centres.
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5.4.3 Health and Wellness

a. Background

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

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

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

Increased awareness of health and wellness can lead to:

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

Therefore the following interventions and actions are proposed.

5.4.3 SOCIAL: HEALTH & WELLNESS			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development;	I. Increased economic growth, job creation and	To adopt and effectively implement a	<p>Year 1-5:</p> <ul style="list-style-type: none"> Reinforcement of the so called medical node in the area between Hospital Park,

<p>Spatial Rationale;</p> <p>Basic Services and Infrastructure;</p> <p>Municipal Transformation and Organisational Development.</p> <p>Good Governance and Public Participation</p>	<p>sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>	<p>strategic health care infrastructure development plan.</p>	<p>Potgieter Avenue, Oost and Suid Streets by means of conducting feasibility assessments to attract highly specialised health care services to the area. This could be accomplished by making use of/ or revising the existing UDZ special conditions.</p> <ul style="list-style-type: none"> • Conduct a comprehensive investigation into the status quo of healthcare in Polokwane, specifically capacity constraints and quality of services. • Upgrading of medical facilities in greatest need. • Deploy mobile health care facilities and clinics to areas with greatest need. <p>Year 5-10:</p> <ul style="list-style-type: none"> • Development of a health care strategic development plan based on the findings of the previous investigation. • Liaise with public transport planning to conduct feasibility assessments for the development of medical care facilities in conjunction with transportation lines, stations and intermodal transitions zones. • Development of satellite clinics and health care facilities in areas of greatest need. • Liaise with international medical companies to invest in the installation of sophisticated health care technology. <p>Year 10-15:</p> <ul style="list-style-type: none"> • Budgetary alignment for the continual improvement of healthcare facilities. • Land identification, expropriation and establishment for the construction of specialised hospitals.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Basic Services and Infrastructure;</p> <p>Municipal Transformation and Organisational Development.</p> <p>Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>	<p>Educated population with regards to health and wellness.</p>	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Establish public private partnerships with the main focus on private medical- and pharmaceutical practices to promote a city wide basic household hygiene campaign by means of various media platforms. • Development of a schools nutritional programme whereby fresh nutritious food are provided by local farmers directly to schools in impoverished areas. • Deployment of subsidised mobile HIV and glucose testing stations. <p>Year 5-10:</p> <ul style="list-style-type: none"> • Ensure fresh drinking water through water filtration systems in rural areas. <p>Year 10-15:</p> <ul style="list-style-type: none"> • Implementation of smart technology to monitor water quality and detect contamination.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p>	<p>I. Increased economic growth, job creation and</p>	<p>Encouragement of active lifestyles.</p>	<p>Year 1-5:</p> <ul style="list-style-type: none"> • Creation and promotion of safe and accessible 'exercise parks' / 'trim parks' as part of the open space framework.

<p>Basic Services and Infrastructure;</p> <p>Good Governance and Public Participation</p>	<p>sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>		<ul style="list-style-type: none"> • Development of outdoor gymnasiums which charge a minimal fee and add to the sense of place of areas in Polokwane. • Enhance pedestrian mobility and safety in densely populated areas and intersections with planned public transport facilities. • Liaise with the Department of Sports and Recreation and event management companies to attract and host mass participatory sporting events such as trail running and mountain biking at the Nature Reserve and annual triathlon events similar to those currently hosted in other towns in Limpopo.
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5.4.4 Education

a. Background

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

5.4.4 SOCIAL: EDUCATION			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development;	I. Increased economic growth, job creation and	Major improvements in Early Childhood Development	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • In depth investigations and proposals on the current state and capacity of Early

<p>Spatial Rationale;</p> <p>Basic Services and Infrastructure;</p> <p>Municipal Transformation and Organisational Development.</p> <p>Good Governance and Public Participation</p>	<p>sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>		<p>Childhood Development facilities in Polokwane.</p> <ul style="list-style-type: none"> • Early Childhood Development Strategy, including the identification of areas in need of urgent intervention. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Development of Early Childhood Development programmes specifically relating to early education and fundamental life skills. • Decentralised ECD training and education to both parents and children. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Construction of ECD centres in communities.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Basic Services and Infrastructure;</p> <p>Municipal Transformation and Organisational Development.</p> <p>Good Governance and Public Participation</p>	<p>V. Increased economic growth, job creation and sustainable human settlements.</p> <p>VI. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>VII. Improved efficiency and effectiveness of municipal administration.</p> <p>VIII. Improve community confidence in the system of local governance.</p>	<p>Upgrading and maintenance of educational infrastructure</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Conduct realistic and honest assessment of the current state of schools in terms of physical infrastructure and quality of education. • Conduct realistic and honest assessment of educational facilities such as libraries etc. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Liaise with the department of Basic Education for the development of a single, aligned local schools infrastructure upgrading strategy with specific focus on areas and schools in greatest need. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Revision/ strengthening of policies and local legislation governing the establishment and operation of schools.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p> <p>Basic Services and Infrastructure;</p> <p>Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p>	<p>Nutritional programmes at schools.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • The implementation of nutritional programmes at public schools, especially rural and poorer areas. This could include cafeterias established and maintained via public private initiatives where kids could receive healthy meals conducive for learning. • Schools farming project where pupils are taught to undertake and maintain small scale farming practises. These projects would then result in schools supplying their own fresh produce. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Based on the success of the aforementioned projects/ programmes, the feasibility of state subsidies to local suppliers are to be investigated.

	IV. Improve community confidence in the system of local governance.		<p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Gradual exposure to international best practises and markets outside of Polokwane.
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>	Affordable and accessible education.	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Public private initiatives to provide bursaries to willing and promising candidates, such as the previously proposed alumni project. • Development of an online forum whereby parents can pledge to assist other parents with regards to school transportation. • Public Private Initiatives to facilitate safer and more reliant transportation to schools and other educational facilities. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Upgrading/ installation of quality pedestrian movement systems in and around educational areas, particularly schools. • Integrate planned public transport routes to pass schools in different areas. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Implementation of effective distance learning via specialised hubs (see following section on 'smarter' education).
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure;	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p>	Increased computer literacy training from an early age.	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Pre-feasibility studies for the construction of multipurpose hubs which provides access to the internet and expose communities to technological advancements. These hubs could serve as focal points for distance learning. • Determination of computer literacy levels, infrastructure available at schools and other opportunities for ICT training. • Strategic ICT implementation plan to gradually replace traditional teaching methods. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Source funding, land acquisition and land formalisation for multi-purpose hub. • Public private initiatives for the supply of ICT infrastructure and basic training to communities. • Gradual implementation of required technology and infrastructure. • Distance learning implementation. • Installation of free WiFi in inner city and other areas with high concentrations of educational centres. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Construction of multipurpose hub. • Replacement of textbooks with portable computers and tablets. •
Local Economic Development;	I. Increased economic growth, job creation and	Unlimited educational support	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Liaise with the Department of Basic Education and Department of Higher

<p>Basic Services and Infrastructure;</p> <p>Good Governance and Public Participation</p>	<p>sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improve community confidence in the system of local governance.</p>		<p>Education and Training to develop online tutoring forums to assist pupils and students. Such forums will be operated on a subscription basis – subsidised either by schools, or, personal capacity.</p> <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • By means of the online forums, additional courses are to be presented. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Liaise with international institutions to enable local students and pupils to virtually attend seminars, courses and expos held at other institutions.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p>	<p>Retain educated youth</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Development of bridging courses to newly matriculated and graduated youth to acquire professional business skills, acquire 'self-marketing' skills and other basic communication skills. • Gain greater support from private sector to host career expos. • Feasibility of tax incentive scheme for businesses to appoint newly graduated persons. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Incentivised, structured and formal annual apprenticeship programmes. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Long term focus on creating a vibrant and youthful 24/7 city by aligning long term planning and regeneration strategies to global design and land use trends.
<p>Local Economic Development;</p> <p>Spatial Rationale;</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p>	<p>Attract students to University of Limpopo and other institutions</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Determination of the factors leading to an outward migration of prospective students. • Facilitate amendments to the curricula and courses presented in order to ensure higher enrolment rates. • Engage and incentivise local companies and industries to present bursaries to students. • Development 'action plans' to effect the densification strategy for the provision of student housing in the inner city and around the university in Mankweng. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Creation of vibrant student communities by means of student precinct plans and urban design frameworks. • Provide platform to students to raise concerns and other issues regarding the city. • Instil unique local traditions and events. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Attracting other educational institutions by means of special conditions or assistance to establish campuses in Polokwane. • Development of infrastructure to facilitate distance learning in order for students to enrol at other universities across the

			country without having to physically move to those areas.
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5.4.5 Community Safety

a. Background

Safety and security is a vital aspect of social development. People’s perception of their personal safety has major impacts on their health and psychological wellbeing as it can cause anxiety and stress. Furthermore safety incurs significant costs to both the government as well as individuals. Failure to reduce crime and violence has additional implications on economic growth as businesses and other legal entities are unlikely to invest in areas thought of as dangerous. Destruction to public and private property further causes financial and administrative burden on cities and impact on its overall functionality.

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

b. Problem Statement

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

c. Objectives

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

d. Strategic Interventions

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

5.4.5 SOCIAL: COMMUNITY SAFETY			
Local Government KPA	Municipal Ultimate Outcome	EGDS Strategy Objectives	EGDS Action
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development.	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and	Create a safe, secure and accessible CBD.	<u>Year 1-5:</u> <ul style="list-style-type: none"> • Establishment of a Business Improvement District in Zone 1 and/ or Zone 6 of the Urban Development Zone. • Installation of CCTV cameras in strategic locations within the CBD. • Repairing of physical barriers where appropriate and required through the Expanded Public Works Programme. • Develop Precinct Plan for the following: Street and pedestrian lighting in areas with high demand; Proper lighting of open spaces and parks and the removal of objects which create dark and concealed areas; Traffic calming features such as roundabouts,

<p>Good Governance and Public Participation</p>	<p>effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>		<p>pedestrian crossings and cobble stone street sections to be included in CBD regeneration programme.</p> <ul style="list-style-type: none"> • Positioning of mobile policing units. • Embark on an intensive street cleaning programme through the Expanded Public Works Programme. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Identification and elimination of dark and obscure spaces and gaps where criminals can hide. • Upgrading of street crossing infrastructure and construction of overhead bridges in heavily congested streets. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • By means of previously proposed public displays of information, create an informed and aware society within the CBD. • Structural safety assessments of infrastructure and derelict buildings.
<p>Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p> <p>IV. Improve community confidence in the system of local governance.</p>	<p>Standardise passive surveillance via proper development planning.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Development of specific guidelines for safety through design. • Alignment with open space policy. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Revision of Town Planning Scheme to incorporate guidelines on designing for safety.
<p>Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Good Governance and Public Participation</p>	<p>I. Increased economic growth, job creation and sustainable human settlements.</p> <p>II. Improved provision of basic and environmental services in a sustainable way to our communities.</p> <p>III. Improved efficiency and effectiveness of municipal administration.</p>	<p>Community policing.</p>	<p><u>Year 1-5:</u></p> <ul style="list-style-type: none"> • Provide training programmes for communities willing to establish policing forums. • Create awareness via media and public displays of crime trends in areas. • Introduction of mobile patrolling units in areas. • Encouragement for citizens to become police reservists.

	IV. Improve community confidence in the system of local governance.		
Local Economic Development; Spatial Rationale; Basic Services and Infrastructure; Municipal Transformation and Organisational Development. Good Governance and Public Participation	I. Increased economic growth, job creation and sustainable human settlements. II. Improved provision of basic and environmental services in a sustainable way to our communities. III. Improved efficiency and effectiveness of municipal administration. IV. Improve community confidence in the system of local governance.	GIS systems to monitor areas.	<p><u>Year 1-5</u></p> <ul style="list-style-type: none"> • Development and implementation of an up to date GIS system for use of emergency services to dispense emergency vehicles. • Develop mobile application which citizens can use to either report crime anonymously or request emergency services. This will enable emergency services to immediately locate their location as it would connect directly to the GIS system. <p><u>Year 5-10:</u></p> <ul style="list-style-type: none"> • Use available information to indicate hazardous areas. • Connectivity to traffic calming features such as traffic lights to indicate when lights are out of order. • Establishment of control centre to assist emergency services to increase emergency service allocation and dispatching. <p><u>Year 10-15:</u></p> <ul style="list-style-type: none"> • Use of GIS system to determine and predict crime trends.

6. Review and Amendment

6.1 Implementation Plan

The implementation of the proposals set out in the Polokwane 20 year Economic Growth and Development Plan is the key to the success of this plan. Without the consideration of and alignment with other strategic planning documents the plan cannot be effectively executed. It is for this reason that the following proposals for the implementation of the plan are presented:

- The implementation of the plan should be applied in a phased manner that takes cognisance of the effect that certain proposals have upon each other and therefore be developed consequently.
- This phased approach should be aligned with other existing municipal structures such as the Integrated Development Plan that already have functions of budgetary allocation and proposal implementation structures.
- The timeframes of the IDP should also be aligned with the implementation of the proposals set out above.
- Identification of specific implementing structures and guidelines, such as Spatial Development Frameworks, Infrastructure Development Plans, Transport Plans and other sector specific strategies, should also be incorporated to allow for the implementation of the proposals in their specific sectors.

By ensuring integration and alignment of strategic planning documents and plans with the proposals set out in this plan the most effective and efficient implementation is made possible and the growth and prosperity of Polokwane is made possible.

6.2 Budgetary Alignment

The implementation of the Polokwane 20 year Economic Growth and Development Plan is greatly dependent on the correct and timeous allocation of financing through proper budgetary alignment. This alignment should be undertaken, monitored, evaluated and amended regularly to ensure that the processes can be implemented optimally.

Various sources of funding are available and should be used instead of solely relying on the Municipal budget for financing the programmes and projects proposed in this plan. In all the spheres of government programmes exist which are aimed at supporting projects and proposals for development and enjoy portions of the National budget every year. These sources of funding should be utilised whenever possible so that the maximum development can take place and the economic growth and development optimised.

Internal budgeting tools already exist that should be integrated with the deployment of this plan in order to ensure the success of the interventions proposed. One such tool is the Integrated Development Plan. The IDP should be integrated with the Polokwane 20 year Economic Growth and Development Plan, not only with regards to the proposals in each, but specifically the budgetary allocations to these proposals in order to ensure that the proposals are implemented and successfully executed.

6.3 Monitoring Milestones and Measures

The monitoring of the progress of the strategies and their relative impact on the state of the municipality is as vital as the implementation itself. By again aligning with existing monitoring and evaluation structures in place the most effective and aligned monitoring can take place ensuring that the implemented proposals perform optimally.

It should be noted that this plan was structured in such a way to clearly highlight the milestones per period. This could therefore be used as a monitoring tool in order to ensure that all deliverables are met in a timely manner.

7. Conclusion

The City of Polokwane have embarked on a remarkable journey to transform the Limpopo capital into one of South Africa's most innovative cities with incredible diversity in both its socio-economic make up, as well as the variety of markets it seeks to develop. Such a transformation is most definitely not an easy and simple task and will require transformation in virtually every imaginable aspect of the city. For this reason the Polokwane 20 Year Economic Growth and Development Plan was developed to guide the city in its transformation.

This plan was drafted upon four basic layers, known as clusters, which is regarded as the main shaping mechanisms in a city. These are physical, social, economic and institutional. Each of these clusters was then subdivided into various sub-clusters of individual and undivided importance which, if implemented effectively and timeously, will most definitely result in real and significant change. Due to the fact that cities are comprised of various interdependent entities, it is regarded that the overall success of this plan is heavily dependent upon interdisciplinary dialogue and functioning to cause holistic and sustainable economic growth and development.

It is also vital to note that while this plan was based on the current trends in technology and economic markets and constant review and alignment is therefore crucial to ensure that the city remains on a positive growth path.