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1. CHAPTER 1: IDP OVERVIEW

1.1 INTRODUCTION AND BACKGROUND

Since the first democratic elections in South Africa in 1994, the nature and functions of municipalities changed drastically, with more emphasis being placed on the developmental role of local authorities. Developmental local government means a commitment to working with citizens to find sustainable ways to meet their social, economic and material needs to improve the quality of their lives. A duty is also placed on local authorities to ensure that development policies and legislation are implemented. Preference must therefore be given to this duty when managing the administrative and budgetary processes of the municipality.

Local government has been described as the “hands and the feet” of reconstruction and development in South Africa. It is certainly true that in the absence of effective local delivery bodies, government is powerless; it cannot implement its policies and provide the services to which the people are entitled. Municipalities are role players in policymaking, innovators, and key players in the creation of local prosperity.

The Constitution of the Republic of South Africa (1996) commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. Section 156 of the Constitution provides that:

- A municipality has a executive authority in respect of, and has the right to administer the local government matter listed in Part B of schedule 4 and Part B of schedule 5 and any other matter assigned to it by national or provincial legislation.
- A municipality may make and administer by-laws for effective administration of the matters which has the right to administer.
- The national government and provincial government must assign to a municipality, by agreement and subject to any condition, the administration and subject to any conditions, the administration of a matter listed in Part A of schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if that matter would most effectively by administered locally and the municipality has the capacity to administer it.
- A Municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.
Section 229 further provides municipal fiscal powers and functions. It states that:

1. Subject to subsections (2), (3) and (4), a municipality may impose –
   a. Rates on property and surcharges on fees for services provided by or on behalf of the municipality and
   b. If authorized by national legislation, other taxes, levies and duties appropriate to local government or to the category of local government into which that municipality falls, but no municipality may impose income tax, value-added tax, general sales tax or custom duty.

2. The power of municipality to impose rates on property, surcharges on fees for services provided by or on behalf of the municipality, or other taxes, levies or duties:
   a. May not be exercised in way that materially and unreasonably prejudices national economic policies, economic activities across municipal boundaries, or the national mobility of goods, services, capital or labor
   b. May be regulated by national legislation

In terms of the Constitution, Municipal Structures Act and other policy frameworks Polokwane Municipality is responsible for the following functions:

- Air Pollution
- Building regulations
- Child care facilities
- Electricity and gas reticulation
- Firefighting services
- Municipal planning
- Municipal public works
- Stormwater management
- Trading regulations
- Water and sanitation (Both portable and bulk supply system and domestic waste water and sewage disposal system)
- Billboards and the display of advertisements in public places
- Cemeteries
- Cleansing
- Control of public nuisances
- Local sport facilities
• Municipal parks and recreation
• Municipal roads
• Noise pollution
• Pounds
• Public places
• Waste management (refuse removal, refuse dumps and solid waste disposal)
• Street trading
• Street lighting
• Traffic and parking

The current goal of municipalities is to establish a planning process which is aimed at the disposal of the imbalances created by the apartheid era. Developmental local government can only be realised through integrated development planning and specifically the compilation of an Integrated Development Plan (IDP). Integrated development plan is a participatory approach to integrate economic, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provide sustainable growth, equity and the empowerment of the poor and the marginalized.

The compilation of Integrated Development Plans by municipalities is regulated in terms of the Municipal Systems Act, (Act 32 of 2000).

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

(a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;

(b) aligns the resources and capacity of the municipality with the implementation of the plan;

(c) forms the policy framework and general basis on which annual budgets must be based;
(d) complies with the provisions of this Chapter; and

(e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

As far as the status of an integrated development plan is concerned, Section 35 states that an integrated development plan adopted by the council of a municipality-

“(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;

(b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and

(c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law”.

Section 36 furthermore stipulates that-

“A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan”.

However, in terms of section 34 of the Municipal Systems Act, a municipal council “must review its integrated development plan annually …..”, and based on the outcome of the review process it “may amend its integrated development plan in accordance with a prescribed process”.

The MSA thus places a legislative duty on municipalities to adopt a single, inclusive and strategic plan (Integrated Development) for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality, aligns the resources and capacity of the municipality with the implementation of the plan, and forms the policy framework and general basis on which annual budgets must be based.
1.2 IDP METHODOLOGY AND CONSULTATION

The 2008/09 Polokwane review process started during July 2008 with the compilation of a Framework Plan for the Capricorn District. The process followed in Polokwane is discussed in greater detail below:

COUNCIL APPROVED PROCESS PLAN

Council approved the IDP/Budget Review Process Plan and implemented it as follows:

Table 1: IDP/Budget Review Process Plan for 2008/09 Financial Years

<table>
<thead>
<tr>
<th>Major Activity</th>
<th>Month</th>
<th>Responsible Person</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tabling of IDP/Budget Review Process Plan to Council</td>
<td>October 2008</td>
<td>Executive Mayor</td>
<td>09 October 2008</td>
</tr>
<tr>
<td>Establishment of the IDP/Budget Review Steering Committee</td>
<td>September 2008</td>
<td>Municipal Manager</td>
<td>11 September 2008</td>
</tr>
<tr>
<td>Establishment of the budget committee and other consultation committees</td>
<td>October 2008</td>
<td>Executive Mayor</td>
<td>13 October 2007</td>
</tr>
<tr>
<td>Internal task teams meetings and workshop (Gap Analysis)</td>
<td>Sept-October 2008</td>
<td>Task Team Conveners</td>
<td>23 Sept -23 October 2008</td>
</tr>
<tr>
<td>Presentation of the Status Quo Report to IDP/Budget Steering Committee</td>
<td>October 2008</td>
<td>Director: Planning and Development</td>
<td>30 October 2008</td>
</tr>
<tr>
<td>Mayoral Bosberaad to consider the Status Quo Report</td>
<td>November 2008</td>
<td>Executive Mayor</td>
<td>05-07 November 2009</td>
</tr>
<tr>
<td>First phase stakeholder Consultation on IDP and Budget</td>
<td>Nov-Dec 2008</td>
<td>Executive Mayor</td>
<td>10 Nov- 08 Dec 2008</td>
</tr>
<tr>
<td>Budget committee to consider the draft budget</td>
<td>January 2009</td>
<td>Acting CFO &amp; Chairperson of the Budget Committee</td>
<td>20 January 2009</td>
</tr>
<tr>
<td>IDP steering committee meeting to consider the Draft IDP</td>
<td>January 2009</td>
<td>Municipal Manager</td>
<td>28-30 Jan 2009</td>
</tr>
<tr>
<td>Mayoral Bosberaad to consider the draft IDP and budget</td>
<td>January 2009</td>
<td>Municipal Manager</td>
<td>30 - 31 Jan 2009</td>
</tr>
<tr>
<td>Event Description</td>
<td>Date</td>
<td>Responsible Party</td>
<td>Signature Date</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------</td>
<td>----------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Tabling of Draft IDP/Budget to Council</td>
<td>February 2009</td>
<td>Executive Mayor</td>
<td>26 Feb 2009</td>
</tr>
<tr>
<td>IDP Representative Forum Review</td>
<td>March 2009</td>
<td>Executive Mayor</td>
<td>05 March 2009</td>
</tr>
<tr>
<td>IDP/Budget Review second stakeholder consultation</td>
<td>March 2009</td>
<td>Executive Mayor</td>
<td>31 March 2009</td>
</tr>
<tr>
<td>Presentation of draft IDP to IDP Steering Committee</td>
<td>April 2009</td>
<td>All Directors</td>
<td>03 April 2009</td>
</tr>
<tr>
<td>Submission of draft Service Delivery and Budget Implementation Plan for 2009/10</td>
<td>April 2009</td>
<td>All Directors</td>
<td>30 April 2009</td>
</tr>
<tr>
<td>Submission of the Draft IDP/Budget</td>
<td>May 2009</td>
<td>Municipal Manager</td>
<td>06 May 2009</td>
</tr>
<tr>
<td>Submission of the Final IDP/Budget to Council for adoption</td>
<td>May 2009</td>
<td>Executive Mayor</td>
<td>28 May 2009</td>
</tr>
<tr>
<td>Submission of the final Service Delivery and Budget Implementation Plan to Executive Mayor</td>
<td>June 2009</td>
<td>Municipal Manager</td>
<td>18 June 2009</td>
</tr>
</tbody>
</table>

To implement the process plan, the IDP steering committee was established. The following task teams were established in line with identified local government key performance areas:
<table>
<thead>
<tr>
<th>Task Team 1: Service Delivery and Infrastructure Development</th>
<th>Task Team 2: Local Economic Development</th>
<th>Task Team 3: Financial Viability</th>
<th>Task Team 4: Municipal Transformation and Institutional Development</th>
<th>Task Team 5: Good Governance and Public Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenors: Director Technical Services and Director Community Services</td>
<td>Convenors: Acting Director Planning and Development</td>
<td>Convenor: Chief Financial Officer</td>
<td>Convenor: Acting Director Corporate Services</td>
<td>Convenor: Director 2010</td>
</tr>
<tr>
<td>Strategic Business Units:</td>
<td>Strategic Business Units:</td>
<td>Strategic Business Units:</td>
<td>Strategic Business Units:</td>
<td>Strategic Business Units:</td>
</tr>
<tr>
<td>• Water and Sanitation (Electrical Services)</td>
<td>• Local Economic Development</td>
<td>• Financial Services</td>
<td>• Human Resource</td>
<td>• Communications and Public Participation</td>
</tr>
<tr>
<td>• Waste Management</td>
<td>• Spatial Planning and Land Use Management</td>
<td>• All Directors</td>
<td>• Information Services</td>
<td>• Internal Audit</td>
</tr>
<tr>
<td>• Environmental Management</td>
<td>• Procurement and Stores</td>
<td>• Internal Audit</td>
<td>• Workshop</td>
<td>• Office of Executive Mayor</td>
</tr>
<tr>
<td>• Roads and Stormwater</td>
<td>• Cultural Services</td>
<td>• Information Technology Services</td>
<td>• PMU</td>
<td>• Security and Risk Management</td>
</tr>
<tr>
<td>• Housing and Building Inspections</td>
<td>• Sports and Recreation</td>
<td>• PMU</td>
<td>• Admin and Maintenance</td>
<td>• Secretariat and Legal Services</td>
</tr>
<tr>
<td>• Spatial Planning and Land Use Management</td>
<td>• Secretariat: IDP and Strategic Planning Unit</td>
<td>• Secretariat: IDP and Strategic Planning Unit</td>
<td>• Disaster Management</td>
<td>• Institutional Arrangements</td>
</tr>
<tr>
<td>• Sports and Recreation</td>
<td>• Secretariat: IDP and Strategic Planning Unit</td>
<td></td>
<td>• All task team convenors</td>
<td>• Secretariat: IDP and Strategic Planning Unit</td>
</tr>
<tr>
<td>• Community Health</td>
<td></td>
<td></td>
<td>• Secretariat: IDP and Strategic Planning Unit</td>
<td></td>
</tr>
</tbody>
</table>
The IDP Steering Committee was established at the technical level, and is constituted by all Managers and Directors. The Municipal Manager, with the assistance of the IDP Manager, chairs this committee and coordinates the review process. Five task teams have been established in line with the key performance areas. At the political level, the review process is championed by the Executive Mayor.

1.3 REPORT STRUCTURE

Chapter 1 of the Polokwane IDP provides some background information pertaining to the concept of Integrated Development Planning, the legal context thereof, and the institutional structures and methodology followed in the Polokwane Integrated Planning Process during the period July 2007 up to June 2008.

Chapter 2 describes the Polokwane municipality in national, provincial and local context and represents a multi-sectoral situational analysis highlighting some of the most salient features and key challenges of the municipality and progress made in addressing the key challenges.

It also provides a brief summary of the priority issues reported by communities in the various parts of the municipality.

Chapter 3 reflects on the Strategic Agenda of the Polokwane Municipality. It comprises a brief summary of national and provincial development policy guidelines which direct the Municipal Strategic Agenda, as well as the Polokwane Vision and Mission, and then the Key Performance Areas, which were adopted by the then newly elected Council (March 2006).

Chapter 4 reflects a synopsis of the various departmental business plans aimed at addressing the priority issues identified in the municipal area and their respective development needs, strategic priorities and departmental objectives and projects.
1.4 **Legislative Compliance**

According to Section 26 of the MSA, an IDP must reflect:

- The municipal council's vision for the long term development of the municipality. (Refer to Chapter 3 of this document);
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services (Refer to Chapter 2 of this document);
- Government's and the Council's development priorities and objectives for its elected term, (Refer to Chapter 3 of this document);
- The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation, (Developmental Objectives, Strategies and Priority Initiatives), (Refer to Chapter 3);
- The council's operational strategies (Refer to Chapters 4 and 6 of this document), and
- A financial plan, which must include a budget projection for at least the next three years (Chapter 5 of this document).

**WHAT IS INTEGRATED DEVELOPMENT PLANNING**

Integrated development planning is an approach to planning which is aimed at involving the municipality and the community to find the best solutions towards sustainable development. Integrated development planning provides a strategic planning instrument which manages and guides all planning, development and decision making in the municipality. “Integration” means to consolidate all the various plans and actions of the municipality in order to achieve the vision and mission of the community.

Integrated development planning involves a process through which the municipality compiles a five-year strategic plan, known as the Integrated Development Plan. This plan is an overarching plan that provides the framework for development and planning in the area of the municipality. It is an operational and strategic planning guideline which enables a municipality to fulfill its development mandate.

After approval of this plan by the municipal council, all development and projects must comply with the stipulations of the IDP. All other plans and strategies compiled by a Municipality are secondary to the IDP. The IDP is the only overarching strategic plan guiding development of the city. Even the budget of the municipality must comply with the contents of the IDP.

Other legislation and policy documentation which contain reference to integrated development planning are:
The Municipal Systems Act is the principle piece of legislation governing integrated
development planning at municipal level. Municipalities are bound by, and must ensure its
implementation.

A further piece of legislation which has a tremendous impact on the IDP is the Municipal
Finance Management Act 56 of 2003 (MFMA). Due to the coming into effect of this Act, the
revision of IDPs must be aligned with the stipulations and timeframes as set out in the said
Act.
2. CHAPTER 2: SITUATIONAL ANALYSIS: MAJOR FEATURES AND PRIORITY DEVELOPMENT NEEDS

2.1 INTRODUCTION

Polokwane Municipality (refer to Figure 1) is the economic, political and administrative capital of the Limpopo Province. The municipal area has experienced phenomenal growth in recent times and this has resulted in the municipality adopting a new IDP that reflects a paradigm shift from the foregone IDPs.

Several development initiatives / priorities have been identified for the municipal area. Their aim is to focus growth, generate momentum and stimulate development. The most important initiatives are listed below.

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>SCOPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Precinct</td>
<td>A concentration of office blocks is being developed in the inner city and as an entity form an office / government precinct. This is desirable and should stimulate further development. The growth, however, will exert a lot of pressure on existing infrastructure such as parking.</td>
</tr>
<tr>
<td>Regional Shopping Mall</td>
<td>Given Polokwane’s strategic location and it being a regional service centre, it is only appropriate that the City accommodate a fully-fledged regional shopping centre. There is an increasing need for high-value or specialised goods that are presently not available in the City, not only for local residents but also for people form the rural areas and neighbouring countries.</td>
</tr>
<tr>
<td>Massive Residential</td>
<td>In addition to economic growth, the City is experiencing massive residential expansion and sprawl. While such development is good for the City’s economy and its diversification, pressure is placed on infrastructure systems and service rendering for all municipal departments and at all levels of government.</td>
</tr>
<tr>
<td>Developments</td>
<td>The availability of world class sporting facilities across various sporting codes such as shooting, motor racing and golfing provides a good basis to establish Polokwane as a regional sporting and cultural hub. The construction of the Peter Mokaba stadium for the 2010 FIFA World Cup™ provides sporting impetus in the area and will present several development opportunities to</td>
</tr>
</tbody>
</table>


### Table 1

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polokwane International Airport</td>
<td>The upgrading of Polokwane International Airport is important and is expected to have a positive ripple effect on the local and provincial economies. It should enable Polokwane to become a logistics hub for the provincial region.</td>
</tr>
<tr>
<td>Polokwane International Convention Centre</td>
<td>The long-awaited construction of the Polokwane International Convention and Exhibition Centre, together with its hotel complex will bode well for Polokwane’s business tourism.</td>
</tr>
<tr>
<td>2010 FIFA World Cup™</td>
<td>The 2010 FIFA World Cup™ is a critical focus area for the Council at present and has significantly influenced development plans and budgets. The greatest challenges for the City are to harness the opportunities which the tournament brings and to increase its capacity to spend and provide the infrastructure required to host a truly magnificent African World Cup. Furthermore, stakeholder mobilisation around the planning and the actual hosting of the event is critical. The establishment of a 2010 Advisory Committee, which will meet quarterly, will provide an open forum for various sectors to advise the municipality in planning for the major event. At the administrative level, the 2010 Directorate will oversee the implementation of the various 2010 related projects as well as the implementation of the resolutions and/or recommendations of the Advisory Committee.</td>
</tr>
</tbody>
</table>

### 2.2 Spatial Composition and Form

Polokwane Municipality is located within the Capricorn District in the Limpopo Province. It covers a surface area of 3775 km² and accounts for 3% of the Province’s total surface area of ±124 000 km². In terms of its physical composition Polokwane Municipality is 23% urbanised and 71% still rural (see Figure 2). The remaining area (6%) comprises small holdings and institutional, industrial and recreational land.

Polokwane Municipality emerged from the amalgamation of various disestablished local councils and with the re-demarcation process of wards, the municipality presently comprises
37 wards. However, the amalgamation and demarcation processes did not assist in erasing the spatial pattern created by past apartheid planning laws.

It is the economic hub of Limpopo Province and is strategically located to be the administrative and economic capital of the Province. It is situated at the cross roads of important national and provincial roads which radiate out into the hinterland providing good access. There is a definite opportunity for Polokwane to become a logistics hub and freight interchange within the region, also given its proximity to the neighbouring countries of Botswana, Zimbabwe, Mozambique and Swaziland. Three of the four Spatial Development Initiatives pass through Polokwane, which reiterates the City’s strategic location and its importance as far as the economy of the Province is concerned.

The municipal spatial pattern reflects that of the historic apartheid city model characterised by segregated settlement. At the centre of the area is the Polokwane economic hub, which comprises the CBD, industrial area, and range of social services and well established formal urban areas servicing the more affluent residents of Polokwane.

Situated on the outskirts in several clusters are less formal settlement areas which are experiencing enormous influx from rural urban migration trends. These areas are in dire need of upgraded services and infrastructure, both social and engineering, and are struggling to cope with the informal influx of more and more people who want access to an improved quality and standard of living.

The main clusters are:

- **Seshego:** located west of the CBD and railway line. It is nearest to the economic core of all settlement areas and thus has the best access to the formal economy of Polokwane;
- **Mankweng:** located 30km to the east of the city. It constitutes a large area and is mixed formal and informal. It accommodates the University of the North and is a long established settlement area.
- **Sebayeng:** located 30 km to the north-east of the city centre and is less formal and newer than Mankweng. The area is experiencing influx and is growing at a rapid rate.
- **Maja:** is located 20km to the south and comprises an informal settlement area, with very limited services and infrastructure. The settlement area sits on the fringe of the rural hinterland and is hence surrounded by a vast clustering of rural / semi-rural areas.
Further away on the edges of the municipal area are extremely impoverished rural settlements scattered into the periphery with limited or no services and infrastructure. The communities in these areas, although they contribute to the economy of the city, are deprived of its benefits.

Although the urban form is evidently fragmented, all efforts are being made to achieve integration and consolidation. However, such is a long-term and involved process which will take many years to complete, not only because of the fundamental time that city development takes, but also because many social and basic needs must be met in the interim to ensure that all residents have access to healthy urban living.

The following focus areas have been identified in respect of spatial planning to ensure that integrated development takes place and is planned for holistically:

- Introduction of common policies, procedures and legislation that will control planning, land ownership and mode of production;
- Vertical alignment with other municipalities;
- Need to consider the inclusion of other lifestyle estate outside the city;
- Need to change densification of farmland and smallholding areas;
- Management of rapid increase of private townships within the eastern parts of town;
- Manage and plan for massive increase in households on existing services; and
- Growth in rural areas: manage resource allocations dependant on growth factors of each settlement area.

2.3 Economic Composition

Recent Economic Trends
This economic profile summarizes and analyzes data and trends pertaining to Polokwane economy. This includes presenting information on how much Polokwane is contributing to the district and provincial economy. The purpose of this report is to lay a foundation for understanding the local economy and to provide insights into recent trends and help identify likely future trends that will influence Polokwane economic growth.

## CONTRIBUTION TO GGP(2007) POLOKWANE MUNICIPALITY

<table>
<thead>
<tr>
<th>Unit (R'000 current prices)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TABLE 1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>Industry</td>
</tr>
<tr>
<td>I100: Agriculture, forestry and fishing</td>
<td>0.82%</td>
</tr>
<tr>
<td>I200: Mining</td>
<td>1.61%</td>
</tr>
<tr>
<td>I300: Manufacturing</td>
<td>4.29%</td>
</tr>
<tr>
<td>I400: Electricity &amp; water</td>
<td>3.40%</td>
</tr>
<tr>
<td>I500: Construction</td>
<td>1.16%</td>
</tr>
<tr>
<td>I600: Wholesale &amp; retail trade; catering and accommodation</td>
<td>20.46%</td>
</tr>
<tr>
<td>I700: Transport &amp; communication</td>
<td>11.95%</td>
</tr>
<tr>
<td>I800: Finance and business services</td>
<td>30.88%</td>
</tr>
<tr>
<td>I900: Community, social and other personal services</td>
<td>25.43%</td>
</tr>
</tbody>
</table>

Source: Quantec Research, Polokwane Municipality

### Table 2

The table above indicate the economic structure of the Polokwane Municipality, given the current (2007) available statistics on levels of economic activity in the municipality. GGP is the economic value added by the specific sectors into the economic activity of Polokwane Municipality in a particular period (In this case, 2007).
According to the latest available statistics, the tertiary sector of the economy dominates much of the economic activity in the Polokwane Municipality. The secondary sector, which includes the manufacturing sector, is the second most important sector in terms of value added to the economic activity of the municipality.

The primary sector, which includes mining, agriculture and related activities, is the least important sector in terms of value added to the economic activity of Polokwane Municipality.

**Graph 1: Contributions to GGP (2007): Polokwane Municipality**

The pie-chart above provides a static view of the structural composition of the economy of Polokwane and this is expressed in terms of contributions to the Municipality’s gross geographic product (GGP). It also reflects the comparative advantage of the production structure, the vulnerability or diversification of the economy. GGP is a measure of the value of final goods and services produced within the geographic boundaries of the region over a period of one year. The final output includes goods produced and services rendered within the area by residents and non-residents alike and does not distinguish between domestic and foreign contributions to GGP. Clearly from the graph above, Finance and Business Services sector contributed the most to the GGP, with 30.88%.
The second most contribution is from the Community, Social and Other personal services sector which contributed 25.43%. The third most contributing sector is the Wholesale and Retail Trade; Catering and Accommodation with 20.46%. Transport and Communication follows with 11.95%. The manufacturing sector of the economy of Polokwane contributes only 4.29% into the region’s GGP. There should be intervention in this sector, taking into account its potential to generate employment opportunities for Polokwane local economy.

Role of Polokwane in Limpopo’s Economic Growth

<table>
<thead>
<tr>
<th>Economic: Gross domestic product (GDP) at basic prices 2007</th>
<th>Price</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
<td>R’000 current prices</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>2007</td>
<td></td>
</tr>
<tr>
<td>Geography</td>
<td>R’000 current prices</td>
<td>% of total</td>
</tr>
<tr>
<td>P9: Limpopo</td>
<td>116,952,859.46</td>
<td>73%</td>
</tr>
<tr>
<td>P9D03: Capricorn</td>
<td>25,730,813.60</td>
<td>16%</td>
</tr>
<tr>
<td>P9D03M04: Polokwane Local Municipality</td>
<td>17,915,637.95</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>160,599,311.01</td>
<td></td>
</tr>
</tbody>
</table>

Table 3: Source: Quantec Research; Polokwane Municipality
Polokwane local Municipality, being the capital city of the province, is a major contributor to the provincial economy. A close look at table 2, graph 1 and graph 2 above gives one an idea of the important role of Polokwane Municipality in Limpopo Province’s economic profile. Polokwane Municipality is contributing R17,915,637.95 which accounts for 11% of Limpopo’s economic base.

The pie chart also gives evidence in terms of GGP contribution of Polokwane Municipality.
2.4 **Demography**

Polokwane municipal area is home to approximately 561,770 people *(2007 Community Survey)*. With a provincial population of approximately 5.2 million people, it surmises that Polokwane houses over 10% of the province’s population on 3% of the province’s surface area. This is significant and reiterates the City’s capital status and shows that it is an area of confluence. Table 4 below also shows that the City has a much higher settlement density than the rest of the Province, albeit such is to be expected given the vast rural areas which make up the Province.

**Table 4: Demographic Features Comparison of the Limpopo Province, Capricorn District Municipality and Polokwane Municipality**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Polokwane Municipality</th>
<th>Limpopo Province</th>
<th>Capricorn District Municipality</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface Area</td>
<td>3,775 km²</td>
<td>123,910 km²</td>
<td>18,570.30 km²</td>
<td>3% of Provincial Area and 20.3% of District area</td>
</tr>
<tr>
<td>Population Size (2007)</td>
<td>561,770</td>
<td>5,238,300</td>
<td>1,243,167</td>
<td>10.8% of Provincial Population and 44.02 of District Population</td>
</tr>
<tr>
<td>Households</td>
<td>130,361</td>
<td>1,215,935</td>
<td>285,565</td>
<td></td>
</tr>
<tr>
<td>Population age below 15 yrs</td>
<td>244,274</td>
<td>1,968,900</td>
<td>607,161</td>
<td></td>
</tr>
</tbody>
</table>

Population growth in Polokwane has been significant. Growth figures from 1996 to 2001 showed that the municipal population increased by about 16.39%, which means an annual average population growth rate of 3.27%. Much of this growth is ascribed to an influx of people from other more rural municipal areas into Polokwane where the perception of more employment and greater economic wealth exists. Since 2001 the population has increased from 508,280 to 561,770 (1.7% growth p.a.).
The number of households has also increased from 124,980 (2001 Census) to 130,360 in 2007. This implies an additional 5,380 households that the municipality must provide with new services.

What is further clear, as per the listing below, is that the urban areas within the municipality have experienced a higher population growth than the rural areas:

Ward 19 (Westenburg, Nirvana and Ivydale areas) had a 69.53% increase in the population since 1996;
Ward 21 (Flora and Fauna Park areas) had a 95.56% increase in the population;
Ward 25 (Mankweng area) had a 154.58% increase in the population;
Ward 17 (Luthuli park areas) had a 88.39% increase in the population;
Ward 1 (the rural areas at Chuene) decreased by 7.45%.
Ward 30 (the Leshoane rural area) decreased by 9.36%.

The above clearly indicates that the population in the urban areas such as Polokwane City, Seshego, Mankweng and Bloodriver has increased. Much of this growth is ascribed to a substantial increase in rural-urban migration as people seek an improved quality of life, employment and access to improved basic services and infrastructure. This presents a dire need for increased housing and effective provision of basic services in these areas to meet demand.

As illustrated in the graph below, the Black African population accounts for about 94.1% of the municipal population, followed by the White population at 4.8%. The Coloured and Indian population together account 1.1% of the total municipal population. Owing to continued implications of the past political policies, the development implications to achieve upliftment and social renewal are significant and will largely be focused on the large Black African population which is in greatest need.

As far as education is concerned, illustrated in Graph 4 below, it is important to note that, although the level of education improved slightly from 2001 to 2007, only 24% of the population has Grade 12 education and only 5.7% achieved a tertiary education qualification. This is problematic and places the economy in a difficult position. There is a clear mismatch in terms of economic growth per market sector and the available skills base to be employed in those growing sectors.
Graph 4: Polokwane Local Municipality: Level of Education, 2007

Source: 2007 Community Survey

Graph 5 below reiterates that general education levels are low, as income earned by low-skilled labourers is lower than income earned by highly skilled workers. Since education levels are low, income earned is concentrated in the lower brackets, which suggests that the general population is poor. In addition the graph shows that there is a tremendous amount of people who have no income and hence, that poverty is a major problem in the municipal area.
From the above it is evident that more than 10% of the province’s population live in the municipal area, and that migration into the municipal area has been noteworthy. Changes in settlement concentrations have also been noted as more and more people move from the more rural areas into the urban areas, seeking employment, access to social services and basic infrastructure to improve their quality of life. The population is generally unskilled which is of great concern given the mismatch which emerges between the economic growth sectors and the ability of the general labour force to be absorbed in the economy. If the mismatch cannot be curbed poverty will increase and social inequality will escalate. Serious efforts must be made to provide for adult education and to improve school attendance and education.

Pertaining to the provision of services one of the objectives of local government as per Section 152(1)(c) is to promote social and economic development. One of the strategies employed by the municipality to attain this mandate is through the provision of various services to address the needs of the community. It is on this basis that a municipality’s performance is measured by determining the extent to which its citizens have access to basic services in particular.
The 2007 community survey provided the following picture in relation to the provision of services within the municipality:

- Energy

Graph 6 below reflects changes in energy usage, which is also an indication of access to various forms of energy within the municipality from 2001 to 2007:

**Graph 6: Polokwane Local Municipality: Energy used for Lighting, 2001 vs 2007**

![Energy Source for Lighting, 2001](image)

![Energy Source for Lighting, 2007](image)
The percentage of households that uses electricity as a source for lighting has increased from 65% in 2001 to 79% in 2007. This increase can also be used as a benchmark for access to electricity by households. The increase can be attributed to new household connections, particularly in respect of those areas that had no electricity at all before 2001.

It should however be noted that while the increase in electricity usage is higher than the national increase which is 10.5%, it is still lower than the Provincial and District increase at 17.2% and 22.6% respectively. This could be attributed to the inability of the municipality to electrify rural areas (in particular) due to electricity license conditions.

The recent agreement between Eskom and the municipality, in respect of electrification of Eskom license area will result in a significant increase in access to electricity in the formerly disadvantaged areas.

Furthermore, the statistics indicate an electricity backlog of approximately 19%. This implies that the municipality needs to redefine its annual targets in municipal infrastructure investment framework. However, taking into account the electricity shortage facing the country, as well as the principles of sustainable development, it is important for the municipality to finalise its energy plan. This plan would explore various energy sources to be used/developed. The plan should, among others, ensure that the physical environment is protected for future generations. The finalisation of an energy plan that considers alternative and renewable energy options is therefore very critical.

• Sanitation

Sanitation is about dignity. The availability of sanitation facilities not only improves the dignity of people, but also promotes their health. Areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhea, typhoid, etc. It is therefore important that as a municipality we prioritise this service, particularly taking into account the backlog (rural sanitation) and the national target.

Sanitation, 2001

<table>
<thead>
<tr>
<th></th>
<th>Flush toilet (connected to sewage system)</th>
<th>Flush toilet (with septic tank)</th>
<th>Chemical toilet</th>
<th>Pit latrine with ventilation (VIP)</th>
<th>Pit latrine without ventilation</th>
<th>Bucket latrine</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>NP354: Polokwane</td>
<td>32.6%</td>
<td>2.3%</td>
<td>0.8%</td>
<td>7.1%</td>
<td>43.4%</td>
<td>0.8%</td>
<td>13.0%</td>
</tr>
<tr>
<td>DC35: Capricorn District Municipality</td>
<td>19.8%</td>
<td>2.0%</td>
<td>1.0%</td>
<td>9.9%</td>
<td>49.6%</td>
<td>0.6%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Limpopo</td>
<td>16.0%</td>
<td>2.0%</td>
<td>1.3%</td>
<td>8.1%</td>
<td>49.1%</td>
<td>0.7%</td>
<td>22.8%</td>
</tr>
</tbody>
</table>
According to the community survey (Graph 6), the municipality has not made significant inroads as far as the provision of sanitary services in rural areas are concerned. According to the results, the number of households using pit latrines increased from 50.4% in 2001 to 55.6% in 2007, marking an increase of 5.2%. The provision of flush toilets (connected to a sewerage system) increased slightly from 32.6% in 2001 to 33.7% in 2007. This implies that there is a need to, as a matter of urgency, adopt service levels in respect of such basic services (sanitation, water, roads, waste, etc) and ultimately the development of a comprehensive sanitation plan in order to meet the national target.

It is however important to indicate that the percentage of households without sanitation facilities has been reduced from 13.0% in 2001 to 8.3% in 2007. The backlog of 8.3% could mean that at least 10 870 households are without access at all. The usage of appropriate technology in this regard is critical to ensure sustainability.
Refuse Removal

Refuse removal is one of the critical services rendered by municipalities. The availability (unavailability) of this service has a direct impact on the quality of life of citizens, their health as well as the physical environment.

According to the survey, the following emerged:

Table 5: Refuse Removal Removed by Local Authority/Private Contractor

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2007</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>57%</td>
<td>61.6%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Limpopo Province</td>
<td>15.6%</td>
<td>18.8%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Capricorn DM</td>
<td>19.9%</td>
<td>22.5%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Polokwane Municipality</td>
<td>34.2%</td>
<td>37.1%</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

*Source: 2001 Census and 2007 Community Survey*

The increase by the municipality is lower than both the national and the provincial percentage, and slightly higher than the District Municipality’s increase. This could mean that over the period, the municipality has not expanded the service to any new areas (that did not have any service at all). The 2.9% increase can be attributed to the newly developed areas particularly in the City/Seshego Cluster along the SDA 3, SDA 1 and SDA 2 that have significantly grown over the last five years.

Table 6. below indicates the percentage distribution of the household by type of refuse disposal:

Table 6: Polokwane Local Municipality: Refuse Removal by Local Authorities/Private Company

<table>
<thead>
<tr>
<th>Removal by local authority/private company</th>
<th>2001</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least once a week</td>
<td>32.8%</td>
<td>36.2%</td>
</tr>
<tr>
<td>Less often</td>
<td>1.4%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Communal Refuse Dump</td>
<td>1.1%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Own Refuse Dump</td>
<td>57.8%</td>
<td>55.0%</td>
</tr>
<tr>
<td>No Rubbish Disposal</td>
<td>6.9%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

*Source: 2001 Census and 2007 Community Survey*

From Table 6 it is evident that there was a slight improvement in the percentage of households being serviced once a week; from 32.8% in 2001 to 36.2% in 2007.
There has not been any significant improvement in areas that had no service at all since 2001. As indicated earlier, the unavailability of such a service has a direct impact on the health of the citizen as well as the physical environment. It is therefore important for the municipality to develop and implement a municipal-wide waste management plan, with clear sustainable service levels.

- Water

Water is life – it is the most important resource to encourage both social and economic development within communities. It is on this basis that water provision tops the list of community lists/needs during consultation meeting(s). The municipality has done exceptionally well in this area.

<table>
<thead>
<tr>
<th>Table 7: Polokwane Local Municipality: Provision of Water</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Piped water</strong></td>
</tr>
<tr>
<td>Inside the dwelling</td>
</tr>
<tr>
<td>Inside the yard</td>
</tr>
<tr>
<td>From access point outside the yard</td>
</tr>
<tr>
<td>Borehole</td>
</tr>
<tr>
<td>Spring</td>
</tr>
<tr>
<td>Dam/Pool</td>
</tr>
<tr>
<td>River/stream</td>
</tr>
<tr>
<td>Water vendor</td>
</tr>
<tr>
<td>Rainwater tank</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

From Table 7 it is evident that the percentage households, with piped water inside their house, have increased from 19% in 2001 to 31% in 2007. In general the accessibility to water, from a point outside the yard, has also increased from 30% in 2001 to 39% in 2007.

Rainwater as a source has decreased by 0.1%. This can be attributed to the increase in access to piped water. While this indicate an improvement in service provision, it is still important for the municipality to encourage communities to harvest rainwater for household usage. This will be important taking into account that Polokwane is water scarce, and therefore it will be beneficial not to let any water go to waste.

The decrease on the dependence on water vendors as a water source from 3.8% to 0.6% is also a significant improvement in the quality of life of the community. This can also be attributed to increased access to piped water by communities that had no access at all.
Furthermore, it is a well known fact that where water vendors are used, households spend a lot of money on water. The decreased dependence on water vendors mean that households can use the money to provide for other needs.

2.5 Housing

The right to adequate housing is enshrined in the Constitution (Act 108 of 1996) and it states that everyone has the right to have access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right.

Polokwane Municipality, as the economic hub of the province has experienced population growth, which has resulted in the influx of people from the rural areas into the urban parts of the municipality. This influx has necessitated an increase in the provision of housing and other basic services that promote integrated sustainable human settlement.

To deal with the housing need the municipality established the Polokwane Housing Association. The entity’s current focus is to develop and manage social housing and to promote housing delivery for a range of income groups in such a way as to allow integration and cross subsidisation.

As in other provinces, there has been a demand for housing for households within the low to middle-income category. It is therefore the company’s objective to provide social housing in a way that most appropriately addresses the variety of challenges experienced in the housing sector.

The housing problem in Polokwane is not confined to Seshego and surrounding areas only. The rapidly growing area of Mankweng is another area where the need for housing development has reached crisis proportions.

The housing backlog is summarised in Table 8 as follows:

Table 8: Summary of Housing Backlog

<table>
<thead>
<tr>
<th>CLUSTER</th>
<th>WAITING LIST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seshego / City</td>
<td>22 693</td>
</tr>
<tr>
<td>Sebayeng / Mankweng</td>
<td>2 331</td>
</tr>
</tbody>
</table>
### Rural housing backlog

<table>
<thead>
<tr>
<th>Description</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB TOTAL</td>
<td>5 555</td>
</tr>
</tbody>
</table>

#### INFORMAL SETTLEMENTS

<table>
<thead>
<tr>
<th>Location</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Pietersburg</td>
<td>3 500</td>
</tr>
<tr>
<td>Greenside</td>
<td>509</td>
</tr>
<tr>
<td>Rainbow Park</td>
<td>104</td>
</tr>
<tr>
<td>Emdo Park</td>
<td>75</td>
</tr>
<tr>
<td>Seshego Zone F (Mohlakaneng)</td>
<td>350</td>
</tr>
<tr>
<td>Mankweng Unit F</td>
<td>150</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>4 688</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>35 627</td>
</tr>
</tbody>
</table>

#### BLOCKED HOUSING PROJECT (Top structures lacking)

<table>
<thead>
<tr>
<th>Location</th>
<th>Outstanding Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seshego City Cluster</td>
<td></td>
</tr>
<tr>
<td>Polokwane Ext 44</td>
<td>18</td>
</tr>
<tr>
<td>Seshego (Individual Housing Project_Zone 8)</td>
<td>06</td>
</tr>
<tr>
<td>Pietersburg Ext 44</td>
<td>250</td>
</tr>
<tr>
<td>Seshego 9L</td>
<td>30</td>
</tr>
<tr>
<td>Pietersburg Ext 44</td>
<td>330</td>
</tr>
<tr>
<td>Seshego Zone 1 Ext</td>
<td>41</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>1 675</td>
</tr>
<tr>
<td>Molepo/Maja/ Chuene cluster</td>
<td></td>
</tr>
<tr>
<td>Thokgoaneng</td>
<td>490</td>
</tr>
<tr>
<td>Molepo/Maja/Chuene (different wards)</td>
<td>150</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>640</td>
</tr>
<tr>
<td>Mankweng/Sebayeng/Dikgale cluster</td>
<td></td>
</tr>
<tr>
<td>Mankweng Unit G</td>
<td>624</td>
</tr>
<tr>
<td>Mankweng Unit E</td>
<td>560</td>
</tr>
<tr>
<td>Mankweng Unit F</td>
<td>500</td>
</tr>
<tr>
<td>Sebayeng Unit D</td>
<td>319</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>2 003</td>
</tr>
<tr>
<td>Moletjie Cluster</td>
<td></td>
</tr>
<tr>
<td>Matamanyane</td>
<td>190</td>
</tr>
<tr>
<td>Ga chokoe</td>
<td>44</td>
</tr>
<tr>
<td>Mabitsela</td>
<td>36</td>
</tr>
<tr>
<td>Bergneck</td>
<td>50</td>
</tr>
<tr>
<td>Makgofe</td>
<td>36</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>356</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>4 674</td>
</tr>
</tbody>
</table>

#### CONSOLIDATED BACKLOG

<table>
<thead>
<tr>
<th>Description</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSOLIDATED BACKLOG</td>
<td>39 941</td>
</tr>
</tbody>
</table>

It evidences that housing is a problem throughout the municipal area. All areas are affected by a lack of provision, informal settlements and an increasing need not only for housing, but for all associated services to ensure sustainable delivery.

Housing provision is a major factor for the local municipality. Growing influx and rural urban migration have resulted in escalating housing needs throughout the City. There is a need for traditional housing delivery and social housing as all options need to be explored to ensure
that supply can catch up to demand. Naturally, housing demand has a catalytic impact on all types of service delivery as housing must be provided in a sustainable and integrated manner.

The housing challenges facing Polokwane Municipality can thus be summarised as follows:

Rapid urban growth;
Blocked housing projects;
Growing informal settlement households (internal and external growth)
Land invasion
Hostel redevelopment;
Informal dwelling / backyard shacks;
Unoccupied / missing beneficiaries;
Social Housing / Rental Housing;
Illegal occupation of completed low-cost houses;
Land availability for low-income housing development

In addressing these challenges, during May 2008 the Limpopo Department of Local Government and Housing launched an initiative to commence with the formulation of an IDP Housing Chapter for each of the local municipalities within the province. The draft IDP Housing Chapter is available and it addresses the following strategic issues in the municipality:

Economic use of Land
Subsidised Housing and low-middle income bonded housing
Breaking New Grounds
Community Residential Units
Social Housing
Affordable housing program
Rural housing

2.6 SOCIAL AND COMMUNITY SERVICES

2.6.1 Community Health Services

In July 2002 the Health MINMEC, supported by the Cabinet in October that same year, confirmed that Metro and District Municipalities would be responsible for the rendering
Municipal Health Services and that the Provincial Department of Health and Social Development would be responsible for Primary Health Care Services (Clinics). These decisions are also echoed in the National Health Act (61/2003). These decisions should have been applicable from 1 July 2004, but because the devolution process was not completed the amended responsibilities were not executed.

As far as the status quo is concerned, the primary health care service has been transferred to Provincial Department of Health and Social Development from the 01 October 2008. This service is now rendered throughout the rest of the municipal area by the Provincial Department of Health and Social Development.

To deal with Environmental Health Services, the Capricorn District Municipality appointed consultants in terms of Sec. 78 of the Municipal Systems Act.

The following represent the main Health related challenges:

- Relocation of HIV/Aids section to Special Programmes.
- To conclude a service level agreement with CDM with reference to Environmental Health Services.
- To relook at the role of Community Health Services within the Developmental Local Government Perspective

### 2.6.2 Library Services

The provision of libraries is an important function as it supports social and education upliftment especially in areas where low literacy levels prevail. Libraries provide access to educational material and provide space where learners can study in a conducive environment.

In terms of Schedule 5 Part A of the Constitution, libraries are a provincial function. However, the municipality is presently rendering this function as an unfunded mandate. With the need to expand this service to the entire municipal area, it is important that the municipality establishes partnerships and collaborations with the Provincial Government.

To accurately measure current provision and future requirement of library services, the following delivery standards should be applied:

- Micro-/temporary-/informal library service/library depot e.g. container library for small communities or when topography restricts accessibility to closest “standard” library.
- Small library (< 5000 volumes, children’s section study space inside library hall) for community of less than 10 000 residents per 4.5km radius.
- Medium library (5000 – 7500 volumes, study space/children’s section apart from library hall), for 10 000 – 25 000 residents or per 4.5km radius.
- Large library (7500 – 25000 volumes, study space/children’s section apart from library hall, plus activities room), for communities with 25 000 – 45 000 residents or 4.5km radius.
- “Central” library (25000 plus volumes, children’s section, study space, reference apart from library hall, plus activities room, auditorium or similar facility) for communities larger than 45 000 residents or 4.5km walk-in radius. Central Library to accommodate book processing and distribution facilities to satellite libraries within its jurisdiction.

Based on the above standards, the status quo service delivery is captured in Table 9 below:

**Table 9: Library Facilities**

<table>
<thead>
<tr>
<th>FACILITY NEEDS</th>
<th>FACILITIES PROVIDED</th>
<th>BACKLOG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mankweng/Sebayeng – Total population 194 614</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Central” library</td>
<td>Nil</td>
<td>1</td>
</tr>
<tr>
<td>Large library</td>
<td>Mankweng “C”</td>
<td>1</td>
</tr>
<tr>
<td>Medium library</td>
<td>Nil</td>
<td>4</td>
</tr>
<tr>
<td>Small library</td>
<td>Nil</td>
<td>6</td>
</tr>
<tr>
<td>Micro-/depot library</td>
<td>Nil</td>
<td>Studies to be conducted to determine shortfall</td>
</tr>
<tr>
<td><strong>Moletjie Cluster – Total population 103 755</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium library</td>
<td>Moletjie Library</td>
<td>0</td>
</tr>
<tr>
<td>Small library</td>
<td>Nil</td>
<td>2</td>
</tr>
<tr>
<td>Micro-/depot library</td>
<td>Nil</td>
<td>Studies to be conducted to determine shortfall</td>
</tr>
<tr>
<td><strong>Maja/Chuene Cluster – Total population: 57 792</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small library</td>
<td>Nil</td>
<td>4</td>
</tr>
<tr>
<td>Micro-/depot library</td>
<td>Nil</td>
<td>Study to be conducted to determine shortfall</td>
</tr>
<tr>
<td><strong>City/Seshego Cluster – Total population 152 096</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Central”- library</td>
<td>City</td>
<td>0</td>
</tr>
<tr>
<td>Large library</td>
<td>Seshego Library *</td>
<td>0</td>
</tr>
<tr>
<td>Medium library</td>
<td>Nirvana</td>
<td>Westenburg *</td>
</tr>
<tr>
<td>Small library</td>
<td>Nil</td>
<td>2</td>
</tr>
<tr>
<td>Micro-/depot library</td>
<td>Nil</td>
<td>Proper studies to be conducted to determine shortfall</td>
</tr>
</tbody>
</table>

It is concluded that current library provision is totally inadequate to serve the community, both in size per service point and location. Vast areas remain un-serviced and this is all the more problematic as literacy levels in the un-serviced areas are very low. In addition, libraries require internet connectivity for users to ensure proper service delivery.
2.6.3 Museums

There are a few museums in Polokwane yet they are in need of maintenance and upgrading. To promote Polokwane as a cultural hub it is imperative that more attention be given to the development of museums and that these should be distributed throughout the municipal area.

The prevailing status quo is summarised in Table 10 below.

Table 10: Museum Facilities

<table>
<thead>
<tr>
<th>FACILITY NEEDS</th>
<th>FACILITIES PROVIDED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Polokwane/Seshego Cluster - Total population: 152 096</strong></td>
<td></td>
</tr>
<tr>
<td>Upgrading of Irish House Museum</td>
<td>New offices and other infrastructure</td>
</tr>
<tr>
<td>Upgrading of Hugh Exton Museum</td>
<td>An exhibition which is old</td>
</tr>
<tr>
<td>Upgrading of Bakone Malapa</td>
<td>Open air museum - Insufficient information available for public dissemination</td>
</tr>
<tr>
<td>Maintenance of industrial art works</td>
<td>Art works in industrial area</td>
</tr>
<tr>
<td><strong>Mankweng/Sebayeng - Total population 194 614</strong></td>
<td></td>
</tr>
<tr>
<td>Heritage Site Development</td>
<td>Nothing provided</td>
</tr>
<tr>
<td><strong>Moletjie cluster - Total population: 103 755</strong></td>
<td></td>
</tr>
<tr>
<td>Heritage Site Development</td>
<td>Nothing provided</td>
</tr>
<tr>
<td><strong>Maja/Chuene Cluster - Total population: 57 792</strong></td>
<td></td>
</tr>
<tr>
<td>Heritage Site Development</td>
<td>Nothing provided</td>
</tr>
</tbody>
</table>

The following museums require specific upgrade and or expansion efforts:

- Bakone Malapa: Provision of restaurant and kiosk (currently in planning stages) and the Garden of Remembrance in collaboration with the Department of Sports, Arts & Culture; further development of archaeology and Indigenous Knowledge System (IKS) Research.
- Irish House Museum: Upgrading and acquisition of new exhibitions.
- Art Museum: Upgrading of exhibition area; acquisition of new art works maintenance of industrial Art Park.

2.6.4 Heritage Sites

Like the museums there is a serious need for the upgrading of existing heritage sites so as to add to the number of tourist attractions which already exist. Focus areas should include the Concentration Camp Graveyard and Eersteling Monument.
However, further research is required to add to the existing information and such research should include the following:

Indigenous Knowledge System (IKS) (building techniques, indigenous craft, clay, wood, skin, iron, clothing; songs, music and dance, and medicinal and nutritional use of plants and herbs).

- Indigenous games
- Religious and spiritual customs
- Data collection about rain making practices that occurred on Bambo Hill
- Collection of authentic music objects

2.6.5 Cultural programmes

Annual Polokwane Arts Festival. There is a need to align the event to the Mapungubwe Arts Festival, and further use the festival as a launching pad for cultural development in preparation for the 2010 FIFA World Cup™. Consultations with the performing arts have indicated the need for a theatre in the municipality. Investigations should be done as to the most effective means of providing such a facility combined with other uses (multi-purpose). Festivals for heritage and the youth are currently presented.

The municipality also participates in cultural competitions taking place at ward- and cluster level, which culminates at district level. Cultural workshops to empower artists are undertaken.

2.6.6 Community Safety

Community safety is a matter of concern as crime is a problem across the municipal area. There is no specific indication that crime in general is on the decrease although policing efforts are being made. Based on a community survey 37% of the public feels fairly safe, 30% not safe at all and 29% are unsure.

2.7 Sport and Recreation

Sport and recreation are important elements that can and will contribute to Polokwane’s regional status. The nomination of Polokwane as a host city for the 2010 FIFA World Cup™ has put it on the international sports map. The tournament provides a good basis for
marketing the town and to strengthen sport throughout. While resources will be channelled into the construction of the Peter Mokaba Sports complex, the event will bear positive spin offs of the municipal area.

It is the objective of the municipality to make Polokwane a regional sporting and cultural hub and within this to ensure that all sports and recreation facilities are accessible to all its residents. To this effect the municipality continues to provide and maintain various sporting and recreation facilities.

The prevailing status quo and future requirement of facilities is summarised in Table 11 below.

**Table 11: Sports Facilities**

<table>
<thead>
<tr>
<th>FACILITY NEEDS</th>
<th>FACILITIES PROVIDED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mankweng/Sebayeng - Total population 194,614</strong></td>
<td></td>
</tr>
<tr>
<td>1 Combo playing field (Soccer, rugby, cricket and softball) per 2,500 residents within a radius of 3 km</td>
<td>26 combo fields provided in the 13 different wards</td>
</tr>
<tr>
<td>1 Combo all-weather court (A) for netball and tennis per 2,300 residents within a radius of 3 km.</td>
<td>Nothing provided.</td>
</tr>
<tr>
<td>1 Combo all-weather court (B) for basketball and volleyball per 6,500 residents within a radius of 3 km.</td>
<td>Nothing provided.</td>
</tr>
<tr>
<td>1 Cluster stadium grassed for soccer, rugby, cricket, softball and athletics, combo A and B all-weather courts, clubhouse with cloakrooms and fenced for 50,000 residents within a radius of 10 km</td>
<td>Nothing provided.</td>
</tr>
<tr>
<td>1 Community hall.</td>
<td>1 Hall in Mankweng provided.</td>
</tr>
<tr>
<td>½ Olympic swimming pool per 50,000 people</td>
<td>Nothing provided.</td>
</tr>
<tr>
<td><strong>Moletjie cluster - Total population: 103,755</strong></td>
<td></td>
</tr>
<tr>
<td>1 Combo playing field (soccer, rugby, cricket and softball) per 2,500 residents within a radius of 3 km.</td>
<td>14 Combo fields provided in the 7 different wards.</td>
</tr>
<tr>
<td>1 Combo all-weather court (A) for playing of netball and tennis per 2,300 residents within a radius of 3 km.</td>
<td>Nothing provided.</td>
</tr>
<tr>
<td>1 Combo all-weather court (B) for playing of basketball and volleyball per 6,500 residents within a radius of 3 km.</td>
<td>Nothing provided.</td>
</tr>
<tr>
<td>1 Cluster stadium grassed for soccer, rugby, cricket, softball and athletics, combo A and B all-weather courts, clubhouse with cloakrooms and fenced for 50,000 residents within a radius of 10 km</td>
<td>1 Cluster stadium provided in Ga-Manamela</td>
</tr>
<tr>
<td>1 Community hall.</td>
<td>1 Community hall</td>
</tr>
<tr>
<td>There is a new project that is being implemented. It is Community hall in Moletjie</td>
<td></td>
</tr>
<tr>
<td>½ Olympic swimming pool per 50,000 people</td>
<td>Nothing provided.</td>
</tr>
<tr>
<td><strong>Maja/Chuene Cluster - Total population: 57,792</strong></td>
<td></td>
</tr>
</tbody>
</table>
It evidences from Table 11 above that sport and recreation provision is very low and hence, there is tremendous demand for new, more and upgraded facilities. Sport is important as it develops important life skills, it enables residents (especially children) to in a healthy way deal with frustrations, it keeps them away from negative influences such as crime, drugs, etc. and provides fantastic future opportunities.

Conclusion

In conclusion social services exist within the municipal area but are concentrated and most formally developed within the core city area. The peripheral areas are poorly supplied and in need of additional facilities and upgrade projects of existing facilities. Social services and infrastructure are generally lagging behind the rapid urban expansion of the municipal area.
There is a need to develop a sustainable model for the management and maintenance of the various community social facilities across the municipality. Such a model should take into account the fact that some of the facilities used were not originally built by the municipality, but other stakeholders. This mainly refers to community halls in various villages.

There is also a need to determine a model for the usage of the showground facility in a way that will maximize the economic potential that this asset has. Currently, the venue is not maximally used and as a result a lot of revenue is foregone. There is one annual show hosted by a private company and a few motor racing events. This does not generate enough income for Council, instead it costs Council more for maintaining it.

There is a need to establish Polokwane as a Regional Sporting and Cultural Hub in terms of hosting events and marketing Polokwane as a hub to host international and national events. With the completion of Ngoako Ramathlodi sport complex and the construction of the new Peter Mokaba Sport complex, Polokwane as a city will have potential to host many events of high standard.

2.8 Transport

In terms of the National Land Transport Transition Act (22 of 2000) and its subsequent amendments, every municipality is required to develop Integrated Transport Plan (ITP). The ITP is a comprehensive report and so incorporates all facets of transport planning such as land use planning, operators, resources and all modes of transport, into one sustainable system that aligns with the spatial development of the municipality in order to make public transport more viable and efficient. To this end Polokwane Municipality has prepared its ITP to guide all issues relating to transport planning in the municipality.

2.8.1 Roads and Storm Water

The municipality has a road network of approximately 4200 km covering its area of jurisdiction. The city is situated at the point where national and provincial roads converge from where they radiate out in all directions providing good regional accessibility.

Currently, only 567km of roads / streets are tarred and there is a dire need to undertake both scheduled and preventative maintenance on the tarred roads in order to realise the full
lifespan of the roads. In terms of the current analysis it is only the City / Seshego Cluster that has level 03 roads, which is the highest level in terms of the roads standards in the country. Mankweng and Blood River have level 02 roads and in all other clusters the roads are at level 03, which is the lowest level.

Table 12 below summarises the current status of roads and quantifies the existing backlog, which without annual maintenance will escalate.

**Table 12: Roads Infrastructure**

<table>
<thead>
<tr>
<th>INFRASTRUCTURE NEEDS</th>
<th>INFRASTRUCTURE PROVIDED</th>
<th>BACKLOG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tarring of streets / public transport routes</td>
<td>567 km of streets tarred</td>
<td>137 km of streets to be tarred (Mankweng Township, Seshego, Sebayeng and Ster Park)</td>
</tr>
<tr>
<td>Construction of low volume sealed roads in rural areas</td>
<td>8 km of public transport routes constructed and sealed with a low volume seal (grav-seal)</td>
<td>Approximately 800 km of roads needs to be upgraded (All population concentration points with provincial tarred roads)</td>
</tr>
<tr>
<td>Re-gravelling of roads</td>
<td>Spot re-gravelling is done on 50 km of roads on an annual basis</td>
<td>1000 km needs to be re-gravelled (All clusters)</td>
</tr>
<tr>
<td>Provision of roads at RDP level (grading)</td>
<td>Grading is done on 1900 km of roads in the townships, rural areas and small holdings</td>
<td>1800 km of tracks needs to be upgraded to bladed roads. (All clusters)</td>
</tr>
<tr>
<td>Provision of low level bridges</td>
<td>15 low level bridges have been constructed in the municipal area</td>
<td>We have approximately 8 applications for low level structure yet to be provided (All rural cluster)</td>
</tr>
</tbody>
</table>

Following from the above, specific backlogs in the provision of roads and storm water infrastructure include:

- Provision of access roads to villages / residential areas including access to social facilities within the villages / townships at RDP level;
- Provision of storm water infrastructure in the municipal area, i.e. storm water channels where flooding is eminent, storm water low level bridges and safe disposal of such storm water;
• Provision of directional signs in the municipal area on all the National, Provincial, District and Municipal roads;
• Provision of village names in all 172 villages within the municipal borders, and
• Provision of traffic signs in the municipal area.

Other issues that have been identified in the ITP that need to be addressed and planned for at a more generic / holistic level include the following:

• The road hierarchy is not well defined;
• No direct road link between the industrial area (west of game complex) and the CBD;
• The roads are not user-friendly for non-motorised transport users;
• The sidewalks are below standard and not user-friendly;
• Mid-block arcades in the CBD are not well developed;
• Conflicts between hawkers and pedestrians;
• Require road infrastructure for future developments;
• Heavy vehicles travel patterns;
• Accessibility of Marshall Street on the northern and southern side of the CBD;
• Neighbourhoods are inaccessible to due poor planning in the past;
• Traffic lights are not synchronised on all routes;
• Road safety is of concern; and
• Traffic light layouts are not up to standard.

2.8.2 Transportation

At a national level significant emphasis is being placed on the need for increased and drastically improved public transport across all income groups. The Public Transport Strategy places emphasis on the implementation of high quality mass rapid public transport system that is reliable, safe and affordable to users. However, public transport cannot be improved or increased if it is not suitably aligned with spatial planning. Hence, integrated planning is required whereby public transport corridors will be planned along areas demarcated for serious intensification and densification.

Polokwane Municipality’s Transport Plan for the 2010 FIFA World Cup™ will form part of the ITP in order to ensure public transport sustainability even beyond the world cup. The world cup provides an opportunity for integrated transport management and the establishment of
good public transport systems which should be the catalyst for long-term system implementation.

Furthermore the municipality is in the process to prepare detailed transport operational plan to implement Integrated Rapid Public Transport Network (IRPTN) as envisaged in the public transport strategy. The municipality has also completed its comprehensive Non-Motorised Transport Plan to implement alternative and sustainable mode of transport such as walking and cycling. The first phase of the project is currently being implemented and would be completed in time for the 2010 Fifa World Cup.

Issues regarding the existing public transport network that have come to the fore from the analysis include:

- Inadequate public transport facilities such as taxi ranks and bus stations in rural and urban areas;
- Poor standards of existing public transport facilities;
- Lack of loading and off loading areas;
- Lack of shelters and ablution facilities;
- Some existing taxi ranks are not developed on council property;
- Higher income group does not utilise public transport;
- Some taxis are not roadworthy;
- Public transport is not ready for 2010 FIFA World Cup™ soccer event;
- Insufficient hawker facilities at loading and off-loading areas;
- The ring road is not fully developed;
- The Polokwane centre taxi rank is not functional;
- No parking facilities for busses;
- Insufficient and / or non-functional commuter rail transport;
- The existing airport is not well established, and
- No major transport interchanges (for all modes of transport).
- Lack of accessibility to public transport services

In essence the following challenges prevail as far as roads and storm water are concerned:

Rehabilitation of tarred streets: There are 567 km of tarred roads in the municipality, which need to be maintained on a regular basis (scheduled maintenance). Currently maintenance
is done on 20 km and less per annum. This leads to failures on the roads in the form of potholes, rutting, cracks etc. The repair of such failures needs manpower. Presently, there are five teams working on road mending, and the workload seems to be too much for them.

Grading of streets: Ideally roads should be graded at least once every quarter. Presently there is limited capacity to undertake all the work given grader breakdowns and other constraints.

Re-gravelling of roads: This function comes with the importation of material from identified borrow pits to areas needing attention. The greatest challenge is the availability of the raw material. It is thus suggested that the should acquire land that can be used for borrow-pits in order to fast track obtaining raw material and this expedite the entire programme.

2.8.3 Parking

Following from a study conducted on municipal parking areas within the CBD it was determined that all parking areas are fully used throughout the day, and that there is in fact a shortage of parking in the CBD. Other problems identified include:

- Lack of secure and shaded parking in the CBD;
- Lack of loading zones for shops which leads to traffic congestion along roads due to illegal parking of delivery vehicles,
- Lack of parking areas towards the northern quarter of the CBD;
- Parking meters within the CBD are not functional;
- Cars infringing on pedestrian walkways as they illegally park on pavements;
- Insufficient space for heavy vehicle loading and off-loading, and
- Heavy vehicles at DADA, Jedwood, Joubert Street and Limpopo Mall disturb the flow of traffic.

2.8.4 Traffic and Licensing Services

The fact that Polokwane is the economic hub of the Province has resulted in more and more people moving into the city and its surrounding townships. In addition, there are many people who commute to the city on a daily basis to get to work. Congestion has therefore
increased in recent years, and has now become problematic. In addition road safety has become a concern with increasing accidents occurring on municipal roads.

The following issues have been identified as part of the status quo assessment:

- Most of the by-laws are draft by-laws and hence cannot be enforced, which in turn hampers service delivery to the local community;
- The National Road Traffic Act authorises the appointment of authorised officers to execute various functions within the jurisdiction of Polokwane, yet due to a shortage of and the non-appointment of said authorised officers, services cannot be effectively administered within Polokwane.
- In terms of licensing, the gap identified in terms of Gazette No 28446- Module 2, is that only one examiner together with the applicant should be in the yard while testing is in process. Obviously this has an impact on the licensing capacity of the municipality causing untold frustration for residents with the relevant authority.
- Section 334 empowers traffic officers to execute provisions of Act 51 of 1977 but the processes are to be completed by exercising certain powers, which are conferred by other Acts including the South African Police Service Act (Act 68 of 1995). For example, crime prevention in detail requires that traffic officers need to be appointed as Municipal Police officers under the South African Police Service Act (Act 68 of 1995) in order to execute crime prevention duties thus creating a safer environment to our local community.
- The demarcation board has demarcated certain routes within Polokwane where traffic officers must not execute any of their functions as these roads belong to the South African Road Agency. Fatalities do occur on these roads and yet traffic officers cannot react to such incidents or accidents.

To conclude, major transport routes pass through Polokwane and the International Airport is situated just north of the City. The area could be developed into a logistics hub and a freight transport interchange, although there are some local transport and traffic concerns. Roads need to be upgraded, especially in view of the 2010 FIFA World Cup, and public transportation system need to be radically improved.

2.9 **Bulk Infrastructure and Services**

To obtain a clear understanding of the status of bulk service infrastructure and delivery in Polokwane, a municipal-wide baseline study was conducted in 2004/05 to provide baseline
information on the current level of services in the wards and from that to provide the basis for future planning and development.

Prevailing national and provincial legislation and development standards have determined the following guidelines for service rendering:

Access to a functioning basic water supply facility by 2008;
Universal access to functioning sanitation by 2010;
Free Basic Water Policy implemented in all water services authorities by 2008;
A free basic sanitation policy implemented by 2013
Transfer of all assets of water service schemes from the Department of Water Affairs and Forestry to Water Service Authority;
Universal Access to Electricity by 2012;
Eradication of informal settlements by 2012
To halve poverty and unemployment by 2014
Mainstreaming of Expanded Public Works Program.

While it is very good to have firm standards and goals, it is clear that these target are very ambitious not only for Polokwane but for most local municipal areas in South Africa.

2.9.1 Water and Sanitation

Polokwane comprises both formal and informal areas, and so accommodates a broad spectrum of service delivery mechanisms and systems; some formal and fully waterborne, others quite primitive and uncontrolled.

There is a water reticulation network of approximately 1066km and sanitation reticulation of approximately 826km in the city cluster. Only the city cluster and Mankweng have access to full water borne sewerage and a full network of piped water supply. The rural areas of the municipality generally rely on other means for water supply and sanitation.

The vast majority of rural sanitation is provided by means of pit latrines. The lack of water-borne sewage systems leads to the contamination of ground water. The fact the nearly all of rural villages in the municipality do not have RDP level sanitation constitutes a major risk in terms of ground water pollution.
There is no village in the municipality that is without water, however 36 villages are still below the RDP standard. Priority should be given in terms of the suggested spatial development plan principles that focus on service and infrastructure provisions. These should be given to growth and population concentration points to ensure sustainable human settlements.

A statistical summary of the status quo assessment for water and sanitation services is provided per cluster in Table 13 below:

<table>
<thead>
<tr>
<th>Service</th>
<th>Cluster</th>
<th>Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>Mankweng/Sebayeng</td>
<td>60.8 % above RDP level</td>
</tr>
<tr>
<td></td>
<td>Moletjie</td>
<td>42.7 % above RDP</td>
</tr>
<tr>
<td></td>
<td>Maja/Chuene/Molepo</td>
<td>22.4 % above RDP</td>
</tr>
<tr>
<td></td>
<td>Municipal wide</td>
<td>59.1 % above RDP</td>
</tr>
<tr>
<td></td>
<td>Municipal wide backlog</td>
<td>18%</td>
</tr>
<tr>
<td>Sanitation</td>
<td>Mankweng/Sebayeng</td>
<td>10.27% (625 lined pit toilets completed)</td>
</tr>
<tr>
<td></td>
<td>Moletjie</td>
<td>15.48% (258 lined pit toilets completed)</td>
</tr>
<tr>
<td></td>
<td>Maja/Chuene/Molepo</td>
<td>21.64% (190 Lined pit toilets completed)</td>
</tr>
<tr>
<td></td>
<td>Municipal wide backlog</td>
<td>63.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No. of Villages</th>
<th>RDP standard</th>
<th>Below RDP standard</th>
<th>Above RDP standard</th>
<th>No. of villages without Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>191</td>
<td>136</td>
<td>36</td>
<td>19</td>
<td>6 (These are new settlements/ or extensions to the existing villages)</td>
</tr>
</tbody>
</table>

It is concluded in terms of the 2007/08 baseline study, that there is no community in the municipality that is without water. However, there are 36 villages that are below the RDP standard as far as water provision is concerned. The study has indicated the threat that is caused by the mushrooming of new settlements in some clusters of the municipality, which obviously need services from the municipality. The other challenge raised is the source of water in rural areas. In some areas water projects have been completed, but the output (water) is not yet realised, as there is no sustainable source of water.
There is a water reticulation network of approximately 1066km and sanitation reticulation of approximately 826km in the city cluster. Only the city cluster and Mankweng have access to full water borne sewerage and a full network of piped water supply. The rural areas of the municipality rely on other means for water supply and sanitation.

Table 14: Water and Sanitation Infrastructure

<table>
<thead>
<tr>
<th>Infrastructure needed</th>
<th>Infrastructure Provided</th>
<th>Infrastructure Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply bulk water to SDA 3</td>
<td>3,7Km of pipe lines provided and currently in operation</td>
<td>7,5Km of pipe lines to be supplied</td>
</tr>
<tr>
<td>Supply additional bulk water capacity to Polokwane Municipality</td>
<td>Supply additional 30ML purification capacity at Olifants-poort plant</td>
<td>Supply additional 15ML/ day purification capacity for Polokwane Municipality</td>
</tr>
<tr>
<td>Supply reticulation to in Seshego Zone 5</td>
<td>1889 stands serviced</td>
<td>The last stands in process to be serviced</td>
</tr>
<tr>
<td>Supply bulk water to SDA 3 and construct water reservoir</td>
<td>First phase bulk water lines installed.</td>
<td>50ML reservoir still needs to be constructed. Reservoir on tender phase for &quot;Turn key &quot;project.</td>
</tr>
<tr>
<td>Supply bulk water to SDA 1 and construct 30ML water reservoir</td>
<td>30ML reservoir has been constructed</td>
<td>Extend bulk water lines to new developments.</td>
</tr>
<tr>
<td>Supply bulk sewer lines to regional plant</td>
<td>Bulk sewer lines of 6,1km constructed.</td>
<td>Bulk sewer lines of 21,1km to be constructed</td>
</tr>
<tr>
<td>Supply sewage purification services</td>
<td>Purification services supplied 34ML/day</td>
<td>20ML/day 1st phase regional plant to be constructed after pipe lines have been completed.</td>
</tr>
<tr>
<td>Supply water reticulation to RDP level</td>
<td>82% of rural villages supplied to RDP level</td>
<td>18% to be supplied with RDP reticulation</td>
</tr>
<tr>
<td>Supply bulk water to airfield and industrial development opposite SAB</td>
<td>1meter diameter pipeline to be installed to development area from 50ML reservoir</td>
<td>Install 1meter diameter steel pipe line</td>
</tr>
</tbody>
</table>

As part of the status quo assessment the following backlogs in the provision of water and sanitation infrastructure were identified:

Table 15: Water and Sanitation Infrastructure Backlog

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>BACKLOG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulk Water Supply</td>
<td>• Provision of bulk water to development areas as identified in Spatial Development Framework.</td>
</tr>
<tr>
<td></td>
<td>• Supply bulk water for Strategic Development Area 03 and extend bulk water for Strategic Development Area 02.</td>
</tr>
<tr>
<td></td>
<td>• Supply 50ML reservoir for 48hour storage capacity.</td>
</tr>
</tbody>
</table>
| Water Reticulation | • Supply water reticulation to 18% rural villages.  
• Supply water reticulation to 6900 stands in Strategic Development Area 01.  
• Upgrade of reticulation in Seshgo Zones 02 and 03, Annadale and Central Business District in the City.  
• Supply reticulation to 153 stands in Seshgo Extension 05.  
• Supply reticulation for 688 stands in Extension 40. |
| Sanitation (Bulk Outfall Sewer & purification) | • Extend bulk outfall sewer lines for Strategic Development Area 01.  
• Extend bulk outfall sewer lines for Strategic Development Area 02.  
• Supply bulk sewer lines and pump station for Strategic Development Area 03.  
• Register and pay for sewer line servitudes.  
• Extend sewer reticulation in Mankweng growth point.  
• Supply bulk sewer line to regional purification plant.  
• Safeguard oxidation ponds at Sebayeng.  
• Supply bulk sewer for Zion Christian Church.  
• Supply additional bulk sewer line capacity to sewage purification plant from city.  
• Upgrade Mankweng purification plant.  
• Train new appointees at Polokwane sewage purification plant to understand the complicated system.  
• Ensure the outflow to the river adhere to licence requirements. |
| Sewer Reticulation | • Supply reticulation for 6900 stands in Strategic Development Area 01.  
• Supply reticulation to 153 stands in Seshgo Extension 05.  
• Upgrade reticulation in Seshgo Extension 01, 02, Annadale and city.  
• Supply reticulation for 688 stands in Extension 40. |
<p>| Rehabilitation of infrastructure for water services | • The 1066 km water lines in the city cluster have to be maintained on a regular basis (scheduled maintenance and stand-by). Currently maintenance is done on 334 water leaks. |</p>
<table>
<thead>
<tr>
<th><strong>Rehabilitation of infrastructure for sanitation services</strong></th>
<th><strong>Cost recovery</strong></th>
<th><strong>Bulk water supply to Polokwane</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• The 826 km sewer lines in the city cluster have to be maintained on a regular basis (scheduled maintenance and stand-by) currently, maintenance is done on 227 sewer blockages per month.</td>
<td>• To implement cost recovery in the Mankweng cluster where water meters have been installed.</td>
<td>• The challenge for Polokwane is to ensure a sustainable supply of water for the near future (from 2009). The sustainable yield of the De Hoop Dam is already committed. Additional resources have to be investigated and implemented.</td>
</tr>
<tr>
<td>• Reaction time and work performance of maintenance teams not on standard.</td>
<td>• Cost recovery must be implemented in areas with full water reticulation.</td>
<td>• The upgrading of the Olifants Sand purification plant will be completed towards the end of 2009. (September 15Ml)</td>
</tr>
</tbody>
</table>

**MOLEPO/ CHUENE / MAJA CLUSTER**

The following villages are below RDP level as far as water supply is concerned:

- **Ward 1:** Maratapelo, Chuene-Moshate, Maruleng, Maja-Moshate, Ga Phiri and Ditshweneng.
- **Ward 2:** All the villages in this ward are below RDP, viz. Feke, Matshane, Mmotong wa Bogobe, Koppermyn, Skoonheid, Mothiba Ngwanamago, Matobole, Ga-Thaba, Nare Letswalo,
- **Ward 3:** All the villages in the ward are below RDP, viz. Sebati, Lekgothoane, Dihlophaneng, Tshebela, Mogano, Bethel, Maphethone, Makatjane, Sebjeng, Makata, Sekgweng.
- **Ward 4:** All villages in this ward are below RDP, viz. Boshega, Maripathekong, Makubung, Mamatsha, Mankgaile, Rampheri, Nnoko, Subiaco, Magokobung.

In conclusion, of the thirty-eight (38) villages in the cluster, only two (Bergnek and Sepanapudi) are at RDP standard. None of the villages are above RDP standard. Areas like Nnoko, Nare-Letswalo have no water sources while the boreholes in Bergnek and Sebati have dried up.
MOLETJIE CLUSTER

The following villages are below RDP level in respect of water:

- Ward 09: Mamadila, Chebeng, Newlands, Sengatane, Dooringspruit
- Ward 10: Spokopak, Makgofe, Dairing, Peter Nchabeleng, Letsokoane, OR Mabotja
- Ward 14: Ramongoana Makgodu, Ramongoana No 1,
- Ward 15: Matikiring
- Ward 16: Mokgokong, Ranoto,
- Ward 18: Nong, Ngoasheng, Tambo, Makgwakwaneng,
- Ward 35: Ditenteng, Manamela 1, Machoane, Mphela, Kgoroshi
- Ward 36: Mashobohleng, Mabotja

Of the fifty-six villages within the cluster, twenty-eight (28) are still below RDP level. The villages that are at RDP level include Makweya, Vaalkop, Mapangula, Bloodriver, Kgoholoane, Chokoe/Mokgonyana, Kobo/Machema, Setati, Hlahla, Makibelo, Mabotja, Magakga, Maphoto, Moletji Moshate, Mabokele, Seshego High, Komape, Masedibu, Thantsha, Ramakgaphola, Moeti R45, Madigorong, Semenya, Ramphele, Legodi, Mahwibitswane and Mabitsela.

MANKWENG/ SEBAYENG/DIKGALE CLUSTER

The following areas are below RDP level in respect of water:

- Ward 05: Manthorwane
- Ward 06: Meetsematsididi, Matswiokwane, Nobody/Mothapo, Shushumela, Mafijane, Ramathope, Sekapeng
- Ward 07: Magowa, Ramogale, Mokgohloa, Makwareng
- Ward 24: Makotopong, Kotishing, Ga-Mothiba, Melkboom 24, Ngwanalaka
- Ward 27: Mentz, Matshelepata, Mamakela
- Ward 28: Mafarane, Makgeng, Mountain View, Sione, Moria, Viking, Makgopheng, Mohlakeng
- Ward 29: Kololo/Sefateng, Madiga, Moduwane, Kgwareng, Maselaphaleng, Kgokong, Ga-Potse, Ramushai, Segopje, Mehlakong/Van Vuur
• Ward 30: Ga-Kama, Ga-Masekwameng, Tshware, Ga-Mailula, Ga-Malahlela, Seleleng, Makeketela
• Ward 31: Tlhatlaganya, Iraq
• Ward 32: Mantheding, Mokgopong
• Ward 33: Marobala, Titibe, Dikgopheng, Makgoba, Mogabane, Ga-Moloisi, Ga-Mokgopo.
• Ward 34: Malesa, Badimong

All the villages in Wards 07, 24, 27, 29, 30 and 33 are below RDP standard. Ward 33 may face problems of water shortage because the boreholes at Titibe, Dikgopheng and Makgoba are drying up.

**Rural Sanitation**

It was indicated in the 2002 IDP of the Capricorn District Municipality that the current system of sanitation in the entire district requires massive upgrading, as it is a source of pollution within the district. The plan indicated that the use of pit latrines together with, in some cases, gravesites, have contributed to ground water pollution. It also identified the following risk that the people in the District are vulnerable to:

- Malaria, although the risk is low in the Polokwane Municipality area;
- Cholera outbreaks also a risk for Polokwane inhabitants.
- Bilharzia, prevalent in all open waters throughout the district;
- Cholera, a potential illness in the entire area, but in particular in the localities where population concentration and utilization of open waters are experienced;
- Infectious diseases associated with groundwater faecal pollution can potentially occur with groundwater utilization in population concentration points; and
- Groundwater quality in 30% of the boreholes is marginal to poor (even dangerous 3%) posing health risk.

The lack of water-borne sewage systems leads to the contamination of ground water. The fact the nearly all rural villages in the municipality do not have RDP level sanitation is a major risk for ground water pollution. Proper care must be taken to monitor pit latrines and ensure that they are not near ground water sources.
There is no village in the municipality that is without water, although 79 villages are still below the RDP standard. Priority should be given to service and infrastructure provisions especially to the area with high growth and population concentrations.

The following areas have households that still use the open veld due to lack of toilet facilities:

**MOLEPO/MAJA/CHUENE CLUSTER**

Ward 1: Thogwaneng  
Ward 2: Nare Letswalo  
Ward 3: Sebati, Lekgothoane, Dihlopaneng, Tshebela, Mogano, Bethel, Maphethoane, Makatjane, Sebjeng, Makata, Sekgweng  
Ward 4: Makubung

**MANKWENG/SEBAYENG/DIKGALE CLUSTER**

2.9.2 Electrical Services

In terms of National Government's declaration of intent all households should have universal access to electricity by 2012. The Municipality has a license to distribute electricity to the City/Seshego Cluster, which is the smallest of all clusters. This means that the other three clusters, which are rural, depend on Eskom for electricity.

In terms of the revised electrical priority list there are approximately 45 000 households without electricity, and in order to meet the national target, approximately 8800 connections at a cost of ± R340 million will be required per year.

Electricity sales make up a significant portion of municipal revenue. Total losses on the electrical system for Polokwane city for 2006/07 was 9.7% and for Seshego 20%. It should be noted that every 1% reduction in technical losses increases the revenue by ± R1,8 million per annum. Taking the country-wide energy crisis into account it is critical that Council adopts and implements the demand side management strategy to reduce the demand for electricity.
A statistical summary of the status quo for the three rural clusters is provided in Table 16 below:

**Table 16: Summary of status quo of electricity**

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Connections Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Molepo/Maja/Chuene</td>
<td>5 710</td>
</tr>
<tr>
<td>Mankweng/Sebayeng/Dikgale</td>
<td>16 928</td>
</tr>
<tr>
<td>Moletjie</td>
<td>7 521</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30 159</strong></td>
</tr>
</tbody>
</table>

2.9.3 **Solid Waste Management**

Solid Waste Management is one of the critical functions that the municipality has to perform. It involves the collection, transportation and disposal of solid waste generated by various users. Failure to perform this function can lead to an outbreak of various diseases and can cause serious pollution and hence cause degradation of the environment. It is therefore important that this function be rendered effectively and efficiently to promote a healthy community, and thus, sustain development.

The municipality has the mandate to remove and transport refuse to the landfill sites. The mandates also include the management of landfill sites and transfer stations. The municipality also ensures that the streets are clean and monitors illegal dumping.

Currently, only City / Seshego and some parts of Mankweng / Sebayeng clusters have conventional waste management services in place. In terms of the process, refuse removal services are provided once a week in the residential areas and day and night cleaning are provided in the CBD.

There is a landfill site and transfer sanitation in the city, which is currently managed, by a service provider to ensure compliance with the standards of the Department of Water Affairs and Forestry. In the Mankweng / Sebayeng cluster there is no transfer station and only an illegal landfill site which is difficult to close.
In conclusion:

- There is a need to develop a sustainable Waste Management Strategy for the rural areas, since these areas are hardly serviced;
- There is a problem of illegal dumping particularly in Seshego and Westenburg that should be addressed; and
- The municipality should explore alternative service delivery mechanisms to deal with waste management taking into account the growth in the City / Seshego Cluster and the current internal capacity to manage the waste.

2.10 **ENVIRONMENTAL MANAGEMENT**

Every citizen has the right to an environment which is not harmful to their health or well-being and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation, promote conservation and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

In this regard Polokwane Municipality has the following key roles to play:

- Remaining informed on and participating in the development of all national environmental policies and legislation;
- Communicating and negotiating with stakeholders;
- Promoting environmental awareness;
- Monitoring and reporting on the status of Polokwane’s natural resources; and
- Putting local by-laws in place to manage Polokwane resources for sustainable use.

Most environmental challenges are a consequence of the absence of or inadequate provision of basic services infrastructure, such as electricity, water, sanitation and or waste removal. Understanding the relationship between meeting basic needs and environmental management is therefore a critical.

Below follows a list of the most common environmental problems across all the clusters.

**Table 17**
ISSUE | DETAIL
--- | ---
Sanitation | Most areas still rely on pit latrines to provide full sanitation. In many instances these cause ground water pollution and contaminate drinking water from boreholes.
Harvesting of herbs | A variety of traditional herbs are harvested at random by unknown people.
Harvesting of firewood | Firewood is freely harvested throughout, leading to deforestation of large areas because no replanting occurs.
Soil erosion | Owing to controlled deforestation large areas are stripped of their vegetation exposing them to severe soil erosion in the rainy season.
Refuse disposal | Uncontrolled littering is a major problem and is escalated in areas where there is no formal waste removal or landfill site to accommodate waste.
Water supply | In several areas water supply and water quality are problematic due to the use of streams for washing, sanitation, etc.

It evidences that there are quite a number of environmental management concerns throughout the municipal area. Many of these concerns are directly related to the lack of or poor level of service delivery which exists in the less formal areas. Once electricity, water and sanitation are provided a great number of the problems will be done away with. However, full service delivery will take many years to render and in the interim solutions must be found and management systems put in place to deal with environmental conservation, protection and retention for the greater good of all Polokwane’s residents.

The following issues have been identified as they badly affect the environment within the different municipal clusters:

Table 18

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>DETAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polokwane Cluster</td>
<td></td>
</tr>
<tr>
<td>Sanitation</td>
<td>Some residents of Seshego Zone 1 Extension and Spookpark in Zone 5 still use pit latrines. This is a serious threat to the quality of the underground water. Subsidization of a self-contained system such as Enviroloo must be investigated. It will have other positive spin-offs such as providing fertilizer for agriculture and gardening.</td>
</tr>
<tr>
<td>Harvesting herbs</td>
<td>A variety of traditional herbs are being harvested randomly by random people.</td>
</tr>
<tr>
<td>Harvesting firewood</td>
<td>Trees are chopped down indiscriminately for firewood and this is leading to deforestation. The Municipality should investigate a community forestry project to maintain its wood resources.</td>
</tr>
<tr>
<td>Leasing of land for grazing</td>
<td>Grazing land is being threatened by housing developments. There should be a holistic plan to identify natural grazing areas of high quality since it affects people’s livelihoods.</td>
</tr>
<tr>
<td>Refuse disposal</td>
<td>There is no domestic refuse depot or disposal site for Seshego, and the municipal service is erratic.</td>
</tr>
<tr>
<td>Littering</td>
<td>The issue of glass bottles and other types of litter must be addressed.</td>
</tr>
</tbody>
</table>
Recycling programmes and education campaigns can help arrest the problem.

**Storm water**
The silt-load in storm water is high due to un-tarred streets and the lack of a storm water system in Seshego. The need for storm water retention dams has been highlighted.

**Mankweng/Sebayeng/Dikgale Cluster**

<table>
<thead>
<tr>
<th>Category</th>
<th>Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitation</td>
<td>Lack of environmentally sustainable sanitation systems (pit latrines in use by most residents)</td>
</tr>
<tr>
<td>Water</td>
<td>Lack of potable water supply (at present the community is using a cattle drinking point for water)</td>
</tr>
<tr>
<td>Harvesting of firewood</td>
<td>Over-use of wood in the area for fuel, including removal of entire trees for fuel purposes</td>
</tr>
<tr>
<td>Harvesting of herbs</td>
<td>Harvesting of traditional herbs without control or regulation</td>
</tr>
<tr>
<td>Farming</td>
<td>Lack of skill and know-how in sustainable subsistence farming</td>
</tr>
<tr>
<td>Waste disposal</td>
<td>Lack of waste disposal and recycling facilities</td>
</tr>
<tr>
<td>Soil erosion</td>
<td>Soil erosion due to deforestation</td>
</tr>
</tbody>
</table>

**Moletje Cluster**

<table>
<thead>
<tr>
<th>Category</th>
<th>Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deforestation</td>
<td>Trees are used as a source of firewood and are not replaced causing major deforestation.</td>
</tr>
<tr>
<td>Soil erosion</td>
<td>Abovementioned deforestation causes soil erosion and salutation of streams and dams, reducing the productivity of the land and the quality of the water in streams. In addition, as the area is mountainous, in the rainy season the runoff creates dongas on the mountainside. The roads are also becoming impassable.</td>
</tr>
<tr>
<td>Water quality</td>
<td>Lack of piped water affects the water quality as people do their laundry in streams and dams</td>
</tr>
<tr>
<td>Water supply</td>
<td>Most of the community relies on springs, boreholes, wetlands, streams and local rivers for their domestic water needs. The distance of these sources of water is problematic.</td>
</tr>
<tr>
<td>Sanitation</td>
<td>Pit latrines are the most common sanitation method. A number of people relieve themselves in the bush and some have septic tanks.</td>
</tr>
<tr>
<td>Environmental awareness</td>
<td>The community must be encouraged to take ownership of their environment and utilize it in an environmentally, culturally and socially sustainable way.</td>
</tr>
<tr>
<td>Waste disposal</td>
<td>Waste is being buried in shallow pits and no recycling of any materials is done</td>
</tr>
<tr>
<td>Environmental quality</td>
<td>Trees were donated by DWAF in 2003 as part of the RDP housing project in the area. This was a positive step but was not followed through in the following years.</td>
</tr>
</tbody>
</table>

**Molepo-Maja-Chuene Cluster**

<table>
<thead>
<tr>
<th>Category</th>
<th>Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitation</td>
<td>Lack of environmentally sustainable sanitation systems (Pit latrines in general use)</td>
</tr>
<tr>
<td>Water supply</td>
<td>Lack of portable water supply</td>
</tr>
<tr>
<td>Harvesting of herbs</td>
<td>Random harvesting of traditional herbs</td>
</tr>
<tr>
<td>Deforestation</td>
<td>Trees are used as a source of firewood for domestic use, although some members of the community sell the wood as a source of income. The trees are totally removed causing deforestation.</td>
</tr>
<tr>
<td>Soil erosion</td>
<td>Abovementioned deforestation causes soil erosion and siltation of streams, reducing productivity of the land and the quality of water in the streams</td>
</tr>
<tr>
<td><strong>Veld fires</strong></td>
<td>Veld fires are a problem during the winter months, causing loss of crops, wildlife, plants and grazing, and causes damage to property.</td>
</tr>
<tr>
<td><strong>Poaching</strong></td>
<td>Poaching, including the hunting of leopards and other endangered species.</td>
</tr>
<tr>
<td><strong>Historic caves</strong></td>
<td>A number of historic caves containing valuable artefacts and rock art are in danger of vandalism and looting. They require protection and have potential value for tourism.</td>
</tr>
<tr>
<td><strong>Water supply</strong></td>
<td>Most of the community relies on springs, boreholes and local rivers for their water. Some also use rainwater tanks to capture rainwater. The distance from these resources is a problem.</td>
</tr>
<tr>
<td><strong>Sanitation</strong></td>
<td>Pit latrines are the most common sanitation method. A number of people relieve themselves in the bush and some have septic tanks.</td>
</tr>
</tbody>
</table>

### 2.11 FINANCIAL

In terms of financial management, the municipality is challenged to implement its mandate arising from various legislative and policy provisions which include:

#### 2.11.1 Revenue Management

In terms of governing legislation the municipality is required to develop and implement rates and tariff policies or bylaws to guide the revenue management of the municipality. However, the municipality has not yet developed these policies, which renders the municipality non-compliant with prevailing legislation. Currently the municipality only has credit control and debt collection policies and no bylaws. There is an urgent need to review the indigent policy to ensure its appropriate alignment with prevailing legislation and the current economic situation. The other challenge is the development of a Cash and Investment Policy, which is necessary to manage the short and long term loans of the municipality.

#### 2.11.2 Cash Collection System

There is no integrated cash collection system, which puts the municipality at risk. These risks are particularly visible in the cluster offices where there is no security infrastructure.

#### 2.11.3 Billing System

There is a need to have the billing and reporting module in the FINEST system as there are always problems with month-end reconciliation of revenue control accounting.
2.11.4 Debt Management

There is a debt collection policy but there is a need for a debt collection bylaw. This by-law will assist in the management of debts owed to the municipality by various government departments, to enable integrated debt collection. The other challenge facing the municipality in this instance is the legal process of collecting debt, which is tedious and tiresome, and where the contract between the municipality and debt collectors does not clearly state the terms and conditions in terms of Section 116 of the Municipal Finance Management Act, 56 of 2003.

2.11.5 Expenditure Management

There is a need to empower the Integrated Financial System to be able to report accurately about expenditure. There is a need for the development of an expenditure module.

2.11.6 Assets and Liability Management

Some of the assets of the municipality such as Game Reserves and Birds Parks are running at a loss. These elements remain assets but must be managed to ensure that they can generate revenue for the Council. To assist with asset and liability management, the municipality needs proper valuations in terms of the GRAP principles. There is a serious need to improve security infrastructure over the assets of the municipality.

2.11.7 Financial Planning

There is a need for the municipality to develop a 10-year financial plan to inform both the provision and maintenance of infrastructure. However, presently there is no capacity within the municipality to develop such a plan and hence the task will have to be outsourced. The financial plan should take the 20-year vision strategy into consideration so that the allocation of resources is informed by the development priorities of the municipality.

2.12 Institutional

Several elements, mostly related to management and administration, fall within the institutional ambit of the Council. The Council is responsible for all its resources, a whole
host of tasks and duties as defined by different legislation, policies and bylaws and, in all instances, has to be accountable and responsible.

While the status quo information provides a lot of detail and elaborates on the challenges that the Council faces in respect of its duties, this section only provides a brief overview of some of the important tasks and sub-sections.

- Property management is a vital function as assets can in a very short time be transformed into a serious liabilities if they are not carefully managed. The Council needs to seriously re-plan its property management to maximise the benefits of its assets.
- Good communication must be undertaken to ensure that the residents are involved in their area and can make contributions. The MFMA and Municipal Systems Act provide guidelines to be implemented by the Municipality;
- Internal auditing is effectively non-existent resulting in the Council really being non-compliant with the MFMA and the Systems Act.
- Risk management ensures that the Council is fraud and corruption free and that a corporate culture of good governance, efficiency, effectiveness and accountability is established;
- Institutional transformation and development need to be undertaken to ensure that the Council aligns itself appropriately with its duties and is capacitated to fully execute its tasks;
- An administration and maintenance plan is needed to guide the Council’s use of office space at its head office and in the various decentralised cluster offices. There is also a greater need to diversify the use of the offices to integrate it more with social uses;
- Projects need to be managed more carefully and greater attention must be given to the incorporation of the EPWPs.
- Disaster management is governed by four key performance areas, these being integrated institutional capacity for disaster risk management, disaster risk management, disaster risk reduction and planning, and response and recovery;
- Information technology must be managed to ensure that the Council remains up to date and has advanced systems that will enable full and effective operations throughout the municipal area; and
- Human resource management is key – people are the most valued assets of a company – and efforts are made to ensure equitable employment and to create a healthy work place.
2.12.1 Property Management

The municipality owns a substantial amount of fixed assets. A study was undertaken to verify these assets in order to develop a fixed asset register and to further develop a management system. The study identified the following problems with the current management systems:

- Strategic decision making is not possible;
- Adequate lease contract management is not possible;
- Wasteful and fruitless spending occurs frequently;
- Lost revenues;
- Auditable asset registers do not exist;
- Ineffective and inefficient deployment of property;
- Little reliable information; and
- General backlog on all property administration and on all managerial fronts.

As a result, some of the following costs have occurred:

- Council incurs a “budgeted” loss of R1,1 million per annum-unfeasible leases i.e. costs such as rates, taxes and maintenance exceed manual income;
- R1,168 million lost due to ineffective debtors management, 90 days+;
- R1,3 million per annum lost due to ineffective escalation management, non-escalations, not market related, compound on non market related leases,
- A loss of at least R5 million per annum is incurred as a result of leases that are not market related, for example:
  - Lebowa Transport Depot and Offices currently paying R16 000/month;
  - Waterland currently paying R508 per month;
  - Lafarge Quarry is currently paying R1 600 per month, and
  - Checkers centre is currently paying R52 000 per month inclusive of lease, rates, taxes and services.
- Total loss per annum conservatively stands at R7, 5 million.

Needless to say much more effective property management systems need to be set up to ensure that such losses do not continue into the future.
2.12.2 Communication and Public Participation

Communication is an important element of good governance. It is through communication that the communities and other stakeholders are informed about the activities of the municipalities, and thereby getting empowered to participate in the affairs of the municipality. Section 18 of the Municipal Systems Act stresses the importance of communication between the Council and its communities. It gives guidelines of issues that the municipality must communicate about to its community.

In assessing the communication existing between the Council and its stakeholders, the following challenges were identified:

- The municipality does not have an approved communications and public participation strategy to ensure a sound flow of information among internal and external stakeholders;
- Maintenance of positive public perception on Municipal activities and positive media relations;
- Ineffective use of Ward Committee systems in some areas;
- Lack of capacity building on Ward Committees;
- Lack of feedback mechanisms such as surveys on perceptions of clients;
- Lack of input with regard to service standards required for the development of the Service Delivery Improvement Plan for the Municipality;
- Lack of a well developed and maintained website for the municipality, and
- Non-compliance with Section 75 of the MFMA and Chapter 4 of the Municipal Systems Act.

2.12.3 Internal Audit

Both the Audit and Performance Audit Committees are committees of Council primarily established to provide independent specialist advice on financial performance, efficiency and effectiveness, compliance with legislation, and performance management. Both the Performance Audit Committee and Audit Committee were appointed in terms of the requirements of Municipal Finance Management Act.
Both the Service Delivery Budget and Implementation Plan (SDBIP) and the Annual Report are tools to measure performance in terms of the Performance Management Framework. Yet, to date the Annual Report for 2004/2005 and 2005/06 are not yet adopted pending the finalisation of auditing the financial statements by the office of Auditor General. The 2007/08 SDBIP is submitted to Executive Mayor as required by legislation and tabled to Council for cognisance.

Prevailing challenges in this regard include:

- Establishing greater synergy between Council and both the Audit and Performance Audit Committees.
- Improving reporting by the administration to the committees and by the committees to the municipal council;
- Achieving greater compliance with key areas of legislation, the MFMA, the MSA and other regulations and policies;
- Updating the current performance management framework;
- Creating a link between the municipality’s performance and the performance of key employees;
- Creating greater business continuity and improved disaster recovery plans, and
- Ensuring expedited implementation of the resolutions of both committees.

2.12.4 Risk Management

The risk management function is fairly new in the municipality, and focuses on the following functions:

- To develop and maintain an effective risk management system, which will ensure an internal control environment that is conducive to the achieving the Municipality’s overall objectives;
- To conduct institutional risk assessment processes in consultation with SBU Managers and the internal audit function;
- To conduct risk analysis of projects and making independent recommendations;
- To develop and implement a Risk Management Strategy for the municipality;
- To manage the operational risk function across the organisation;
• To implement control systems and procedures to improve financial and other risk issues; and
• To develop a risk assessment culture within the municipality.

While the task is ambitious and important, there are a few challenges that exist at present. These are broadly summarised:

• Lack of risk management policy;
• Lack of anti-corruption and fraud strategy;
• Compliance with various legislative provisions;
• Introducing and developing awareness programmes in respect of corruption, fraud and unethical conduct within its own ranks;
• Encouraging a culture within the organisation where all employees, the public and other stakeholders continuously behave with, and promote integrity in their dealings with or on behalf of the municipality;
• Improving accountability, efficiency and effective administration within Polokwane Municipality, including decision making and management conduct which promotes integrity;
• Developing anti-corruption capacity within the municipality;
• Improving systems, policies, procedures, rules and regulations within Polokwane Municipality;
• Changing aspects within the municipality that undermine institutional integrity and facilitate unethical conduct, fraud and corruption and allows these to go unnoticed or unreported;
• Encouraging all employees and other stakeholders to strive towards the promotion of integrity and for the prevention and detection of unethical conduct, fraud and corruption impacting or having potential to impact on the local sphere of government.; and
• Organisational security (both physical and systems security).

Capricorn District Municipality has launched an Anti-Fraud and Corruption toll-free hotline which will service all five local municipalities under its wing and will provide monthly reports on reported cases for each municipality. Polokwane Municipality can either set up its own toll free hotline (with cost implications) or alternatively, use the resources as provided by CDM.
2.12.5 Municipal Transformation and Institutional Development

The status quo report for this task team highlights challenges in the various line function areas, which will serve as a basis for the review and formulation of necessary interventions or sector strategies.

The following issues were identified in the status quo analysis:

- Office Accommodation/Space
- Coordination of cluster offices
- Lack of proper or integrated planning in respect of capital projects.
- The municipality’s focus is on infrastructure provision and less on the operation and maintenance of the infrastructure (sustainability)
- Increasing vulnerabilities and wide spectrum of threats i.e. system breakdowns, disaster recovery and business continuity plan does not exist.
- Lack of adequate controls in respect of IT infrastructure as well as poor maintenance in respect of IT infrastructure
- Formal documented policies and procedures do not exist which governs the use of IT equipment and infrastructure.
- Inadequate segregation of duties within various SBU’s e.g. IT
- Management of HIV/AIDS in the workplace
- Performance management
- Compliance to legislative requirements i.e. labour legislation, Electronic communications and transactions Act 2000, Disaster management Act
- Organisational review
- Succession planning and staff retention
- Poor implementation plan with regard to new financial system i.e. outstanding issues like billing, system errors (bank reconciliation reports).
- Lack of an enhanced communication through the increasing dependence or usage of IT systems e.g. Website.
- Integrated response and recovery plan.
- Severe decay in the maintenance standards of the fleet and resultant gradual deterioration of the fleet condition. Furthermore, compliance with key maintenance and cost management processes is weak and essential fleet management systems are not present.
• Extremely limited renewal of fleet and therefore a resultant high average fleet age. [The fleet age is high at 10.2 years].

• There is a lack of a formal fleet replacement policy and planning. Vehicles are replaced when capital is available and not based on economical principles and industry best practices. As such, the deterioration of certain Asset groups has advanced to the level that a major cash injection is required to rectify the condition of these assets.

• Ineffective information deliveries from the information systems i.e. accurate kilometres are not recorded on a system. This has a limited use of information that assist in Fleet Management decision – making process.

• Poorly aligned and executed fleet maintenance strategy, practices and processes.

• Management skills are adequate to manage the maintenance function but skills are required to establish fleet management as a formal management discipline throughout the municipality. Basically the lack of co-ordination and a clear understanding of fleet management best practices is a major contributor to the present fleet condition.

2.12.6 Administration and Maintenance

The municipality has four cluster offices, these being Seshego/City, Moletji, Mankweng/Sebayeng and Maja/Chuene/Molepo. The civic centre is the head office of Polokwane Municipality.

The decentralised / cluster offices only serve as rates and taxes' collection points and accommodate libraries. The ideal will be for the cluster offices to be transformed into multi-purpose community centres.

At the moment there is no clear facility management plan for the current facilities and those currently under construction, and there is no scheduled maintenance plan in respect of the various facilities. Similarly there is no office accommodation master plan, and while personnel recruitment continues, office space is becoming a challenge.

Other challenges include inadequate public toilet facilities in the civic centre while other areas are inaccessible to the disabled. The entrance foyer to the main building is also not user friendly and needs to be redesigned.
2.12.7 Project Management Unit

Some project management issues have come to the fore and are briefly captured below:

- Planning for projects within a financial year delays project implementation. This results in projects advertised late and contractors appointed late;
- The municipality is still focusing on individual capital projects rather than on generating a capital program.
- Project tracking systems are weak and need to be improved.
- In the past the EPWP was seen to be the responsibility of the Roads and Storm Water SBU, and hence some managers avoided being involved in the program although many of their projects are labour intensive and should therefore become part of the EPWP.

2.12.8 Disaster Management

Disaster Management means a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at:

- Reducing the risk of disasters;
- Mitigating the severity or consequences;
- Ensuring emergency preparedness;
- Achieving rapid and effective response; and
- Planning for post disaster recovery and rehabilitation

The national PFDRM identifies four key performance areas (KPA’s):

- Integrated institutional capacity for disaster risk management (The municipal disaster management policy framework, the corporate plan and the response management protocol have been drafted for comments. The establishment of a Municipal Disaster Management Advisory Forum was approved although the first meeting has not yet been held. A Human Health Related Forum was also established with the Department of Health and Social Development to monitor communicable disease control and to start planning for 2010.)
- Disaster risk assessment
Disaster risk reduction and planning (This focuses on having measures in place to reduce disaster risk during mass events such as Moria, large gatherings, Operation 2012, sports games and festivals)
Response and recovery.

From a disaster management perspective the 2010 FIFA World Cup has brought the following challenges:

- 2010 Information Management System
- Equipped Joint Operation Centre (JOC) both at the stadium and in the Municipal Control Centre
- Incident Management System
- Coordinated environmental and public health system
- Contingency plans for infrastructure failure i.e. utility services
- Risk assessment for 2010 related hazards such as aircraft, chemical, severe weather, mass causality, terrorist attack and hooliganism.
- Coordinated safety for the hospitality system.

2.12.9 Information Technology

Most policies are still in draft stage and will be finalised in this current financial year. Information security and availability is of high importance and will need managements’ urgent attention. However, there are no policies or procedures in place that govern the following:

- IT equipment and how they are issued i.e. used by unauthorized employees and for authorized purposes only.
- Maintenance of a technological infrastructure plan that sets and manages clear and realistic expectation of what technology can offer in terms of products, services and delivery mechanisms.
- Disaster recovery plan and business continuity plan: The non-existence of a disaster recovery plan and business continuity plan is not in line with good corporate governance and poses a major risk to availability of the information systems.
2.12.10 Human Resource Management

Performance Management

The Municipal Systems Act, 2000 (Section 38) and the Municipal Planning and Performance Management Regulations, 2001 stipulate that municipalities should develop and implement a performance management system to inform planning, implementation, monitoring and reviews of its IDP’s priorities.

The municipality has adopted a framework for the performance management system; however it has become imperative to audit, to determine integration in the following area: legal compliance, process implementation, core components and IT support systems.

Also review of the following aspects is needed:

- Clear process of regular reporting and avoid duplication with regard to Council, other political structures, council committees like Performance Audit committee and Audit committee and public and other organs of the state.
- Completion of performance reports reflecting the municipality’s and any service provider’s performance during the financial year and measures taken to improve performance.
- Institute a change management programme during the implementation of the municipal performance management system.
- Incorporate the new performance regulations for Section 57 employees.
- Ensure that performance management systems link with service delivery improvement plans and incorporates the Batho Pele principles.
- Automation of the performance management system.

In line with the Municipal Performance Regulations 2006, the Municipal Manager and managers reporting directly to him have signed performance contracts. However, the greatest challenge is the rollout to all levels of the organization. Furthermore, there is a need to develop a changed management plan with regard to implementation of performance management system.

Management of HIV/AIDS in the workplace
The municipality has adopted a policy for the management of HIV/AIDS in the workplace, which includes a programme, information and education.

The prevalence study conducted by the Capricorn District Municipality found that from a sample of 300 participants, 8% of employees are infected. The challenge for the municipality is to develop an intervention programme in order to deal with or address the findings of this study.

Skills Development

The Skills Development Act (SDA) aims to provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce.

The Municipality has introduced management development programmes which aim to ensure that the municipality has capable managers and identifies individuals with potential which can be developed to take up managerial roles in future. The development of skills is an important aspect and the Municipality has allocated resources to ensure that employees can further their studies through bursary schemes.

A great challenge facing the municipality is limited planning, technical and management capacity in certain service delivery areas.

Organizational Review

It is noted that the organization has attained new mandates, and is currently finalizing the process of reviewing its organizational structure. The municipality has effected changes to existing organizational structure in line with new mandates and additional responsibilities, such as in waste management, its 2010 FIFA World Cup Unit, supply chain management and transport planning.

Other areas that will have implications on the organizational structure include:

- Polokwane as a Water Service Authority
- Electricity restructuring process
- Project Management Unit
- Cluster offices
Employment Equity

The purpose of Employment Equity Act is to achieve equity in the workplace by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination, and
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups to ensure their equitable representation in all occupational categories and levels in the workforce.

The municipality has adopted an Employment Equity plan for 2005-2007, which gives preference to females and people with disabilities. There is a need for the municipality to engage in targeted techniques to employ more females and people with disabilities.

2.13 2010 A LANDMARK FOR DEVELOPMENT

2.13.1 Introduction

The South African government took its initiative of participating in the bid to host the 2010 FIFA World Cup as part of its developmental agenda which was largely cemented through the creation of the new local government system. The establishment of the democratic local government in the Constitution of the Republic of South Africa, (Act No. 108 of 1996) provides that in addition to their historic service provision roles, local government (municipalities) must also facilitate economic and social development. It mandates local government to:

- Provide democratic and accountable local government
- Ensure provision of services to communities
- Promote safe and healthy environment
- Encourage the involvement of communities
It is this mandate that has mainly streamlined the 2010 programme and its roll-out in South Africa, that their fundamental role should not only be about participating in a sporting event, but that 2010 should leave a developmental footprint that would be visible long after the games.

**What does 2010 mean to Polokwane?**

2010 FIFA World Cup presents the City of Polokwane an opportunity to accelerate investment in essential infrastructure that will improve quality of life for all beyond 2010. Infrastructure that would have taken years to be developed has now a chance to be done within this phase of 2010 development. There is a larger influence of the budget that would be spent over the period leading up to 2010 which has increased significantly. This would otherwise not have been possible were it not for the influence of hosting the world cup.

Another plus factor for the city is that it, together with the province, will be available as destinations of choice for the thousands of tourists who will be visiting South Africa in and beyond 2010. It also aims to attract investment that will grow the economy, reduce poverty and unemployment. 2010 bestows a once in a lifetime opportunity to South Africa and the City of Polokwane to demonstrate their ability to host an event of such magnitude, its preparations are also a test on integrated planning and how that planning would affect further developments in a variety of sectors.

For the City of Polokwane 2010 is an opportunity to improve service standards in transport systems; information and communication systems; food and beverage services; safety and security; emergency and medical services; disaster management systems; tourist information; leisure and entertainment services.

In striving to achieve this, the city has to be mindful that 2010 benefits everybody, that resources are evenly distributed within the community, that they do not degrade the environment. As part of the plan to make the 2010 a sustainable dream there has been a commitment of resources from which the local community can benefit, through promotion of use of non-motorised transport, encouraging the use of public transport, reducing of carbon emissions, and sustainable use of energy, waste, and others. The environmental benefit of 2010 is largely through this infrastructure investment in areas of basic services as well as in the service industry. Whilst mindful of the need to achieve all these, the municipality is continuously increasing its capacity to do better and be able to meet its mandate.
Institutional arrangements/Status Quo

For this to effectively take place, harmonization should exist within the municipality to bring together relevant stakeholders, programmes and resources - hence the establishment of the 2010 Directorate within the municipality. The 2010 Directorate provides coordination and efficient running of the programmes related to the successful hosting of the 2010 FIFA World Cup South Africa™. Its activities are governed by the Host City Agreement signed with FIFA, the Stadium Use Agreement as well as applicable legislation related to the hosting of the 2010 FIFA World Cup South Africa™. In addition, the city established various sub-streams and 2010 Advisory Forum that would carry out all the functions related to 2010.

SAFA holds the rights to host the event and has established a Section 21 Company, Local Organising Committee (LOC) to harmonize host cities to make sure that all the guarantees given to FIFA are met. National and provincial governments have set up various committees to share the implementation of the government mandate. In addition, national government has made an investment of over R400 billion through various departments to make sure that all the guarantees are kept and that development does indeed take place as originally envisaged in the constitution.

2010 Development objectives

The 2010 developmental objectives are to:
- Fast track the 2014 millennium development goals and ASGISA.
- Galvanise the nation behind one national project, for National Unity and pride.
- Reposition South Africa and the Continent in the international arena

These are largely fulfilled through the host city obligations to which Polokwane is a signatory:

- Host City obligations:
  - LOC and FIFA office space
  - Stadia and training grounds
  - Reports to LOC and FIFA
  - Exclusion Zones
  - Suitable location for Official Fan Park and servicing
  - FIFA Partner Club
  - Regulation of entertainment
  - City Services
  - City Beautification
  - Traffic Control
  - Access control
  - Planning Cycles
  - Web site
- Advertising space
- By-laws
- Prevention of Ambush Marketing
- Regulate outdoor adverts
- Staff to monitor signage and Bill boards
- Retail opening hours
- Leaflets
- Public viewing events
- City Decoration Programme
- Public Relations Plan
- FIFA partner Club
- Progress Reports

All these have been grouped under six main streams which are used to run programmes for 2010. The streams are: Integrated Infrastructure, Legacy and Sustainability, Safety and Security, Marketing and Communications and Finance and Legal. Through these streams various functions that are linked to the city’s objective of hosting the event as well as those of the LOC are met.

2.13.2 Master Plan

The development of an Integrated Master Plan for the preparations, given the multiplicity of role-players of the hosting of the tournament where all stakeholders will actively partake in the planning and impleton of the preparations, is imperative. The plan should, while providing tools for the effective co-ordination of the anticipated activities that will be undertaken by the various role-players, also provide a platform for the prioritisation of projects and also impulsively emit information of the deliverables, planning, programme, problems, risks and mitigation strategies to all.

For developing countries, hosting tournaments like this one expedites infrastructural developments by bringing projects that were planned for the future forth. It is therefore imperative to fully understand the required infrastructural developments, prioritise them and leverage any intrinsic legacy advantages that may be realised from such developments. Prioritising these developments should also deal with the avoidance of “white elephants”. Resource implications, both financial otherwise of planning and implementing the required projects should also be assessed. To ensure proper planning the city will need to carry out the following:
Preparations and Planning:
- Audit and understand the available capacity of the existing infrastructure;
- Analyse infrastructure required to successfully host the tournament;
- Establish gaps between the two, quantify them and establish financial requirements;
- Establish local desired benefits;
- Identify all the stakeholders and clarify their roles and responsibilities;
- Prepare a clear Communication and Publicity Plan taking protocol into consideration.

The Integrated Master Plan should also clearly co-ordinate and integrate the various SBU's within the municipality and various other sectors that are involved in the preparations. To realise the above, a proper all inclusive institutional model will need to be put into place. The plan will also apply to all the FIFA related events integrating cultural activities and providing that African touch. As far as the development of 2010 master plan the municipality has managed to finalise appointment of consultant to have the plan ready at the end of the 1st quarter of 2009. We still have to address the budgetary needs that have not been filtered in when the allocations were made.

2.13.3 Stadium and Stadium Precinct

As part of the obligations Polokwane pledged to build a 45 000 capacity stadium of world standard that would meet the requirements of hosting the world cup. The Peter Mokaba Sport Complex, comprising the new stadium, is built as part of the agreement as well as for legacy purposes, making available to the community of Polokwane and the province a venue that can be used to promote sport in the region. Its construction is a result of contributions from the national and provincial government as well as the city itself.

The main idea about the stadium is the development of a multipurpose facility to be used for various events including conference venue, match venue as well as concert places. The commitment in this IDP is to make sure that funds are available to complete the stadium as well as finding a manager who will put the stadium to good use and, to a greater extent, move it towards self-sustainability. What also come out of this are the various economic development opportunities accruing out of the construction of the stadium. There is an element of skills transfer that would also come out of this experience which the municipality should monitor for sustainability purposes. The stadium precinct planned to meet the FIFA
requirements and providing the required stadium ancillary facilities – water, electricity, parking, hospitality place, and security of the area. The following are the challenges that we are facing as far as this project is concerned:

- Finalisation of the plans for stadium precinct and appointment of consultant
- Finalise LED Plan
- Report on budget overrun be submitted to council on what alternatives would need to be taken
- Appointment of the stadium management company by September 2008

2.13.4 Training Venues

Linked to the stadium are the two training venues in Seshego and Mankweng where there is funding from national government. The two areas would be developed to meet the minimum FIFA standard as well as to have them available as resources to be used beyond 2010. The communities around the areas where these facilities are located would benefit immensely. The planning of these is complete and in the next two years the focus would be on their construction and readiness for the 2010 World Cup. Below are the progress made and challenges encountered on the training venues project:

- Plans for Seshego stadium upgrade and the construction of Mankweng stadium have been completed
- FIFA issued Technical Specifications for Venue Specific Training Sites (VSTS) – stretch the budget from the intended R18 million to about R20-24 million because of some of the new requirements. These costs could even escalate further for Seshego and Mankweng; a provision would have to be made on this.
- Mankweng would still need to be developed for legacy purposes but poses challenges because of the distance required - Stadium Complex “should be located no more than 20 minutes bus drive from Venue Specific Team Hotel (VSTH)” – We are discussing with FIFA to still maintain Mankweng as a training venue

2.13.5 Fan Park
According to the host city agreement, each city is expected to establish a fan park wherein spectators who are unable to get into the stadium would watch the games as well as participate in entertainment programmes in the area. The total plan of the fan park is to accommodate 30,000 people with available amenities like water, electricity, sanitation. Safety and security would also be provided. The municipality has managed to achieve and encountered the following challenges regarding fan park project:

- The Fan Park has been identified to be on the site between Potgieter Avenue and Landros Mare Street (Opposite Tom Naude High School)
- LOC had earmarked that each Fan Park may cost up to R22 million but this would be confirmed after the assessment. The LOC has also offered $1,000,000 for the operation of the fan park and the host cities are expected to fund the rest. Host cities have rejected the option and asked that this be discussed under the responsibility matrix which should happen in August 2008
- Budget allocation (construction) for 2008/09 has been made through the R243 million operating grant

2.13.6 Transport Infrastructure

The main aim of transport infrastructure is to provide safe, accessible and affordable transport systems for all people, especially the poor. Within the municipality there is a rural roads upgrading programme aimed at upgrading (tarring) arterial roads that link villages with main roads. This is to improve access to public transport at village level. Within the townships roads are tarred and on annual basis the municipality has allocated between R2 and R2.5 million for each township with the plan that this funding would increase in the next budget cycle.

The municipality is working on improving the status of the City of Polokwane to be the transport hub by upgrading the bus terminus and other areas used for transportation.

Whilst the Bus Rapid Transport (BRT) is a long-term project it falls within the ambit of providing an alternative to private transport. Within this mode there would be upgrading of
public transport facilities within the city, promotion of non-motorised transport, creation of cycle tracks, pedestrians walks, lighting of streets and safety.

For 2010 the main purpose of development roads infrastructure is to link main venue, fan parks, training stadium, and accommodation place and to prevent conflict and congestion.

There are 9 routes leading into Polokwane Municipality. Using 2010 as an impetus, the coordination with the provincial government would be used to make sure that parts of these important corridors are maintained and improved to handle the traffic during the tournament and after. Within the city and the surrounding areas, using the PTIS funds the municipality shall implement the following roads network programmes as well as non-motorised transport facilities. In line with this would be the programmes that would encourage healthy living as well as the use of non-motorised transport that would be promoted for 2010 and beyond. The following are project implemented for transport infrastructure:

- Started work for the creation of the Transport Hub at the Polokwane centre – work done there
- Bus Rapid transport – long term project providing alternative to private transport part of which would be done for use during 2010
- Upgrading of public transport facilities within the city, promotion of non-motorised transport, building of cycle tracks, pedestrian walks, lighting of streets – Phase 1 done
- Development of roads infrastructure to link main venues, fan parks, training venues, and accommodation places and to prevent conflict and congestion
- R145 million has been allocated through the Public Transport Infrastructure Fund (PTIF)
- Non-Motorised Transport Plan being implemented –

The implementation of park and ride facilities at Bodenstein Street, opposite the civic centre, Gateway Airport and selected school grounds to serve as temporary parking during the tournament

2.13.7 Transport Systems

The BRT project as well as the non-motorised transport plans adds onto the transport systems that the city would implement to use in 2010 and beyond.
The city has also developed a transport operational plan which looks into the following areas:

- review of the travel demand estimation and distribution;
- preliminary identification of routes for public transport, non-motorised transport (fan mile), and emergency routes;
- identification of appropriate modes of travel during 2010, identification of infrastructure and coordination structures underway;
- draft integrated transport model and strategy for 2010;

The municipality has held workshops with various stakeholders to discuss the findings of the project. There is interaction with the Department of Transport to consolidate and align the transport plans in terms of freight; rail, aviation, taxi and buses for intercity and intraprovincial transport services and facilities required for such services. An assessment of requirements for taxi operations has been done. The Intelligent Transport System (ITS) has been developed to run the city during the tournament for smooth running of transport as well as easy access to routes.

Another aspect that goes with this is traffic management which would go in line with the ITS. What is required is the alignment of transport infrastructure plan with their management. Below is the progress made regarding the transport system:

- **Intelligent Transport Plan** - The project is 90% complete. Detailed status quo assessment completed, strategic interventions and projects with costing identified and analysed. Currently in the process of developing the final ITS strategy document with the final implementation programme. Workshops were held with various stakeholders to discuss the findings of the project.
- **Transport Operational Plan** - The project is complete and has been submitted to the LOC. It deals mainly with
  - Review of the travel demand estimation and distribution completed;
  - preliminary identification of routes for public transport, non-motorised transport (fan mile), and emergency routes;
  - identification of appropriate modes of travel during 2010, identification of infrastructure and coordination structures;
  - draft integrated transport model and strategy for 2010;
workshops were held with various stakeholders to discuss the findings of the project;

- currently working with Department of Transport to consolidate and align our transport plans in terms of freight, rail, aviation, taxi and buses for inter city and intra provincial transport services and facilities required for such services;

2.13.8 Supporting Infrastructure to all Facilities, Temporary and Permanent

a) Water and Sanitation

At the moment the majority of people within Polokwane Municipality enjoy access to water and sanitation services at RDP level. A relatively small population (21%) still does not have access to water at RDP level while (35%) do not have access to sanitation at RDP level. The municipality believes that the intervention that 2010 brings would be able to deal with this backlog. For the next three years the municipality is setting aside R15 million per annum for rural sanitation.

Planned projects which are related to 2010 are the construction of a 50 megalitre reservoir, bulk supply of water to the stadium, revamping of the city water infrastructure, upgrading of bulk sewer lines within the city, supply of water to strategic areas, as well as the revamping of the sanitation system within the city itself.

The total input in water infrastructure will assist the municipality to push for development programmes that ordinarily would have taken longer than 2010 to implement. The implementation of the project would give opportunities to emerging business to grow as well as creating an environment for current business to flourish. The communities themselves will have easy access to services, thereby improving the quality of their lives.

b) Electrification programme

The municipality has divided itself into four clusters for efficient management and provision of services. The City/Seshego cluster is 97% electrified and the municipality is working with ESKOM to build further supply to cater for new developments.
The backlog for electrification in rural Polokwane is 45 000 units. There are currently 3 000 households that the municipality will electrify wherein Eskom is the service provider. These households are set to benefit as they would get lighting and access to electronic media, facilities to cook and cool. This is the area that is outside the licence area and the municipality has budgeted R18 million.

For uninterrupted supply of power to the stadium the municipality has set aside R15 million for the extension of the beta-substation within the city which should be completed by June 2009. The cabling of this has already been done.

2.13.9 Information Technology and Telecommunications (IT & T)

IT and T is a strategic support service to the successful hosting of the 2010 World Cup. Polokwane has set up IT requirements and are currently meeting with the LOC who will develop a matrix of responsibilities for implementing the requirements. The objective is to provide IT & T infrastructure to enable easy access to communications technology. The facilities would include PA system, ticketing system, automatic fire detection system, video walls, media and broadcast installation, active IT network, passive IT network, walky-talky Tetra 25 system, dual WAN path, CCTV system, CATV / TV Information system within the stadium and city surroundings. The facilities would be used for the 2010 World Cup and will remain part of the legacy.

2.13.10 Marketing, Communications and Signage

At the moment the marketing of Polokwane is still at a low key that would require to be boosted to sell the city as a destination of choice. Programmes have been developed, but would require a complete overhaul to promote the new brand that has been adopted. Coordination and communication with stakeholders will have to be prioritised.

The programmes in the next two years would require attention in stakeholder relations, publications, media relations, events management and signage to have the inclusive involvement of all stakeholders in the programme. The success of the world cup would largely be determined by the maximum participation of stakeholders. The opportunities for marketing would be explored through various forms and media as well as participation in exhibition programmes, nationally and internationally.
2.13.11 FIFA Events

The municipality will make provision to promote and host FIFA events like draws and preliminary draws, celebration of important calendar days and others.

2.13.12 Volunteers

Volunteers are the backbone to the success of the 2010 World Cup. They will be involved in stewardship, information centre, ushering and other areas of the organising of the event. The idea is to train enough volunteers from all walks of life to equip them with skills and expertise in various areas of events management. We have established sub-committees – on volunteers and made provision for 800 volunteers and opened portals for volunteers to register the confederation cup.

For the one year leading to 2010 the focus in this area will involve the recruitment and training of specialist and general volunteers, placing them within other projects like the South African Games that Polokwane would host.

2.13.13 Environmental Management

The approach to environmental management of 2010 is the reduction of the adverse effect that the event would have on the environment. Part of the work has already commenced in the construction of the stadium as well as other projects within the city, but the idea is to leave a legacy or an environmental footprint. These are coordinated around the concept of “greening 2010” which means organising and staging events in accordance with the principles of sustainable development.

For this to happen the city would need to develop a greening strategy that would be shared with stakeholders as well as encouraging stakeholders to participate. The areas that would be looked at is waste minimisation, reduction of litter, water re-use and recycling, efficient use of water, energy efficiency, emission reduction, green procurement and carbon emission and carbon offsetting.

2.13.14 Waste Management
The municipality is in the process of developing a sustainable waste management strategy and plan. There is still a need to raise awareness for people to reduce and reuse and create support for local recyclers. The municipality has brought on board cooperatives as part of the waste management plan. The challenge is to involve the community more as well as developing a hawker management strategy within the city.

For 2010 the city has made provision for management of waste in stadiums, fan parks, bus stops, hotels, guest houses, event areas, restaurants, rail station, routes, training venues, airport, shopping centre and CBD.

2.13.15 Business Closure during Events

The municipality would develop relevant by-laws that would speak to opening and closing of business that would be affected by exclusion zones as well as liaising with business people on opening hours.

2.13.16 City Beautification

The concept of city beautification goes hand in hand with attracting of tourists. The programme for city beautification, which has already begun, will continue to leave a lasting impression to all who will visit the city. The opportunity here is also to create for local people who are actively involved in the project, primarily as service providers and secondarily as suppliers of material used in the beatification programme. In the past two years the municipality has given the city a face that is attractive and the investment in this area would go a long way in enriching an image of the city.

2.13.17 Tourism

Tourism is one of the main attraction forces in 2010 - the overall objective is to make the world cup a memorable event so that people who visit Polokwane and South Africa would want to visit again. The programmes in this area will focus on attracting tourists, making accommodation facilities available as well as bringing them up to standard, creating opportunities and areas for SMMEs to do business as well as introducing people to the cultural diversity of the city.
Increased attention will be paid to programmes that will foster greater interest in the city, strengthening relations with foreign tourists and taking advantage of the African tourist. The essential backbone of the success of this campaign would be the ability to trace the footprints of economic development as well as tracking the visitors who come to the city.

2.13.18 Safety and Security

The functions in this area are mainly the responsibility of the province and the national government. The municipality’s role would be that of coordination and ensuring that the safety and security plan developed by the LOC and FIFA are adhered to. The city is required to provide a safe environment for tourists and spectators during 2010. These should be provided within the city and all the event venues like hotels, fan parks, stadiums, bus stops and train stations. The creation of non-motorised transport facilities and pedestrian walkways would require safety in the form of lighting and other protection. In support of the national safety and security plan, the city has made provision for CCTV cameras acquisition. There is a monitoring programme which the city is working on with the SAPS.

The city has involved the provincial safety and security cluster in assessing the needs analysis for all security measures required. There will be a 2010 Safety and Security Summit wherein the municipality shall elaborate on the development of the 2010 FWC Safety and Security Plan.

2.13.19 Disaster Management

There is need to develop a disaster management plan for Polokwane in line with the national and provincial plans. The investigation into the inner parameters of the stadium is done – exclusion zones, emergency exits, required heights, seating space and safety features have all been taken into consideration. Currently the following has been achieved:

- The Disaster Management Plan for stadium and stadium precinct has been done.
- Still have to work the city’s disaster management plan with Dept of Local Govt & Housing.
• Hosted the safety and security summit which dealt with integration of plans for disaster management, health and emergency medical services, safety and security, role of private security companies.
• Have to deal with issues of security companies and the role of stewards during the tournament
• Health, medical and emergency services plan as well to be further streamlined – work has already begun

2.13.20 Health and Medical Services

This programme will focus on availability of health facilities and personnel within the city and all other areas that would be used for hosting events. Coordination and planning for this would need to be done in conjunction with the Limpopo provincial government who have already designed plans in their areas.

2.13.21 Local Economic Development

The municipality has developed an overall LED strategy which aims at promoting economic growth and redistribution, integrating the second economy, and eradicating poverty and underdevelopment by creating jobs and economic opportunities. It rests on the following five pillars: attracting investment, support for SMMEs, skills development, sustainable livelihoods, and local economic diversification.

In the past 10 years Polokwane has experienced a great improvement in economic development. It has rapidly proliferated into a busy metropolitan area with a multinational ambiance, claiming its stake as the business hub of Southern Africa, presenting opportunities for existing and emerging entrepreneurs. The city boasts world class infrastructure catering for a number of national companies setting up their regional headquarters in Polokwane. A further benefit to Polokwane’s economy is that all developments, be it guest houses, new roads, town houses, new suburbs or shopping complexes have a remarkable impact on the local construction industry. The availability of all these services presents a further growth impetus for SMMES that would be concentrated either on the services industry or small trade on related events. Stadium, accommodation, transport, hawkers, emerging contractors, jobs, leisure and shopping are visible spin-offs.
The current engagement in 2010 projects has fostered employment within various sectors in the city. The construction of the stadium alone has created 924 jobs whilst other developments within the city are expected to bring such benefits. With the local economy growing at a rate higher than the provincial economy, the construction of the new regional shopping centre, the expansion of Savannah centre, the building of hotels as well as other developments are going to be a major generator of employment within Polokwane. The increase in accommodation facilities would also have a major bearing on creation of jobs. With over 75 000 people expected during the 30 days of the tournament, other spin offs would emerge from various service sectors within the city.

Beyond job creation, the local economic development strategy has created opportunities for suppliers of materials, accommodation and a variety of service industries. This gives the municipality an opportunity to raise awareness about environment issues, specifically in the promotion of non-motorised forms of transport. The benefits are also available in eco tourism and biodiversity wherein the Polokwane Game Reserve would be a prominent feature.

2.13.22 Cultural Activities

Cultural programmes are expected to promote social cohesion. 2010 presents an opportunity for the city of Polokwane to demonstrate the diversity of its many cultures. The city seeks to promote a sense of identity and shared destiny among the people of different sectors. Limpopo is the most culturally diverse province in South Africa and Polokwane is the melting pot. We see Polokwane as a naturally progressive city. Our cultural programme is intended to foster social cohesion and cultural interaction focussed on the 2010 World Cup. The plan involves grooming talent from across various sectors of our community as well as bringing acts of various cultures to further stimulate the existing socio-cultural vibe of our city. The City has identified various areas which will be used as cultural precincts for performances.

2.13.23 Conclusion

The 2010 Soccer World Cup tournament thus holds enormous opportunities to promote physical, social, economic and institutional development in the Polokwane Municipality. In order to maximise the benefits to be derived from this initiative, each Directorate within the municipality has a responsibility to ensure that it fulfil its responsibilities towards ensuring the successful hosting of the tournament in Polokwane.
2.14 Conclusion

Polokwane is the physical, economic and administrative capital of Limpopo Province. The area is large and constitutes 3% of the provincial surface area. The majority of the area is rural in nature, though 30% is urbanised. Urban development is increasing at an alarming rate as people seek improved living conditions and perceive that urban areas render improved social and economic opportunities. However, the municipal area of Polokwane is quite fragmented and is struggling to cope with the phenomenal growth. However, it reconfirms that the town is regionally important and strategically placed.

As far as spatial planning is concerned all efforts are focused on achieving integrated development in order to create fully serviced communities. While the remnants of segregated planning are still evident, and will remain evident for many years, all municipal project centre on integrated and socially balanced development.

The tertiary economic sector dominates the economy, while the secondary and primary sectors lag fairly far behind. The status of the tertiary sector confirms that Polokwane is the provincial capital of Limpopo Province and that growth is occurring, which is good. However, this growth could be to the detriment of the municipal area as the tertiary sector is not the main employment provider or creator. Government will have to focus in on the economy and generate clear and sensible economic growth directives that will achieve positive economic growth and employment creation to ultimately achieve human upliftment and poverty alleviation.

Statistics show that more than 10% of the province’s population live in the municipal area, and that growth into the municipal area has been noteworthy. Changes in settlement concentrations have also been noted as more and more people move from the more rural areas into the urban areas, seeking employment, access to social services and basic infrastructure to improve their quality of life. The population is generally unskilled which is of great concern given the mismatch which emerges between economic growth sectors and the ability of the general labour force to be absorbed in the economy. If the mismatch cannot be curbed poverty will increase and social inequality will escalate. Serious efforts must be made to provide for adult education and to improve school attendance and education.
Housing provision is a major factor for the local municipality. Growing influx and rural urban migration have resulted in escalating housing needs throughout the City. There is a need for traditional housing and social housing delivery as all options need to be explored to ensure that supply can catch up to demand. Naturally housing demand has a catalytic impact on all types of service delivery as housing must be provided in a sustainable and integrated manner. To deal with housing in a focused manner, the municipality has established the Polokwane Housing Association. The company has been mandated to take on all housing responsibilities and as its core function to see to rapid and sustainable housing delivery.

Social services exist within the municipal area but are concentrated and most formally developed within the core city area. The peripheral areas are poorly supplied and in need of additional facilities and upgrade projects of existing facilities. Social services and infrastructure are generally lagging behind the rapid urban expansion of the municipal area.

Major transport routes pass through Polokwane and the International Airport is situated just north of the City. The area could be developed into a logistics hub and a freight transport interchange, although there are some local transport and traffic concerns. Roads need to be upgraded, especially in view of the 2010 FIFA World Cup, and public transportation system need to be radically improved.

As far as water and sanitation are concerned it is concluded that there is no community in the municipality that is without water. However, there are 79 villages that are below the RDP standard as far as water provision is concerned. The study has indicated the threat that is caused by the mushrooming of new settlements in some clusters of the municipality, which obviously need services from the municipality. The other challenge raised is the source of water in rural areas. In some areas water projects have been completed, but the output (water) is not yet realised, as there is no source of water. As for sanitation careful attention has to be given to the management of sanitation systems that are not waterborne. Pit latrines have a tendency to cause water pollution of underground water sources and this could lead to a magnitude of health and social problems.

It evidences that there are quite a number of environmental management concerns throughout the municipal area. Many of these concerns are directly related to the lack of level of service delivery which exists in the less formal areas. Once electricity, water and sanitation are provided a great number of the problems will be done away with. However, full service delivery will take many years to render and in the interim solutions must be found.
and management systems put in place to deal with environmental conservation, protection and retention for the greater good of all Polokwane’s residents.

The institutional capacity of the Council is in a sense lagging behind the Council’s responsibilities. The Council is grappling with all the demands placed on it and is focusing on putting the right systems and structures in place to manage itself and its duties. It will take some time to establish a fully integrated management system that will achieve full accountability, efficiency and effectiveness.

3. CHAPTER 3: STRATEGIC AGENDA AND POLICY GUIDELINES

3.1 INTRODUCTION

One of the objectives of the Polokwane Integrated Development plan is to align resources and expenditure with community needs. To fulfill this role, the Municipality needs to align itself with National and Provincial directives and draw these down into the spectrum of service delivery.

The new political leadership of Polokwane which was elected on 1 March 2006, put forward 5 Key Performance Areas which have to be focused on in future, and to coincide with their term of office. The KPA’s are based on the most pertinent National and Provincial
Government directives which impact on Local Government service delivery, and set out the strategic priorities of the Municipality and forms the basis for the Municipal budget. The KPA’s, in combination with the National and Provincial Government directives are collectively referred to as the Strategic Agenda for the Polokwane Municipality.

The IDP is primarily founded on the Strategic Agenda and translates the strategic directives emanating from this into Departmental Business Plans (Chapter 4), and the Financial Plan (Chapter 5) for the Municipality.

3.2 **Key Determinants to the IDP**

3.2.1 Local Directives

The following section reflects on the Vision, Mission and Value Statement of the Polokwane Municipality.

**Vision**

The Vision of the Polokwane Municipality is to achieve:

“A safe, prosperous and caring municipality, free of poverty and inequality; promoting participatory development and providing sustainable quality services for a better life for all.”

**Mission**

The Mission of the Polokwane Municipality states as follows:

“To build prosperity, eradicate poverty and inequality, and promote the social, political and economic empowerment of all our people through sustainable delivery of quality services, community participation and smart administration.”

**Value Statement**
We shall strive, in all our activities and programs to be responsive, efficient, effective, transparent, informative, competitive, accountable, representative, consultative, loyal, honest and empowering.”

The 2006 local government elections ushered in a new Council, providing an opportunity to consolidate on the gains of the previous council, and to ensure that the municipality is on a sustainable development path. This IDP document provides Council’s new strategic direction taking into account the changed environment coming to the fact that the Polokwane is a host city for 2010 FIFA Soccer World Cup and its implications.

Polokwane Key Performance Areas

Against the backdrop of the Vision, Mission and Values referred to above, the municipality defined the following Key Performance Areas:

- Service Delivery and Infrastructure Investment
- Local Economic Development
- Sustainability
- Municipal Transformation and Institutional Development
- Good Governance and Public Participation

The next section briefly expands on what each of these KPA’s entails:

Basic Service Delivery and Infrastructure Investment

This KPA has as its core, among others, the following strategic objectives:

- A clean, safe and healthy municipality;
- Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, energy, refuse removal, transportation, etc);
- Regular investment in infrastructure and productive equipment.

Local Economic Development

This KPA deals with the measures the municipality will employ to promote the local economy and includes, among others, the following:
• Ongoing programme of contributing to the development of an employable, educated and skilled citizenry;
• Facilitation of job creation and access to business opportunities;
• Continuous and positive interactions with all key economic anchors and actors;
• Thriving and vibrant local economy and neighbourhoods.

**Sustainability**

For the municipality to render its services to the community it should have the necessary financial resources to fund its activities. It is therefore important that there are proper systems to collect as well to manage its resources. This area focuses on issues like:

• Availability of Sound Financial Management Systems (e.g. cash collection system, billing system; credit control/ debt management; etc);
• Development of annual to medium term outlook on revenue and expenditure plans and targets;
• Reduced dependency on grant transfers;
• Timely and accurate accounting of public resources and effective anti-corruption measures.

**Municipal Transformation and Institutional Development**

This KPA focuses on the availability and implementation of programmes that will ensure that the municipality is transformed to deal with the ongoing and ever changing community needs as well as being a learning organisation. Key issues in terms of this KPA include:

• An IDP that is the expression of state-wide planning as a whole;
• Organisational design and capacity (an organogram that is linked to the organisational strategy);
• Employment Equity;
• Skills Development (Institutional skills development);
• Development and functionality of effective accountability and performance management mechanisms for councillors and officials;
• Increased and appropriate utilisation of technology;
• Administrative and institutional systems and structures (e.g Policies and Bylaws);
• Implementation of continuous management reform and improvement

**Good Governance and Public Participation**

Public participation is key to sustainable social and economic development. This area focuses on the availability of systems and mechanisms that will ensure that the municipality promotes/engages on good governance, and includes the following:

• Functional community participation mechanisms and ward committees;
• Established feedback mechanisms in order to ensure responsiveness to communities;
• Continuous and special attention to historically marginalized and excluded communities;
• Effective intergovernmental relations.

### 3.2.2 National and Provincial Policy and Legislative Imperatives

**National 2014 Vision**

As part of South Africa’s celebration of 10 years of democracy, National Government formulated Vision 2014 to guide itself for the next ten years. The vision is to build a society that is truly united, non-racial, non-sexist and democratic. Central to this is a single and integrated economy that benefits all.

The combination of some of the most important targets and objectives making up Vision 2014 are as follows:

• Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
• Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
• Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.
• Ensure that all South Africans, including especially the poor and those at risk – children, youth, women, the aged and people with disabilities – are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
• Compassionate government service to the people: national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.

• Massively reduce health risks such as tuberculosis, diabetes, malnutrition and maternal deaths and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.

• Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.

• Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

Vision 2014 translates into practical steps, with the following specific implications for the Polokwane Municipality:

• A growing economy.

• Sustainable livelihoods – inter alia creating job opportunities through the Expanded Public Works Programme (EPWP).

• Access to services:
  o Speed up programmes to provide water and sanitation, electricity and telephone services.
  o Build more subsidised housing.
  o Improve services in health facilities.
  o Ensure that all children have decent educational facilities and services.
  o Realise Batho Pele principles and improve services in government offices.

• Comprehensive Social Security.

• Prevention of crime and corruption through enhanced, visible policing.

• Constitutional rights and governance through improved interaction between government and the people.

Accelerated and Shared Growth Initiative for South Africa (ASGISA)
ASGISA focuses on growing the economy and creating jobs, and states that growth should be government-led. National growth since 2004 has averaged 4%; however, the second economy has been excluded from growth except through remittances and social grants. ASGISA identifies six key levers for economic growth, namely:

- Macro-eco intervention;
- Infrastructure development;
- Skills development;
- Strengthening public institutions;
- Sectoral investments; and
- Interventions in second economy.

Strategies for growth and development include investment in transport infrastructure, support to SMME’s and labour intensive projects, prioritizing social and economic infrastructure, and building partnerships.

Targets set by ASGISA include:

- Halving poverty by 2014, to 1/6 of households
- Halving unemployment by 2014 from 30%
- Achieving growth of approximately 6% per annum
- 50% of the total to be spent on infrastructure should be spent by the three spheres of government.

ASGISA identifies infrastructure development as one of the key priorities for government to accelerate economic growth. It maintains that the government has to invest infrastructure in support of various sectors like energy, public transport, water, logistics etc, which are essential for further growth.

In line with this mandate, the municipality’s budget should reflect this priority. Capital must be directed towards providing infrastructure in support of economic growth and poverty alleviation. Within the ambit of sustainable development, the municipality’s infrastructure investment programme should promote social equity as well as economic development.

The fact that the Polokwane municipality is one of the host cities for the 2010 FIFA World Cup implies that the infrastructure provision programme should be fast-tracked. However,
doing so, a balance should be maintained ensuring that the infrastructure provided is in line with the long-term development plan of the municipality, to ensure relevance and sustainability beyond 2010. The infrastructure created should thus benefit the community at large.

The implications of ASGISA for the Polokwane Municipality are as follows:

- Polokwane must know its poverty and unemployment baselines as a matter of urgency in order to implement relevant strategies that impact on poverty and the second economy;
- There should be an in-depth understanding of the nature of the Polokwane economy; including sectoral and other strengths, and the risks and potential for economic vulnerability;
- Polokwane should be able to identify the key drivers to achieve economic growth, unemployment reduction and poverty reduction, in line with the functions and mandates of local government (things that the municipality is in control of).
- Polokwane should develop and implement relevant strategies and programmes to contribute towards the ASGISA targets that are based on its core business; develops the second economy and minimizes the risks to the economy of the municipality (minimizes the municipality’s vulnerability to economic shock).

2004-2009 Medium Strategic Framework

Medium strategic framework emphasizes the following key elements to be addressed by all spheres of government:

- growing the economy,
- fighting poverty,
- creating jobs,
- building roads, rail networks and dams,
- building better quality houses closer to economic opportunities,
- providing skills required by the economy,
• being a compassionate government to the people,
• improving services for a better national health profile, and
• reducing preventable causes of death (violent crime and road accidents).

Following from this, the Polokwane municipality has a responsibility to do the following as its contribution towards achieving these objectives:

• Identify the skills required for the growth of the Polokwane economy and facilitate the development of such skills;
• Identify economic opportunities and develop them;
• Re-assess housing provision to ensure innovative solutions that allow for people to be located close to economic opportunities;
• Ensure accountability to its residents and actively engage them in the affairs of government. The municipality should be capable of objectively measuring this accountability;
• Identify the various mechanisms through which health services will be provided and funded, especially where certain aspects of health care provision fall outside the mandate of local government;
• Identify and manage the preventable causes of death in line with the mandate of local government and things that are within control of the Polokwane municipality. The reduction of the preventable causes of death should be objectively measurable, and this requires careful monitoring and tracking of all initiatives.
• Ensure that those things that fall outside of the direct Constitutional mandate of the municipality are still delivered through cooperative governance and inter-governmental relations.

**National Spatial Development Perspective (NSDP)**

Government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation programmes and the eradication of historic inequalities. In order to ensure that infrastructure investment and development programmes are channeled towards these objectives, the National Spatial Development Perspective (NSDP) was formulated. The principles enshrined in the NSDP are thus of great importance to local government investment, through the IDP and capital expenditure.
The National Spatial Development Vision is as follows:

*South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:*

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- By supporting restructuring where feasible to ensure greater competitiveness;
- By fostering development on the basis of local potential; and
- By ensuring that development institutions are able to provide basic needs throughout the country.

The following normative principles are put forward as guide for all spheres of government when making decisions on infrastructure investment and development spending:

- *Economic growth* is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- *Government spending on fixed investment*, beyond the constitutional obligation to provide basic services to all citizens, *should therefore be focused on localities of economic growth and/or economic potential* in order to attract private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social *inequalities* should *focus on people not places*.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be *channelled into activity corridors and nodes that are adjacent to, or linked to the main growth centres*. Infrastructure investment and development spending should thus primarily support localities that will become major growth nodes in South Africa and the Southern African Development community region to create regional gateways to the global economy.

The NSDP thus seeks to focus the bulk of fixed investment of government on those areas with the potential for sustainable economic development, as it is in these areas where government’s objectives of promoting economic growth and alleviating poverty will best be achieved.
Polokwane Municipality, like other spheres of government, should therefore have at the core of its development strategies and resource allocation the following spatial development vision captured in its Municipal Spatial Development Framework:

- by focussing economic growth and employment creation in areas where this is most effective and sustainable;
- by supporting restructuring where feasible to ensure greater competitiveness;
- by fostering development on the basis of local potential; and
- by ensuring that development institutions are able to provide basic needs throughout the country.

As indicated in the NSDP document, the relationship between Provincial Growth and Development Strategy (PGDS), Municipal IDPs and the NSDP should be informed by the identification of development potential within their respective areas of focus (municipal, provincial and national).

**Limpopo Provincial Growth and Development Strategy (LPGDS)**

In line with the broader national growth strategy, the Limpopo Provincial Government has adopted a Provincial Growth and Development Strategy.

The strategy hinges upon the following five development objectives:

- The need to improve the quality of life of the population of Limpopo;
- Growing the economy of the Province;
- Attain regional integration;
- Enhance innovation and competitiveness, and
- Improve the institutional efficiency and effectiveness of government.

It is interesting to note that the objectives of the PGDS correspond and are linked to the Millennium Development Goals. This provides a solid framework for the municipality to develop its development strategy.

The following objectives and performance indicators as contained in the Limpopo Provincial Growth and Development Strategy provide a framework for the Polokwane IDP to ensure integration and synergy for maximum impact:
### Table 19 PGDS OBJECTIVE 1: IMPROVING QUALITY OF LIFE

<table>
<thead>
<tr>
<th>Objective</th>
<th>Municipality’s Role</th>
</tr>
</thead>
</table>
| Develop the human resource potential of the province (HRM) | • Provide services like water, sewerage, and roads to schools.  
• Make/ ensure provision for educational facilities in developments (both municipal or privately facilitated developments). |
| Improve health and social statues of population | • Ensure uninterrupted supply of basic services to clinics and other health care facility.  
• HIV/AIDS awareness campaign  
• Provision of condoms in municipal properties and other community centres particularly rural areas to increase accessibility. |
| Reduce crime and corruption | • Develop and implement a local crime prevention strategy.  
• Strengthen relationship with SAPS and other law enforcement agencies.  
• Adopt and implement an anti-fraud and corruption strategy |
| Meet the basic needs of the population | • Provide infrastructure for water, sanitation, electricity.  
• Implement free basic services policy.  
• Improve security of tenure particularly for households in former R293 towns  
• Make land available for housing provision. |
| Promote a safe and healthy environment | • Provision of various energy sources to households  
• Adopt and implement an environmental management plan for the municipality.  
• Develop an implement a solid waste management plan.  
• Expand solid waste management to the entire municipal areas (include the rural areas).  
• Facilitate community awareness and education campaigns for waste management and management of natural resources. |
| Meet the needs of specific communities, women, elderly, youth, disabled and the marginalized. | • Employment equity plan adopted and implemented.  
• Ensure that all council owned buildings and other public buildings are accessible to the disabled.  
• Policies, programmes and projects approved should empower women and the youth to improve their quality of life.  
• Municipality’s SCM policy to give preference to the targeted groupings.  
• Develop targeted assistance to the targeted groupings. |

### OBJECTIVE 2: IMPROVE INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS OF GOVERNMENT

This objective is aimed at improving service delivery, improving accountability as well as maintenance of systems and processes that enable government to carry out its mandate.

### Table 20

<table>
<thead>
<tr>
<th>Objective</th>
<th>Municipality’s Role</th>
</tr>
</thead>
</table>
| Improve satisfaction | customer | • Adoption of service delivery standards in respect of all services.  
• Adoption of a municipal service delivery improvement programme.  
• Conduct regular customer satisfaction surveys. |
**Municipality's Role**

**Increase the institutional capacity of municipalities**
- Availability of baseline information particularly with regard to level of services and backlogs in respect of basic needs.
- Adoption of service levels and key performance indicators and targets for all services.
- Adoption and implementation of a performance management system aligned to the IDP and the Performance Regulations.

**Implement an e-government strategy**
- Effective usage of technology to inform communities and to render services to communities.

**Co-operative Governance**
- Participate in intergovernmental forum(s) to ensure alignment of plans.

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### OBJECTIVE 3: GROWING THE ECONOMY

This objective relates to the concept of local economic development as enumerated in legislation governing the municipality. This provision compels the municipality to implement initiatives that will promote the local economy and thereby creating the needed jobs and improving the health of people.

**Table 21**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Municipality’s role</th>
</tr>
</thead>
</table>
| Job creation | - Attract private investment.  
- Retention and expansion.  
- Incentives for investment promotion.  
- Marketing the municipality as an investment and a tourism destination.  
- Support to SMME’s. |
| Increase investments | - Packaging and marketing of investment opportunities in the municipality  
- Creation of a climate conducive for attracting investment attraction through effective and efficient institutional arrangements. |
| Develop and improve economic infrastructure. | Urban renewal programme that develops new economic infrastructure and maintains the existing infrastructure. |

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### OBJECTIVE 4: ATTAIN REGIONAL INTEGRATION

This objective is aimed at harnessing Limpopo’s strategic location as a gateway to Africa towards achieving the objectives of NEPAD.

**Table 22**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Municipality’s Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish collaboration and partnership nationally and partnership with neighbouring</td>
<td>Participate in the implementation of agreements in areas that directly affect the municipality.</td>
</tr>
</tbody>
</table>
OBJECTIVE 5: ENHANCE INNOVATION AND COMPETITIVENESS

Priority attention is to be given to improved access to technology and knowledge-based activities, with the aim of enhancing competitiveness.

Table 23

<table>
<thead>
<tr>
<th>Objective</th>
<th>Municipality’s role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake research and development.</td>
<td>Identify cross-cutting development areas that require research.</td>
</tr>
<tr>
<td>Improve capacity in the knowledge base manufacturing</td>
<td>Implement capacity building programmes for SMME’s</td>
</tr>
<tr>
<td>Bridge the Digital Divide and build the information society in Limpopo.</td>
<td>Equip the cluster offices with the necessary technology and other resources that will make information accessible to the communities.</td>
</tr>
</tbody>
</table>

Medium Term Revenue and Expenditure Framework

The Medium Term Financial Strategy of Government has two references: to growing the economy and to the provision of social security support to all who are eligible. Further, there is a perspective that the IDP (Integrated Development Plan) of local government should be the local expression of national development plans. The National Planning framework establishes timeframes within which local government should conduct its strategic planning and budgeting.

The national indicators for 2005-2014 (which are in effect indices) measure government performance, and are focused on indicators that relate to governance and institutional quality, social development and poverty alleviation, economic development and growth, justice, peace and security, and international relations. Some of these cannot be measured at a local government level, as they do not fall within the mandate of this sphere of government.

The National Key Performance Indicators (NKPI’s), which are drivers of the achievement of government’s programmes are as follows:

- The percentage of households with access to basic level of water, sanitation, electricity, solid waste removal;
• The percentage of households earning less than R1100 per month with access to free basic services, water, sanitation, electricity and solid waste removal;

• The percentage of a municipality’s capital budget actually spent on capital project identified for a particular financial year in terms of the municipality’s integrated development plan;

• The number of jobs created through the municipality’s local economic development initiatives including capital projects;

• The number of people from the employment equity target groups employed in the three highest levels of management in compliance with the municipality’s approved employment equity plan, short term employment, and long term employment.

• The percentage of the municipality’s budget actually spent on implementing the workplace skills plan; and

• Financial viability, bank balances, investments, outstanding debtors to revenue, creditor payments, credit rating, external loans, aggregate for bad debts.

The National Key Performance Indicators should be read in conjunction with the following National Indicators for the period 2005 to 2014 (refer to Table 21 below):

Table 24: National indicators for 2005-2014¹

<table>
<thead>
<tr>
<th>Area</th>
<th>Indicators/Indices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance indicators</td>
<td>• The process by which those in authority are selected, affirmed and replaced (voice and accountability, political stability and absence of violence)</td>
</tr>
<tr>
<td></td>
<td>• The capacity of government to formulate and implement policies (government effectiveness, regulatory quality and the predictability of policy making)</td>
</tr>
<tr>
<td></td>
<td>• The respect of residents and state for institutions that govern interactions among them (Rule of law, control of corruption/severity of corruption; bureaucratic efficiency).</td>
</tr>
<tr>
<td>Economic indicators</td>
<td>• Current growth (how well the economy is currently growing)</td>
</tr>
<tr>
<td></td>
<td>• Sustainable growth (the likelihood that the growth will be sustained or even accelerated)</td>
</tr>
<tr>
<td></td>
<td>• Economic stability (vulnerability to economic problems)</td>
</tr>
<tr>
<td></td>
<td>• Economic governance</td>
</tr>
<tr>
<td></td>
<td>• Future competitiveness (future potential of the economy to grow and spread its benefits)</td>
</tr>
<tr>
<td></td>
<td>• Employment and unemployment</td>
</tr>
<tr>
<td>Social indicators</td>
<td>• Health and food security (efforts to maintain and improve the nutritional health of the population)</td>
</tr>
<tr>
<td></td>
<td>• Housing and basic services (access to housing/shelter, water,</td>
</tr>
</tbody>
</table>

¹
Area | Indicators/indices
---|---
| sanitation, electricity) • Human resource development (from the education system of indicators point of view) • Social Cohesion (includes groups and networks, trust and solidarity, collective action and cooperation, information and communication, inclusivity, empowerment and political action) • Poverty and inequality (includes Gini-coefficient and human poverty index) • Human development (as measured by the human development index)

Justice, crime prevention and security indicators | • Public safety (internal safety and security and covers broad based policy indicators such as reducing the levels of crime, reducing public fear of crime and increased access to justice) • National security (the external thread and security of the state, and includes increased territorial integrity and increased stability and good governance within the region and Africa)

International relations indicators | • Bilateral political and economic relations • International organisations and multi-lateralism • Peace, security and stability • Global economic integration • African renaissance

Five Year Local Government Strategic Agenda

The following general challenges for Local Government were identified, all of which are also applicable to the Polokwane Municipality:

<table>
<thead>
<tr>
<th>Key Performance Area</th>
<th>Main Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Capacity and Municipal Transformation</td>
<td>- Core municipal systems not established or implemented, e.g PMS - Municipal management capacity and capability and high vacancy levels - Poor accountability mechanisms - Serious challenges in the areas of financial management, programme management, engineering and organisational development.</td>
</tr>
<tr>
<td>Basic Service Delivery and Infrastructure Development</td>
<td>- Slow pace and poor quality of services delivered - Water and sanitation backlogs - Housing backlog</td>
</tr>
<tr>
<td>Financial Viability and Management</td>
<td>- Inadequate billing, debt management and</td>
</tr>
</tbody>
</table>
| Credit Control Systems | Poor municipal financial management capacity and systems  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low revenue base due to high levels of indigents.</td>
</tr>
</tbody>
</table>
| Good Governance         | Instability within and between political and administrative domains  
|                        | Poor communication between council and communities  
|                        | Non-functioning of ward committees.                          |
| Local Economic Development | High levels of poverty due to unemployment  
|                         | Poor quality LED strategies and scarcity of municipal LED specialists. |

In order to deal with the challenges, the DPLG has developed the benchmarks for an “ideal municipality”. The Polokwane IDP review process was informed by the benchmark, hence the restructuring of the IDP Review Task Teams to be in line with these five key performance areas.

**Local Agenda 21: Sustainable Development**

This directive has its roots ensuring that all communities attain sustainable development, and it is anchored on three pillars: economic growth, social equity and environmental management.

In terms of this approach the municipality will endeavour to ensure that all the programmes it implements, particularly infrastructure related programmes and projects, not only result into economic growth, but also promote social equity and environmental quality. To this effect, municipal development strategies would be anchored on the following:

**Promote Economic Growth**

The strategic objective of this pillar is employment creation. In an attempt to promote the economy of Polokwane Municipality, our focus areas would be to:

- Improve infrastructure and services – The municipality will invest in the provision and maintenance of infrastructure that support economic initiatives and thereby increasing access to economic opportunities and job creation.
- Supporting the development of small and medium enterprises.
- Investment promotion- Attraction of private investments as well as creating an environment that will enable the existing businesses to expand their operations.
• Building technical and managerial capacity and institutional arrangement

Social Equity
The Constitution mandates the municipality to promote social development. Our main strategic objective under this pillar is to redistribute the benefits of growth. This is aimed at improving the social and economic conditions of the poor in our community. This pillar will focus on:

• Revitalisation of distressed communities i.e informal settlements, communities without access to basic services, etc.
• Expanding access to land and services
  The poor do not have access /have limited access to productive resources such as land. This programme seeks to that improve security of tenure as well as unlocking council owned land resources for economic use, including urban agriculture.
• Empowering the marginalized
  The poor are marginalized and thereby unable to participate meaningfully in the affairs of the municipality. It is therefore important that programmes be developed and implemented that will capacitate communities to enable them to participate meaningfully in the affairs of the municipality. Implementation of a sustainable livelihood approach is another mechanism that will be employed to empower the disenfranchised. The designated groups i.e women, disabled, youth, elderly etc. will be targeted to ensure that policies and programmes empower them and not make them worse off.
• Human Resource Development

One way of building skills in a community would be through participation in the design and implementation of various projects, as this will equip them with skills. Information dissemination about government programmes and development opportunities is at the core of this programme.

Environmental Quality
For a long time, there was no consideration on the effects of development activities on the natural/ physical environment. However, it is widely acknowledged that environmental concerns should form the centre of decision making, hence the adoption of the notion of sustainable development.
It is interesting to note the relationship between the three pillars of sustainability (economic, social and environmental), and that in most cases failure in one pillar affects the others, while in dealing with one the others can be positively affected. For example, by providing water and sanitation services to the poor, these can engage in economic activities (gardening), which will improve their quality of life. At the same time, this will significantly reduce chances of water pollution that normally lead to waterborne diseases and ultimately increased mortality. The same can be said regarding making available energy sources. By providing such a service to the poor women, they can save time used for collecting wood and put it to productive use using the energy provided. Not only can they create some income for their families, but this will also save sensitive areas from deforestation.

The strategic objective of this pillar is to improve the living conditions of the poor while taking care of the environment.

Taking into account the above pillars, development strategies of the Polokwane Municipality should include the following programmes:

- Improving human settlement management;
- Promoting sustainable land use planning and management;
- Promoting the integrated provision of environmental infrastructure like water, sanitation, drainage, solid waste management, roads;
- Promoting sustainable energy and transport systems in human settlements;
- Promoting human settlement planning and management in disaster prone areas; and
- Promoting human resource development and capacity building for human settlement development.

**Sustainable Livelihoods Approach (SLA)**

In an endeavour to bring about development, the municipality has adopted sustainable livelihoods as a development approach. Sustainable livelihood approaches are centred on people and their livelihoods as illustrated in the diagram below. They prioritise **people’s assets** (tangible and intangible) and their **ability** to withstand shocks (the vulnerability context); and **policies and institutions** that reflect poor people’s priorities, rather than those of the elite.
This initiative encompasses activities intended to help economically disadvantaged members of society meet their daily subsistence needs in a manner that is dignified, locally appropriate, and environmentally sustainable.

As a development approach, sustainable livelihoods represents a positive evolution in thinking around poverty elimination, and differs from other approaches to development in that:

- It puts people at the centre of development. People, rather than the resources they use or the governments that serve them, are a priority;
- It builds upon people’s strengths rather than their needs;
- It brings together all relevant aspects of people’s lives and livelihoods into development planning, implementation and evaluation;
- It unifies different sectors behind a common framework;
- It takes into account how development decisions affect distinct groups, such as women, youth and disabled as compared to other groupings;
- It emphasizes the importance of understanding the links between policy decisions and household level activities;
- It draws in relevant partners whether State, civil or private, local, national, regional or international; and
- It responds quickly to changing circumstances.

In terms of this approach, three pillars are central, namely capability, equity and sustainability.

**Capability** focuses on the ability to perform certain basic functions, to cope with stresses and shocks and the ability to find and make use of livelihood opportunities.

**Equity** is concerned with the equal distribution of assets, capabilities and opportunities, and an end to discrimination. This principle is in line with Section 195(1)(d) of the Constitution, which provides, as one of the basic values and principles governing public administration that services must be provided impartially, fairly, equitably and without bias.

The third important element in sustainable livelihoods is the **sustainability** factor. This refers to the ability to maintain and improve livelihoods while maintaining or enhancing the assets on which livelihoods depend.

The municipality’s development programmes and resource allocation should be aimed at strengthening the capabilities of the communities and increasing their assets such that they are able to engage into meaningful activities that will result into livelihoods that are both environmentally and socially sustainable.

**Polokwane Spatial Development Framework**

The Polokwane Spatial Development Framework is aligned to the Limpopo Provincial Spatial Rationale and comprises the three levels of plans, namely a macro spatial development framework, local spatial development frameworks and local framework plans or specific policies, which guide spatial planning and land use management.

Polokwane Macro Spatial Development Framework is reflected on **Figure 3** and mainly comprises the following:

- Hierarchy of Settlements
- Open space system and nature conservation areas
- Macro Land Uses and areas of significant importance, including the proposed Industrial Development Zone.
Radial road network.
Future Spatial Form and Major directions of desired growth, and
National and Provincial Corridor and routes and strategic development initiatives.

The most important aspect of the plan is the hierarchy of the following settlement, which contains the following order of settlements:

**First Order Settlements (Growth Points)**

Growth Points are the major areas where future growth should be stimulated, or represent areas where the largest spectrum of specialised land uses and services must be accommodated.

Growth Points are classified as follows:

- Provincial Growth Point
- District Growth Points
- Municipal Growth Points

(a) **Provincial Growth Points**

Provincial Growth Points are the highest order in the hierarchy and therefore the most important type of growth point. Provincial Growth Points have a sizable economic sector providing jobs to many local residents. Some have regional and others provincial service delivery functions, and usually have a large number of social facilities (e.g. hospitals, tertiary educational institutions. All Provincial Growth Points have institutional facilities such as government offices, district and local municipal, offices and represent a large number of people. Polokwane (Bendor, Welgelegen, Penina Park, and Ivy Park), and Seshego represent the only Provincial Growth Point in the Polokwane municipal area.

The estimated population for this provincial growth point is 130599 people representing about 24567 households.

(b) **District Growth Point**

These are the growth points which comprise meaningful economic activity with related job opportunities. These centres also include various higher order social facilities such as
hospitals and health centres and some accommodate tertiary educational institutions. The District Growth Points normally have a large number of people, and in Polokane the District Growth Point is the Mankweng District Growth Point (which is also one of the areas that has experienced tremendous population increases) and which comprise of the following areas:

- Ga Thoka
- Ga Makanye
- Mankweng Zone A, & Hospital
- Mankweng Zone B
- Mankweng Zone C
- Mankweng Zone E
- Mankweng Zone F
- Nobody-Mothapo
- Nobody-Mothiba
- Nchichane
- University of Limpopo (Turfloop Campus)

Its population is estimated at about 81942 with an estimated number of 14360 households.

(c) Municipal Growth Points

Municipal Growth Points have relatively small economic sectors compared to the District and the Provincial Growth Points. The Municipal Growth Points serve mainly farming areas often with a sizable business sector, providing a substantial number of job opportunities. These growth points have a few higher order social and institutional activities, and the population is quite large. Sebayeng A and B are the Municipal Growth Points in the Polokwane Municipality.

Second Order Settlement

Second order settlements are known as population concentration points (PCP) and consist of towns/villages or a group of villages located close to each other. These have virtually no economic base, but represent a substantial number of people. In most instances, the population concentration points form part of settlement cluster, which also has one or more growth point within the cluster. These points are mainly located adjacent to tarred roads or intersections of the main district roads which provide a gateway to job opportunities elsewhere.

In terms of the basic principles of the National Spatial Development Perspective these nodes should be given priority in terms of infrastructure provision with a high level of services, although not at the same level as the growth points in the first order settlements. This
The approach aims to attract people from smaller villages in the areas with lower development potential. The following areas are classified as PCPs:

Table 26

<table>
<thead>
<tr>
<th>Location</th>
<th>Population</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dikgale Population Concentration Point (PCP)</td>
<td>67067</td>
<td>11773</td>
</tr>
<tr>
<td>• Dikgale 01</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Dikgale 02</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Dikgale 03</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Mokgopo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mantheding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Titibe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mabokelele Population Concentration Point (PCP)</td>
<td>12625</td>
<td>1862</td>
</tr>
<tr>
<td>• Koloti</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Komape 02</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Komape 03</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mabokelele</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Madikoti</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perskebult Population Concentration Point (PCP)</td>
<td>36240</td>
<td>6337</td>
</tr>
<tr>
<td>• Bloodriver</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Kgoeloane</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mokgokong</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Perskebult</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Badimong Population Concentration Points</td>
<td>33156</td>
<td>5811</td>
</tr>
<tr>
<td>• Boyne</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Badimong</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga Magowa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga Mojapelo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Mokwane</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Mokwane</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Mothapo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Shiloane</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Matshelalpata</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mountain View</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• River View</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Viking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ramongwana Population Concentration Point (PCP)</td>
<td>18497</td>
<td>3235</td>
</tr>
<tr>
<td>• Ga-Hlahla</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Makibelo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Ramongwana 01</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Ramongwana 02</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Ramongwana 02</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Semenya</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ga-Setati</td>
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</tbody>
</table>

Third Order Settlement

Third order settlements exhibit some development potential based on the population growth and servicing function potential, although they have a very limited or no economic base. Most of these settlements are located in the rural areas and have 5000 or more people. These settlements are relatively isolated compared to surrounding settlements. Only in a few instances have two or more settlements, which are in very proximity to each other, been grouped together.

The potential for self-sustained development growth is limited by the lack of development opportunities in these settlements. Most of these settlements can also be distinguished from fourth and fifth order settlements because of the size and servicing functions. Some of these
settlements have established government or social services and for practical purposes are classified as local service points due to the fact that they may share certain community facilities and serve the local area.

The following are the Local Service Points of Polokwane Municipality:

<table>
<thead>
<tr>
<th>Local Service Points (23931 people/4188 households)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Chuene Moshate</td>
</tr>
<tr>
<td>• Thokgwaneng</td>
</tr>
<tr>
<td>• Ga-Maja</td>
</tr>
<tr>
<td>• Ga-Molepo</td>
</tr>
<tr>
<td>• Laaste Hoop</td>
</tr>
</tbody>
</table>

Fourth and Fifth Order Settlements

Fourth order settlements are settlements in mainly traditional rural areas where three or more settlements are located in such a way that they are interdependent or linked together by means of specific social infrastructure such as clinic or school. These groups of settlements are usually mutually dependent on these facilities and are small and have usually less than 1000 people per village. Furthermore the fifth order settlements or small settlements include all those settlements, also mainly rural areas, which are not included in all the above-mentioned categories of the settlement hierarchy.

These settlements function only as residential areas with no economic base. Their potential for future self-sustainable development is also extremely limited and almost non-existent.

Although the above-mentioned settlements are classified in hierarchical order, they are also grouped together in clusters. Clusters are nodes where mainly large settlements are located relatively close to each other and for practical purposes function as one interdependent settlement group. The municipality has the following five clusters classified as follows:

**Polokwane/Perskebult Cluster**

This cluster has 166839 populations with 30904 households consisting of settlements from both the 1st order settlement and 2nd order settlement.

Polokwane (1st order Settlement and Provincial Growth Point, which include Polokwane and Seshego).

Perskebult (2nd order Settlement and Population Concentration Point, which include Bloodriver, Kgohloane, Mokgokong and Perskebult).

**Mankweng/Badimong Cluster**
These clusters have 115,098 population with 20,171 households and consist of settlements from both the 1st order settlement and 2nd order settlements.

Mankweng (1st order settlement and District Growth Point, which include Ga-Thoka, Ga-Makanye, Mankweng A & Hospital, Mankweng B, C, and D, Nobody Mothapo, Nobody Mothiba, Nchichane, University of Limpopo (Turfloop). Badimong (2nd Order Settlements Population Concentration Points, which include Badimong, Boyne, Ga-Magowa, Ga-Mojapelo, Ga-Mokwane, Ga-Mothapo 02, Ga Shiloane, Matshelapata, Mountain View and Viking).

Sebayeng/ Dikgale Cluster

This Cluster has 80,086 populations with 14,059 households and consists of settlements from both the 1st and the 2nd order settlements.

Sebayeng (1st Order Settlement and Municipal Growth Points, which include Sebayeng A and B).
Dikgale (2nd Order Settlement and Population Concentration Point include Dikgale 01, 02, 03, Ga-Mogopo, Mantheding and Titibe).

Mabokelele Cluster

This cluster has 12,625 population with 1,862 households and consists of settlements from the 2nd order settlement, Population Concentration Point such as Koloti, Komape 02, Komape 03, Mabokelele and Madikoti)

Ramongwana Cluster

This cluster has 18,497 population with 3,235 households and consist of the following 2nd order settlement and Population Concentration Point: Ga-Hlahla, Ga-Makibelo, Ramongoana 01, Ramongoana 02, Ga Semenya, and Ga Setati).

Strategic Development Areas (SDA)

Despite the above-mentioned hierarchy of settlements, the Spatial Development Framework provides future spatial form and major directions of desired growth. Strategic Development
Areas (SDA) have therefore been identified. The SDAs are the main focus areas for the future development or expansion of townships, especially residential areas. The municipality actively supports the areas by providing the bulk of infrastructure, incentive schemes, and administrative support to developers through streamlining of application procedures.

The following SDAs have been identified in the Polokwane municipal area:

- SDA 01: Area between Polokwane and Seshego.
- SDA 02: Area known as Ivydale Agricultural holdings.
- SDA 03: Eastern suburbs of Polokwane and adjacent area to the east.
- SDA 04: Mankweng/Badimong Cluster.
- SDA 05: Area abutting Mankweng to the South West and the Laaste Hoop areas.
- SDA 06: Sebayeng Municipal Growth Point and areas directly surrounding it.
- SDA 07: The area, which forms the remainder of the Sebayeng/Dikgale, which is not part of SDA 06.
- SDA 08: The area or settlements, which are located in the Southern parts of the municipal area, (Chuene), currently a Local Service Point.

The Development Corridors and Functional Development Areas form another integral part of the Spatial Development Framework. They are adopted in a way that land use planning supports the interaction with economic opportunities on these routes, but without jeopardising other development initiatives and land use management policies. The following Development Corridors and Functional Development Areas are identified for Polokwane Municipality and are also national identified strategic development corridors' routes:

- Development Corridor (DC) 01: Pretoria/Gauteng-Polokwane City-Mankweng-Tzaneen Development Corridor. This Corridor involves three functional development areas, namely Southern Gateway, Eastern Gateway, and Outer Eastern Link.
- Development Corridor (DC) 02: Burgersfort /Chuenespoort-Polokwane City-Makhado Development Corridor. This corridor stretches from the southern parts of Polokwane Cluster to the border of the municipality in the north
- Public Transport Integration Corridor (Functional Development Area 01)
- Southern Gateway Development Corridor (Functional Development Area 02).
- Eastern Gateway Development Corridor (Functional Development Area 03), this was previously called the Eastern Corridor or Private Transport Corridor, and includes Thabo Mbeki and Grobler Street one way pair stretched from Biccard Street up to Savannah.
• Northern Gateway Development Corridor (Functional Development Area 04). This area starts at Landros Mare Street extension on the northern border of CBD and runs through the industrial area and passes through the airport to include parts of Annadale.
• Outer Eastern Link (Functional Development Area 05). It is a totally new proposed development area, which resulted because of the amalgamation of the different Transitional Local Council areas. This functional development area includes Tshwane/Gauteng-Polokwane-Mankweng-Tzaneen Development Corridor (DC 01), and plays a major role in integrating Polokwane and Mankweng with one another.

Potential Development Areas
Potential Development Areas hold potential for future development and are not earmarked for any development or as a strategic development area. They are reserved for future expansion of the urban edges and future township development.

Macro Land Uses and Areas of Importance
The macro land uses of importance, as indicated on the macro spatial development plan are:

• Areas of agricultural importance and production;
• Natural Conservation areas (the areas located west of the municipality, such as Portugal, Schietfontein, Grootvalley and Highlands;
• Industrial Development Zone (Polokwane International Airport);
• The Zion Christian Church (ZCC) at Moria, and
• The proposed Convention Centre to be located in the Southern-side of Gateway.

Polokwane Water Service Development Plan
Polokwane Municipality has assumed the Water Service Authority in 2001. In terms of section 12 of Water Service Act (108 of 1997) every water service authority must, within one year as part of process of preparing integrated development plan, prepare water service development plan for its area of jurisdiction.

Polokwane Municipality adopted water service development plan during 2001/02/06 financial year. The plan is reviewed annually in line with integrated development plan. The plan address not only issues such as existing information and statistics but also to provide gap analysis, future trends and goal and strategic solutions for municipality.
It is the fact that South Africa is a water scarce country. Polokwane Municipality is not immune from this challenge. In addressing this challenge the Water Service Development Plan demarcated Polokwane Municipality into 19 Regional Water Schemes. The surface water is transferred from outside the municipal boundaries through three water transfer mains namely Ebenezer, Dap-Naude, and Olifant-Sand Transfer Mains. The indication is that the future demand from users on Ebenezer pipeline route would require upgrading to meet the demand growth.

Water Service Development Plan addresses the following issues in the municipality:

- Socio Economic Issues
- Technical issues
- Water Resources
- Water Conservation/Water Demand Management
- Water Services Infrastructure
- Water Services Institutional Profile
- Customer Services Profile
- Financial Profile
- Water Service Level Policy
- Sanitation Service Level Policy
- Backlog
- Cost of eradicating Backlog
- Strategy to eradicate backlog
- Status of Supply to higher levels of service
- Free Basic Water Services
- Status of all water and sanitation infrastructure

The complete document of Water Service Development Plan can be accessed through municipality website (www.polokwane.gov.za) or through municipal office at Civic Centre Corner Landros Mare & Bodenstein Street 2nd Floor (Resource Centre).

**Polokwane Housing IDP Chapter**

During May 2008 the Limpopo Department of Local Government and Housing launched an initiative to commence with the formulation of an IDP Housing Chapter for each of the local
municipalities within the province. This initiative is undertaken under authority of the Municipal Systems Act of 2000, and specifically in support of Chapter 5 of the act which requires municipalities to formulate and annually review their Integrated Development Plans. Therefore the Housing Chapter is done as part of the IDP process and is a chapter in the IDP. The medium and long term objectives of the Housing Chapter initiative can thus be summarised as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives.
- To provide guidance in prioritising housing projects in order to obtain consensus for the timing and order of their implementation.
- To ensure more integrated development through co-ordinating cross-sector role players to aligning their development intervention in one plan.
- To ensure that budget allocations to municipality as well as province are most effectively applied.
- To provide effective linkage between the spatial development framework and the project locations of physical implementation of a range of social, economic and environmental and infrastructure investments.
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery for across all social and economic categories and locations in the municipality.
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operational requirements.
- Ensuring that contents and process requirements of planning for housing are adequately catered for in the IDP processes.
- To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial level.

The complete document of Polokwane Municipality IDP Housing Chapter can be accessed through municipality website (www.polokwane.gov.za) or through municipal office at Civic Centre Corner Landros Mare & Bodenstein Street 2nd Floor (Resource Centre).
Polokwane Municipality Service Levels and Service Standards

The purpose of this is to provide service levels regarding provision of water, sanitation, electricity, housing and roads and storm water. Two issues are important; namely service levels and service standards.

Service levels refers to a technology or service type with specific cost and consumption characteristics – quantity and the standard of service refers to how well the service is provided and maintained – quality. Note that a low service level can be provided at a very high standard and visa versa. This should be understood within the macro planning framework principles, in particular Constitution (108 of 1996) and National Spatial Development Perspective. Among other principles the following are key in determining infrastructure Investment within the context of service and income levels:

- Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
- Beyond the constitutional obligation identified in principle 2 above, government spending on fixed investment should be focused on localities of economic growth or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty relief programs. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate-if they choose to localities that will come the major growth nodes in South Africa and SADC region to create regional gateways to the global economy.

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking Standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
</table>

122
<table>
<thead>
<tr>
<th>Water</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Piped water inside the house</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Piped Water inside the yard</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Piped Water on Community Stand (distance less than 200m from dwelling)</td>
<td>At RDP Level</td>
<td>Intermediate (Acceptable)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Piped Water on Community Stand (distance greater than 200m from dwelling)</td>
<td>Below RDP Level</td>
<td>Unacceptable</td>
<td>1-2</td>
<td></td>
</tr>
<tr>
<td>Access of water from Spring, Dam, Pool, River Stream, Water Vendor and Rain Water Tank</td>
<td>Below RDP level</td>
<td>Unacceptable</td>
<td>1-2</td>
<td></td>
</tr>
</tbody>
</table>

Table 27

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitation</td>
<td>Full-flush sanitation.</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>5</td>
</tr>
</tbody>
</table>

A flushing toilet is used; the wastewater flows to a sewer on the site, then to sewers on the street. From there it flows to a treatment works to be cleaned.
and then into a river.

<table>
<thead>
<tr>
<th>Septic Tank</th>
<th>Above RDP Level</th>
<th>Highest Standard</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full flush volume (6-15 litres) and a larger soak away.</td>
<td>Highest Standard</td>
<td>Highest acceptable</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ventilated Improved Pit (VIP) latrine.</th>
<th>At RDP Level</th>
<th>Intermediate Standard</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>The latrine has a lined pit with a concrete slab over it. An air vent releases smells into the air above the privy. About every five years, the pit has to be pumped out by a special truck.</td>
<td>Intermediate Standard</td>
<td>Acceptable</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LOFLOS (aqua-privy) with on-site disposal.</th>
<th>At RDP Level</th>
<th>Intermediate Standard</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A small tank stores water. About 1 litre flushes into the pedestal to clear the waste, which flows into a digester where certain bacteria live. Digester effluent flows into the soak away, then the ground. The digester has to be pumped out</td>
<td>Intermediate Standard</td>
<td>Acceptable</td>
<td>3</td>
</tr>
</tbody>
</table>
occasionally.

**LOFLOS (aqua-privy)**

with solids-free sewer, septic tank.

Similar to on-site LOFLOS, but instead of a soakaway the digester effluent flows into a pipe which connects to a small sewer in the road reserve.

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Management</td>
<td>Kerbside collection Households put their rubbish out for collection once or twice a week. The local authority or contractors collect the waste and</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>5</td>
</tr>
</tbody>
</table>
transport it to landfills

| Communal collection- | At RDP Level | Intermediate (Acceptable) | 3 |
| househol | | | |
| d take their refuse to a communal collection point. The local authority transports the waste from there to a landfill (dump). | | | |

| Communal collection- | At RDP Level | Intermediate (Acceptable) | 3 |
| Local contractors go door-to-door to collect waste. They transport it to a local collection point, perhaps using hand- or bicycle-carts. The local authority then transports the waste to a landfill. | | | |

| Illegal dumping | Below RDP level | Unacceptable | 1-2 |

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roads</td>
<td>Tarred</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>5</td>
</tr>
<tr>
<td>Roads Paved</td>
<td>Above RDP Level</td>
<td>Highest Standard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>----------------</td>
<td>------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Several layers of material, topped by a paved surface, are added to the roadbed.</td>
<td></td>
<td>(Highly acceptable)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Requires little routine maintenance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Can carry heavy traffic loads.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Maintenance is expensive when necessary.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graded</th>
<th>At RDP Level</th>
<th>Intermediate (Acceptable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The roadway is compacted and levelled; no further materials are added to the site.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Simple.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Inexpensive.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Can be dusty.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Gets muddy when it rains.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Not suited to heavy traffic.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Requires frequent maintenance.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gravel</th>
<th>At RDP Level</th>
<th>Intermediate (Acceptable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A layer of gravel is added to the roadbed after it is graded.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Can carry heavier loads.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Less dusty.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Requires frequent maintenance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gravel without Grading</td>
<td>Below RDP</td>
<td>Unacceptable</td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------</td>
<td>--------------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking Standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater</td>
<td>Piped system</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>5</td>
</tr>
<tr>
<td>Open channel, lined</td>
<td>At RDP Level</td>
<td>Intermediate (Acceptable)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Open channel, unlined</td>
<td>Below RDP level</td>
<td>Unacceptable</td>
<td>1-2</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking Standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>60-amp Supply</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>5</td>
</tr>
<tr>
<td>Intermediate supply</td>
<td>At RDP Level</td>
<td>Intermediate (Acceptable)</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Electricity 60-amp Supply

Similar to an intermediate supply, but with a higher capacity. Connects to a household’s distribution board instead of a ready board. Generally uses prepaid metering.

- Enough current to run many appliances as well as cooker, heaters, and lighting.
- Residents must install household wiring and distribution board.

High consumption means large monthly bills.
The household is provided with a 20-30 amp supply line, connected to a “prepayment meter” and a ready board. The meter will not dispense electricity until the household pays for it, usually at a local shop or municipal office.

+ Enough current for most domestic uses.
+ Cannot run geyser, stove, and heater at the same time.

### 5-amp Supply

A supply line terminates in a “ready board” inside the house. The ready board provides plug points to attach electrical leads. If the total demand goes over 5 amps, the system shuts down until the load is reduced.

+ Supply is usually unmetered, so it is more convenient to household.
+ Inexpensive system.
+ There is not enough current for cooking and heating (other fuels must be used.)

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
<th>RDP Standards</th>
<th>Ranking Standards</th>
<th>Ranking (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Below RDP level</td>
<td>Unacceptable</td>
<td>1-2</td>
<td></td>
</tr>
<tr>
<td>Houses</td>
<td>50m² Demarcated House with Water, Sanitation, Shower, Toilet and Electricity</td>
<td>Above RDP Level</td>
<td>Highest Standard (Highly acceptable)</td>
<td>5</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>--------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>40m² Shell House with Water, Sanitation and Electricity to Individual Beneficiary</td>
<td>At RDP Level</td>
<td>Intermediate (Acceptable)</td>
<td>3</td>
</tr>
<tr>
<td>Beneficiaries on the Waiting List</td>
<td>Below RDP Level</td>
<td>Unacceptable</td>
<td>1-2</td>
<td></td>
</tr>
<tr>
<td>Informal settlements</td>
<td>Below RDP level</td>
<td>Unacceptable</td>
<td>1-2</td>
<td></td>
</tr>
</tbody>
</table>

Choice of Service affects Monthly bills and strategically the maintenance cost.

<table>
<thead>
<tr>
<th>Service</th>
<th>Package One</th>
<th>Package Two</th>
<th>Package Three</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>Standpipe</td>
<td>Yard Tap</td>
<td>House Connections</td>
</tr>
<tr>
<td>Sanitation</td>
<td>VIP</td>
<td>LOFLOS (on-site)</td>
<td>Full Waterborne</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>Communal</td>
<td>Contractor</td>
<td>Kerbside</td>
</tr>
<tr>
<td>Roads</td>
<td>Graded</td>
<td>Gravel</td>
<td>Paved</td>
</tr>
<tr>
<td>Stormwater</td>
<td>Open, unlined</td>
<td>Open, lined</td>
<td>Paved</td>
</tr>
<tr>
<td>Electricity</td>
<td>5A</td>
<td>Intermediate</td>
<td>60A</td>
</tr>
</tbody>
</table>

**Monthly Charges**

**Other Services**

**Total Bill**

**Minus Free Basic Services**

**Municipal Bill**
4. CHAPTER 4: IMPLEMENTATION OF 5YR PROGRAMME (Sector Plans)

This section comprises the sector plans for each of the Directorates and SBUs in the Polokwane Municipality and represents the response of each of these functions towards the development challenges defined in the status quo, and the policy directives listed in Chapter 3 of this document.

4.1 DIRECTORATE: PLANNING AND DEVELOPMENT

4.1.1 SBU: Spatial Planning and Land Use Management

1.1.1.1 Problem Statement/Summary

- Issues

The SBU: Spatial Planning and Land Use Management is expected to foster and support development in order to promote:
- Harmonisation, alignment and synchronisation of Municipality IDP/SDF to NSDP and PGDS
- Eradication of apartheid space
- Equitable access to land
- Ensure full ownership and rights in land especially for the marginalized groups
- Proper administration of municipal immovable property
- Establishment of a functional hierarchy of settlements with proper transportation network
- Align transport network to post apartheid spatial planning
- Develop 2010 transport plans and beyond

**Constraints**

- Skewed planning adopted from apartheid planning – a disjuncture exist between where people live and where economic opportunities exist
- Land Use Schemes are not applicable to all areas around Polokwane Municipality
- Municipality does not own strategically located land to execute some of the municipal programmes e.g. African Market, housing etc
- Current GIS outdated
- No policy to deal with disposal, lease of properties
- Asset register not yet being finalised

**Transport Planning**

- The road hierarchy is not well defined.
- No direct road link between the industrial area (west of game complex) and the CBD
- No integrated Transport Plan in place within the Municipality
- The road are not user friendly for non Motorised transport users
- The sidewalks are not up to standards and user friendly
- Mid Block arcades in the CBD is not well developed
- Conflict between hawkers, and pedestrians
- Required road infrastructure for future developments
- Heavy vehicles travel patterns
- Accessibility of Marshall Street on the northern and southern side of the CBD
- Neighbourhoods that are cut off due to poor planning of the past
- Traffic lights not synchronised on all routes
- Road safety
- Traffic lights layouts, which are not up to standards

**Challenges: 2010/Sustainability**

- Limited number of accredited accommodation facilities.
- Possible illegal land uses, especially guesthouses arising from the soccer world cup.
- Inadequate entertainment facilities or places during 2010 world cup.
- Inadequate access routes to the stadium.
- Increased traffic congestion and lack of parking facilities.
- Inadequate and unreliable public transport services.
- Lack of strategic land for development, e.g. African market.

### 1.1.1.2 Development Objectives

The objectives of the SBU are to:

- Regulate, manage and promote well co-ordinated spatial planning with focus on integration and redress
- To have fixed capital investment beyond basic services in localities where there are high level of poverty and development potentials
- Promote integrated land use management
- Provide security of tenure and formalise informal areas i.e. R293 and R188
- Encourage up to date planning initiatives
- Draw and adopt policy dealing with disposal of immovable property
- Compile final Asset register and verify all immovable properties
- Compile Integrated transport Plan that is in line with the legislative requirements.

### 1.1.1.3 Linkages to Strategic Agenda and Policy

The SBU: Spatial Planning and LUM aims to link with the following strategic agenda and policies:

<table>
<thead>
<tr>
<th>Strategic Agenda</th>
<th>SBU Linkages</th>
</tr>
</thead>
<tbody>
<tr>
<td>And Policy</td>
<td></td>
</tr>
<tr>
<td>Medium Term Strategic Framework</td>
<td>The SBU will ensure that service is provided in a sustainable manner, create settlements in a safe and healthy environment and ensure that people participate in the development.</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>ASGISA</strong></td>
<td>The SBU by means of Spatial Development Framework (SDF) provides guidelines in terms of where infrastructure investment needs to be focused. Technical skills in the SBUs such as town &amp; regional planning and properties management has been classified as scare skills that need to be developed.</td>
</tr>
<tr>
<td><strong>National Spatial Development Perspective</strong></td>
<td>The SDF has identified priority areas called Strategic Development Areas, as priority areas where development needs to take place. These areas have demonstrated or have existing potential for economic growth and majority of the infrastructure investments has been spent in those areas. The development is in line with the principles of NSDP.</td>
</tr>
<tr>
<td><strong>Agenda 21:</strong> Sustainable Development</td>
<td>The SBU aims to promote sustainable development by enforcing all legislative requirements on all development. Environmental Impact Assessment reports are required in all development classified in the National Environmental Management Act. Positive Records of Decision (ROD) is a prerequisite for commencing development.</td>
</tr>
<tr>
<td><strong>Millenium Development Goals</strong></td>
<td>In terms of the National 2014 Vision, the SBU will eradicate the distorted apartheid space, by locating and integrating people closer to places of economic activity, thereby affording people opportunity to be active in the economy. It is when people have access to economic resources and other social facilities such as better education facilities, houses, etc. that the poverty will be halved.</td>
</tr>
<tr>
<td><strong>Local Government Strategic Agenda</strong></td>
<td>The SBU will increase its human resource capacity by providing experiential training to students and employing competent officials to execute the mandate of council. All programmes and project will be executed with integrity and within the allocated timeframe and budget. There will be compliance with the organizational performance management system.</td>
</tr>
</tbody>
</table>
| **Limpopo Growth and Development Strategy** | The SBU will improve quality of life to Polokwane residents by making land available in strategic areas, providing good transport networks, promote the development in strategic areas. The SBU will create an environment conducive for investment thereby
retaining the existing investors and attracting potential investors.

**Polokwane Key Performance Areas**

The SBU will provide guidelines on where infrastructure development needs to be focused and ensure that quality service is provided to the community. Development applications will be processed within the given timeframe. Public participation will be promoted as per the guidelines of the relevant legislation and policy.

**Polokwane Spatial Development Framework**

The Spatial Development Framework will ensure that development takes place in an integrated manner. That the apartheid space is eradicated, infill development is promoted, development facilitation act principles are complied with. The SDF will ensure that Polokwane provides sustainable human settlements.
### 1.1.1.4 Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total costs</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Township Establishment in SDA 1 &amp; 4 for the provision of 5000 erven</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 7,000,000</td>
<td>R 2,000,000</td>
</tr>
<tr>
<td>Formalization of R293 and proclamation and Townships(Rezoning and Consolidation9 (SDA 1, 4 and 6))</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 500,000</td>
<td>R 200,000</td>
</tr>
<tr>
<td>Subdivision of Industrial Land (Magnavia) into industrial park</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 100,000</td>
<td>-</td>
</tr>
<tr>
<td>Framework Plan</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 1,500,000</td>
<td>R 500,000</td>
</tr>
<tr>
<td>Town Planning Scheme: Mankweng</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 500,000</td>
<td>R 500,000</td>
</tr>
<tr>
<td>Town Planning Scheme: Sebayeng</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 1,00,000</td>
<td>R 500,000</td>
</tr>
<tr>
<td>Town Planning Scheme: R188</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 500,000</td>
<td></td>
</tr>
<tr>
<td>Proclamation and Opening of Township Register: Polokwane</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 3,000,000</td>
<td>R 1,000,000</td>
</tr>
<tr>
<td>Activity</td>
<td>Responsible Departments</td>
<td>Budget 1</td>
<td>Budget 2</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>Development of Spatial Development Framework</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 800,000</td>
<td></td>
</tr>
<tr>
<td>Drafting of disposal policy</td>
<td>Spatial Planning &amp; LUM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquire land that is strategically located for integrated municipal functions</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 8,000,000</td>
<td>R 2,000,000</td>
</tr>
<tr>
<td>Acquisition of Tribal Land: Negotiations with Tribal Authorities</td>
<td>Spatial Planning &amp; LUM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer all R293 Properties to Polokwane Municipality</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 500,000</td>
<td></td>
</tr>
<tr>
<td>Compilation of Public Transport Operation Plan</td>
<td>Spatial Planning &amp; LUM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compilation of Non Motorised Transport Plan</td>
<td>Spatial Planning &amp; LUM</td>
<td>R 200,000</td>
<td></td>
</tr>
<tr>
<td>Research and Development</td>
<td>R 1,500,000</td>
<td>R 500,000</td>
<td>R 500,000</td>
</tr>
</tbody>
</table>
4.1.2 SBU: Local Economic Development

1.1.1.5 Problem Statement/Summary

• Issues

The SBU: Local Economic Development (LED) is tasked with working with local businesses, communities and other stakeholders in creating a conducive environment for the local economy to grow.

• Constraints

National constraints
- Skewed ownership of natural resources
- Monopoly of capital
- Monopoly of industries and ownership being in the hands of few individuals
- Value chain
- Scarcity of relevant skills

Local constraints
- Existing type of SMMEs
- Closing the gap between the 1st and 2nd economy
- Lack of skills
- The level of poverty and vulnerability
- The unemployment rate
- Lack of a strategy and implementation plan for agricultural, co-operatives, hawker management
- SL-Limited support to community-based initiatives
- Packaging and accessibility of investment opportunities and tourism information
- Lack of formal partnership
- Crime and grime
- Inadequate availability of incentives
- Poor co-ordination of programmes with other spheres of government
- Limited nightlife in the city
- Opportunities to the business fraternity
- Stakeholder mobilisation around benefits of 2010 and beyond
- Globalisation – competing on the global market
- Human capital gap in current organogram

- **Challenges**

  Challenges that face the SBU with specific emphasis to 2010 event are to ensure:
  - Identification of business opportunities that the event presents to entrepreneurs
  - Approval of trading by-laws for 2010
  - Awareness of trading by-laws, socio-economic impact and opportunities presented by 2010 event
  - Integration of programmes and projects with other spheres of Government
  - Lack of Socio-Economic baseline information

1.1.1.6 **Development objectives**

The objectives of the SBU are to:

- Enhance Polokwane Municipality’s environment for business growth and expansion.
- Promote SMME development.
- Promote Polokwane Municipality as a destination for businesses, workers, and Tourists.
- Provide easier access to government services for the business community.
- Increase community capacity to partner with government for long-term economic viability.
- Hawker management
- Development of trading by-laws and policies to regulate the business environment of the municipality

1.1.1.7 **Linkages to Strategic Agenda and Policy Guidelines**

The SBU: Local Economic Development aims to link with the following policies and strategic agendas:

<table>
<thead>
<tr>
<th><strong>STRATEGIC AGENDA AND POLICY</strong></th>
<th><strong>SBU LINKAGES</strong></th>
</tr>
</thead>
</table>

139
National Spatial Development Perspective

The evolution of this policy document will have far-reaching implications on the economic planning of national government around issues of Local Economic Development. The Spatial Development Initiatives is one platform wherein policy directives of the NSDP get to be implemented.

Draft Regional Industrial Development Strategy

• Attempt, as far as is possible to reduce economic disparities between regions, address the needs of both the first and the second economies, and narrow the gap between them,
• Pay particular attention to the needs of those regions which are lagging behind the national norms,

Enhance current regional strengths and lead sectors of the economy

Provincial Growth and Development Strategy

Enlisting support services from government agencies that specialize in the provision of financial and non-financial services can assist local SMME’s to access opportunities that they wouldn’t be able to access.

ASGISA

The SBU is responsible for promotion of projects identified within ASGISA such as skills development and tourism

The Constitution of South Africa

The Constitution and subsequently the White Paper on Local Government mandates municipalities to promote both social and economic development. LED recognizes that people, business and governments at local levels are best able to restructure economic situations that will stimulate growth that is required to create jobs and thereby reduce poverty

Cooperatives Act

Initiating Private Public Partnership in order to ensure an integrated approach to resolving challenges that beset the growth of
<table>
<thead>
<tr>
<th>Section</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills Development no 97 of 1998</td>
<td>Engaging Department of labour and other training authorities (Seta’s) to provide targeted training assistance programs that can upskill locals, especially those that are running businesses.</td>
</tr>
<tr>
<td>National Small Business Act</td>
<td>Collaboration and partnerships with SMME development agencies, private sector Sectoral departments can assist SMME’s to graduate from the second to the first economy.</td>
</tr>
<tr>
<td>Street vending Policy and By-law</td>
<td>Polokwane Municipality may have to allocate a specified amount of money for the construction of hawker stall, which will assist in restoring the dignity of hawkers as human beings. In addition, the permit system my have to be reviewed and the by-law enforced.</td>
</tr>
</tbody>
</table>
### Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
<th>12/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Itsoseng Entrepreneurial Center</td>
<td>LED SBU &amp; SEDA</td>
<td>R 2 964 880</td>
<td>R 542 500</td>
<td>R 588 112</td>
<td>R 638 102</td>
<td>R 696 166</td>
</tr>
<tr>
<td>Cluster incubation projects</td>
<td>LED SBU</td>
<td>R 888 770</td>
<td>R 162 750</td>
<td>R 176 580</td>
<td>R 191 580</td>
<td>R 207 860</td>
</tr>
<tr>
<td>Financial, Technical and business management skills offered</td>
<td>Department of Labour &amp; LED SBU</td>
<td>R 888 770</td>
<td>R 162 750</td>
<td>R 176 580</td>
<td>R 191 580</td>
<td>R 207 870</td>
</tr>
<tr>
<td>Cooperatives Development Strategy</td>
<td>LED SBU</td>
<td>R 600 000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pilot Car wash</td>
<td>LED SBU</td>
<td>R 888 780</td>
<td>R 162 750</td>
<td>R 176 580</td>
<td>R 191 580</td>
<td>R 207 870</td>
</tr>
<tr>
<td>Agricultural Development Strategy</td>
<td>LED SBU</td>
<td>R 600 000</td>
<td>R 600 000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Emerging farmer support programme: land reform projects</td>
<td>Department of Agriculture &amp; LED SBU</td>
<td>R 56 324</td>
<td>R 10 085</td>
<td>R 11 077</td>
<td>R 12 077</td>
<td>R 13 085</td>
</tr>
<tr>
<td>Feasibility study for the establishment of Training Institute</td>
<td>LED SBU</td>
<td>R 600 000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Establishment of a Training Institute (in partnership with the City of Reggio Emilia)</td>
<td>LED SBU &amp; Reggio Emilia</td>
<td>R 2 000 000</td>
<td>R 500 000</td>
<td>R 1 500 000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation of emerging contractor programme in line with EPWP</td>
<td>Department of Public Works &amp; LED SBU</td>
<td>R 177 762</td>
<td>R 32 550</td>
<td>R 35 317</td>
<td>R 38 319</td>
<td>R 41 576</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Skills development strategy</td>
<td>LED SBU &amp; Department of Labour</td>
<td>R 600 000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accreditation of the Centre as a training centre</td>
<td>Department of Labour &amp; LED SBU</td>
<td>R 400 000</td>
<td>-</td>
<td>R 400 000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Provision of support to community initiatives</td>
<td>LED SBU</td>
<td>R 296 4880</td>
<td>R 542 500</td>
<td>R 588 112</td>
<td>R 638 102</td>
<td>R 696 166</td>
</tr>
<tr>
<td>Capacity building for Hawkers stalls Tenants and other Hawkers</td>
<td>LED SBU &amp; Department Labour</td>
<td>R 888 793</td>
<td>R 162 750</td>
<td>R 176 584</td>
<td>R 191 580</td>
<td>R 207 879</td>
</tr>
<tr>
<td>LED Forum</td>
<td>LED SBU</td>
<td>R 25 000</td>
<td>R 5000</td>
<td>R 5000</td>
<td>R 5000</td>
<td>R 5000</td>
</tr>
<tr>
<td>Technical Committee of LED Forum</td>
<td>LED SBU &amp; Business sector</td>
<td>R 15000</td>
<td>R 3000</td>
<td>R 3000</td>
<td>R 3000</td>
<td>R 3000</td>
</tr>
<tr>
<td>Investment promotion strategy and marketing plan</td>
<td>LED SBU</td>
<td>R 600 000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Retention and Expansion</td>
<td>Trade and Investment Limpopo, Department of Trade and Industry &amp; LED SBU</td>
<td>R 25 000</td>
<td>R 5000</td>
<td>R 5000</td>
<td>R 5000</td>
<td>R 5000</td>
</tr>
<tr>
<td>Marketing Polokwane as investment &amp; tourism destination</td>
<td>TIL &amp; LED SBU</td>
<td>R 2 300 000</td>
<td>R 400 000</td>
<td>R 450 000</td>
<td>R 500 000</td>
<td>R 600 000</td>
</tr>
<tr>
<td>Project Description</td>
<td>Responsible Bodies</td>
<td>Amount 1</td>
<td>Amount 2</td>
<td>Amount 3</td>
<td>Amount 4</td>
<td>Amount 5</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-----------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Urban renewal programme</td>
<td>DTI &amp; LED SBU</td>
<td>R29 500</td>
<td>R5500</td>
<td>R6000</td>
<td>R6500</td>
<td>R6500</td>
</tr>
<tr>
<td>Economic Development Summit</td>
<td>LED SBU</td>
<td>R50 000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade Mission</td>
<td>Office of the Premier, TIL &amp; LED SBU</td>
<td>R100 000</td>
<td>R20 000</td>
<td>R20 000</td>
<td>R20 000</td>
<td>R20 000</td>
</tr>
<tr>
<td>Polokwane Tourism Information Office</td>
<td>LTP &amp; LED SBU</td>
<td>R44 600</td>
<td>R6600</td>
<td>R10 000</td>
<td>R10 000</td>
<td>R12 000</td>
</tr>
<tr>
<td>Tourism growth strategy</td>
<td>LED SBU</td>
<td>R350 000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community tourism association</td>
<td>LED SBU, LTP &amp; Tourism industry</td>
<td>R30 000</td>
<td>R6 000</td>
<td>R6 000</td>
<td>R6 500</td>
<td>R6 500</td>
</tr>
<tr>
<td>Feasibility Study to establish Polokwane International Coach centre</td>
<td>LED SBU</td>
<td>R519 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural Development Strategy</td>
<td>LED SBU</td>
<td>R600 000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study on performance of the local Economy and Investment Trends</td>
<td>LED SBU</td>
<td>R374 417.11</td>
<td>R69 809.04</td>
<td>R75 393.77</td>
<td>R81 425</td>
<td>R87 939.30</td>
</tr>
<tr>
<td>2010 Readiness programme</td>
<td>LED SBU</td>
<td>R28 000</td>
<td>R5000</td>
<td>R6000</td>
<td>R6000</td>
<td>R6000</td>
</tr>
<tr>
<td>2010 Volunteers</td>
<td>LED SBU</td>
<td>R4 000 000</td>
<td>R3 500 000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Info Centre</td>
<td>DEAT &amp; LED SBU</td>
<td>R7 100 000</td>
<td>R100 000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>R31,509,576.11</td>
<td>R7,004,544.04</td>
<td>R4,415,335.77</td>
<td>R2,736,345.00</td>
<td>R3,030,411.30</td>
<td></td>
</tr>
</tbody>
</table>
4.1.3 SBU: Housing and Building Inspections

Housing

1.1.1.9 Problem Statement/Summary

- **Issues**

  The sub-unit housing under the SBU Housing and Building Inspection’s role is required by legislation (Housing Act), to:

  - As part of IDP pursue housing delivery and set housing delivery targets: The problem in realising the legislative requirements in terms of bullet one (1) above is that although we are developing the Housing Chapter to be incorporated in the IDP, it is difficult to set realistic targets and make projections due to:
    - Unpredictable annual allocation of the Provincial Housing units;
    - Internal planning and budgeting for services is also difficult;
    - Quality control (project management) is difficult since we are unable to issue instructions;
  
  - Identify and designate land for housing development: Strategic land which will promote integration and promote sustainable human settlement is privately owned, therefore it is difficult for the municipality to direct development.
  
  - Promote the resolution of disputes or conflict arising in the housing development process. It is difficult for the Municipality (SBU) to promote the resolution of conflict in the development process, due to the fact that appointed contractors are not obliged to take instructions from the municipality.
  
  - Provide services in respect of water, sanitation, electricity, roads, stormwater drainage system and transport.

- **Constraints**

  - Budgetary constraints
  - Different financial years
  - Planning constraints
  - Quality control (Project management)
• Challenges: 2010/Sustainability

Polokwane, the Capital City of Limpopo, is one of the fast growing cities, not only because it has been identified as one of the host cities for 2010, because it is a centre of attraction in the Province and an aspiring Metropolitan. Post 2010, the city will still be able to sustain and maintain the investment/developed infrastructure due to its status.

Provision of housing to high income group is driven by private sector, and this has a negative influence due to unaffordable cost of land.

1.1.1.10 Development objectives

The development objectives of the SBU are among others:

• Formalise and eradicate informal settlement through provision of essential services and immediate construction of top structures;
• Correct apartheid spatial development patterns through:
  - Identifying well located land near economic opportunities, with social and economic amenities;
  - Promoting mixed development through mixed tenure, mixed income and mixed land use;
• Intensify community development that is deracialised;
• Provide access to adequate housing to residents of the municipality on a progressive basis;
• Develop and maintain efficient and effective beneficiary and project management systems;
• Promotion of housing consumer education and broader community involvement (public participation);
• Ensure the transfer of all build houses and unregistered houses;
• Development of policies for improved service delivery and quality products;
• Transfer of old stock through DBS to the rightful beneficiaries.

1.1.1.11 Linkages to Strategic Agenda and Policy

The SBU: Spatial Planning and LUM aims to link with the following strategic agenda and policies:
<table>
<thead>
<tr>
<th><strong>Strategic Agenda and Policy</strong></th>
<th><strong>SBU Linkages</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medium Term Strategic Framework</strong></td>
<td>Development of the housing chapter to spreading (planning) the project over a medium term of three (3) years and above meet the government strategic objectives of multi-year planning</td>
</tr>
<tr>
<td><strong>ASGISA</strong></td>
<td>Continuous provision of adequate housing ensure infrastructure development like roads, sanitation etc, skills development and job creation</td>
</tr>
<tr>
<td><strong>National Spatial Development Perspective</strong></td>
<td>Housing development (Social Housing) within the UDZ and other forms of development closer to developmental nodes complies and meet the principles of NSDP</td>
</tr>
<tr>
<td><strong>Agenda 21:</strong></td>
<td>Correction of the apartheid spatial development patterns, creates “sustainable human settlement” as envisaged by Local Agenda 21</td>
</tr>
<tr>
<td><strong>Millennium Development Goals</strong></td>
<td>Successful formalization and eradication of informal settlement will realize the objective of the National Department of Housing of “eradicating slums by 2020”;</td>
</tr>
<tr>
<td><strong>Local Government Strategic Agenda</strong></td>
<td>Enabling access to adequate housing and basic services, will be complying with the policy guidelines of LPGDS of “improving the quality of life of the citizens”.</td>
</tr>
<tr>
<td><strong>Limpopo Growth and Development Strategy</strong></td>
<td>Continuous provision of adequate housing in well located land and development of infrastructure improves the quality of life of citizens of Polokwane Municipality, and promote integration.</td>
</tr>
<tr>
<td><strong>Polokwane Key Performance Areas</strong></td>
<td>Consulting and educating communities promotes involvement of communities in the matters of local government (constitutional mandate and Polokwane KPA)</td>
</tr>
<tr>
<td><strong>Polokwane Spatial Development Framework</strong></td>
<td>Deracialised community development “promotes integration”, bring people closer to their places of work and integrate social and economic amenities.</td>
</tr>
</tbody>
</table>
### 1.1.1.12 Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total costs</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Cost housing</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
<tr>
<td>- New Project</td>
<td></td>
<td></td>
<td>10/11</td>
</tr>
<tr>
<td>- Blocked projects</td>
<td></td>
<td></td>
<td>11/12</td>
</tr>
<tr>
<td>Transfer of Show Houses</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
<tr>
<td>Informal Settlement Upgrading</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
<tr>
<td>Upgrading of Seshego Hostel (CRU)</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
<tr>
<td>Housing Database</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
<tr>
<td>Rural Housing Priority list</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
<tr>
<td>Informal Settlement Database</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
<tr>
<td>Transfer of houses</td>
<td>Housing and Building Inspections</td>
<td>R0.00</td>
<td>09/10</td>
</tr>
</tbody>
</table>
Building Inspections

1.1.1.13 Problem Statement/Summary

• Issues

The SBU: Housing and Building inspections (Building Inspections section) is expected to administrate and enforce Building Control within the entire Jurisdiction of the Polokwane Municipal boundaries with the emphasis as follows:

- Application of the Act on National Building Regulations
- Enforcement of the Act
- Create a safe and sustainable environment with regards to safety of public and compliance
- Promote Building Regulations awareness within all clusters, Urban and Rural Developmental areas
- Quality control on all Building developments, subsidised and non-subsidised projects
- Develop policies and bylaws in regard to building necessities/procedures.

• Constraints

The following constraints are identified as challenges that restrict the SBU in rendering an effective service and to meet service delivery targets.

- Lack of Building Regulation awareness throughout all areas
- Defiance and non-compliance to the Building Regulations in Urban and Rural areas
- Lack of Municipal office space and infrastructure within Rural Clusters
- Current GIS not functioning and outdated
- Policies and Bylaws need to be adopted and implemented
- Organisational restructuring to be finalised due to the impact (growth) of new developments
- Scanning of documents and plans into the database
- Re-evaluation of multi year operational plan and budget adjustment to meet the delivery targets.
• **Challenges: 2010/Sustainability**

Challenges that face the SBU with specific emphasis on the 2010 events are to ensure:

- Approval of building rubble bylaws for 2010 (cleaner city approach)
- Implementation of policies for building rubble by 2009
- Ensure compliance and safety of high-risk public buildings
- Promote building regulation awareness specifically in the tourism and hospitality environment.

1.1.1.14 **Development Objectives**

The objectives of the SBU are to:

- Ensure efficient management of administrational compliance and service delivery
- Regulate and ensure effective compliance strategies
- To identify and target high risk buildings for non-compliance and to monitor an effective compliance action plan
- Promote Building Regulations awareness within all clusters, Urban and Rural Developmental areas
- Quality control on all building developments, subsidised and non-subsidised projects
- Develop policies and bylaws in regard to building necessities/procedures.

1.1.1.15 **Linkages to Strategic Agenda and Policy Guidelines**

<table>
<thead>
<tr>
<th>STRATEGIC AGENDA AND POLICY</th>
<th>SBU LINKAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium Term Strategic Framework</td>
<td>The SBU is to ensure that services are provided in a sustainable and efficient manner through the establishment of one stop satellite offices in all clusters.</td>
</tr>
<tr>
<td>ASGISA</td>
<td>The SBU provides skills development and skills transfer through advising upcoming developers and suppliers on the standards and standards.</td>
</tr>
</tbody>
</table>
requirements within the building industry.

**Sustainable Development**
The SBU aims to promote sustainable development by enforcing all legislative requirements on all developments with specific emphasis on High and Medium risk public buildings.

**Local Government Strategic Agenda**
The SBU will provide effective monitoring and quality of all developments during the planning phase and whilst under construction.

**NHBRC**
Through joint inspections with the NHBRC, the SBU plays an essential role (corporate governance) in ensuring that legislative requirements pertaining to all other Acts/policies are met.

**Department of Labour**
The SBU aims to promote skills transfer through skills training of community members in specific trades within the PHP housing projects.

**Internal relations**
Through the circulation and approval of applications to all departments, the SBU ensures that all other requirements and policies relating to such SBU's are met.

**Polokwane Key Performance Areas**
The SBU is to provide adequate services in all clusters within the municipal jurisdiction and needs to ensure that quality service is provided to the community. All building applications are to be processed within the given timeframe. Public participation will be promoted in order to ensure public awareness of the legislative requirements.
### 1.1.1.16 Projects

The following projects are identified in order to ensure that key and strategic targets are met during a given multi-year timeline:

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total costs</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of an adequate satellite office in Mankweng</td>
<td>Admin and Maintenance</td>
<td>Unknown</td>
<td>x</td>
</tr>
<tr>
<td>Provision of an adequate satellite office in Maja/Cheune</td>
<td>Admin and Maintenance</td>
<td>Unknown</td>
<td>x</td>
</tr>
<tr>
<td>Provision of an adequate satellite office in Moletjie</td>
<td>Admin and Maintenance</td>
<td>Unknown</td>
<td>x</td>
</tr>
<tr>
<td>Installation of filling cabinets in the SBU</td>
<td>Building Inspections</td>
<td>R320 000</td>
<td></td>
</tr>
<tr>
<td>Housing and Building Inspections</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drafting of Building Rubble Policy</td>
<td>Building Inspections</td>
<td>Internal</td>
<td>x</td>
</tr>
<tr>
<td>Application of the Act (approval of applications)</td>
<td>Building Inspections</td>
<td>Operational budget</td>
<td>x</td>
</tr>
<tr>
<td>Enforcement of the Act (compliance)</td>
<td>Building Inspections</td>
<td>Operational budget</td>
<td>x</td>
</tr>
</tbody>
</table>
4.1.4  SBU: IDP and Strategic Planning

1.1.1.17  Problem Statement

- **Issues**
  - Strategic Management
  - Organisational Performance Management
  - Research and Development
  - Intergovernmental Relations
  - Special Focus Programmes

- **Constraints**
  - There is no long term development strategy that focuses beyond five years (IDP)
  - Performance Management Framework is outdated, and not in line with the current performance regulations promulgated by National Department of Provincial and Local Government
  - There is no enough capacity for Research and Development in the municipality
  - Lack of Intergovernmental Relations Framework in the municipality makes it difficult to align the municipal activities to activities of other spheres of government and organs of state
  - Lack of Comprehensive Strategy for Special Focus Groups

- **Challenges**
  - Lack of long term development strategy makes it difficult to locate vision of a municipality within the specific timeframe. The 20 years vision strategy will assist in taking advantage of impact of mega events such as 2010 and will ensure sustainability.
  - The outdated performance management framework makes it difficult to deepen the culture of performance management in the municipality.
  - Lack of human resources capacity makes it difficult for the SBU to discharge its mandate of research and development.
- Lack of intergovernmental relation framework in the municipality impact negatively to integrated development planning of municipality with other spheres of government (no synergy of plans).
- Lack of strategy for Special Focus Groups makes it difficult for municipality to mainstream the needs of the special groups (youth, disable, women, and children) in the municipality.

1.1.1.18 Development Objectives

- To develop a 20 year vision strategy that will guide five years integrated development plan;
- To coordinate the IDP/Budget annual review and service delivery implementation plan;
- To promote and implement an integrated development planning process with other spheres of government and relevant stakeholders;
- Coordinate Organisational Performance Management processes and systems;
- To gather information and research on specific policies, strategies and programmes relevant to local governance and public policy;
- To coordinate Special Focus Programmes in the municipality i.e. youth, gender, disability.

1.1.1.19 Linkages to Strategic Agenda and Policy Guidelines

- The development of long term development strategy (20 years vision) should take into consideration policy international, national and provincial strategic and policy frameworks such as MDG, NSDP, PGDS, and ASGISA.
- All relevant legislative frameworks considered in the development of IDP, such as MSA, MFMA, Constitution.
- The development of intergovernmental relations strategy is done within the context of IGR (13 of 2005).
### 1.1.1.20 Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total costs</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
<th>12/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual IDP/Budget Review Process</td>
<td>Municipality</td>
<td>R4,400,000</td>
<td>R800,000</td>
<td>R900,000</td>
<td>R900,000</td>
<td>R1,000,000</td>
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<tr>
<td>Towards Ten year Review</td>
<td>Municipality</td>
<td>R2,000,000</td>
<td>R1,000,000</td>
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<td></td>
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<tr>
<td>City Development Strategy</td>
<td>Municipality</td>
<td>R1,000,000</td>
<td>R500,000</td>
<td>R500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mayoral Committee Strategic Bosberaads</td>
<td>Municipality</td>
<td>R3,100,000</td>
<td>R800,000</td>
<td>R800,000</td>
<td>R900,000</td>
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<tr>
<td>Special Focus Groups Management</td>
<td>Municipality</td>
<td>R1,400,000</td>
<td>R700,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total:</strong></td>
<td></td>
<td><strong>R10,900,000</strong></td>
<td><strong>R3,300,000</strong></td>
<td><strong>R1,700,000</strong></td>
<td><strong>R1,800,000</strong></td>
<td><strong>R1,000,000</strong></td>
</tr>
</tbody>
</table>
4.1.5 SBU: Thabatshweu Housing Company (Pty) Ltd

1.1.1.21 Problem Statement/Summary

Thabatshweu Housing Company is a Municipal Entity established in terms of Municipal Systems Act (as amended) with its seat at Polokwane. The company’s main objective is the development and management of affordable rental stock. The company came into existence in 2002 but was only formalised with the correct establishment in December 2006.

The powers of the entity are established under the MSA and are exercised by the Board on behalf of the Parent Municipality. These powers are documented and will be regularly be reviewed seeking clarity and confirmation from the Parent Municipality as necessary

The entity’s sole purpose is to develop and manage social housing to promote housing delivery for a range of income groups in such a way as to allow integration and cross subsidisation. The company operates under the supervision of its sole shareholders, the Polokwane Municipality.

This provides a number of options for the THA to pursue. However its mandate is seen as:

- **Acquire, develop, manage**, or both develop and manage, approved projects primarily for low income residents with the joint support of the local authority.
- **Promote** the creation of quality living environments for low income residents.
- **Reinvest operational surpluses** generated as a result of funding provided in terms of the social housing programme, in further approved projects.
- **Consult with the municipality** with a view to developing social housing stock.
- **Inform residents** on consumer rights and obligations in social housing.
- Enter into and comply with **annual performance agreements** with the municipality on approved projects in its area of jurisdiction.
- Observe and **operate within government policy** on social housing.
- **Seek permission** from the Regulatory Authority for any merger or separation of SHI.
- Seek permission from the Regulatory Authority for any changes to lease agreements or other prescribed documentation.
Issues

There are a number of institutional issues that arise in relation to the social housing implementation programme. The first is the institutional relationship between the THA and the municipality some which is defined in the various policies. The key issues of planning, resource mobilization and allocation has to be clearly defined and mandates documented. It also requires that the planning and the setting of targets has to be consensual in that a cooperative relationship is vital for delivery.

Secondly two main issues arise in relation to the THA being a developer and a project manager and its role as a property developer. The nature and scope of the work will affect the size and institutional arrangements. This will determine what will be outsourced and the parameters of joint ventures and other consortia.

The relationships are further extended in relation to accessing resources and support programmes that lie outside of the municipality. Clear protocols and rules of engagement have to be developed to manage these processes.

Rental Housing Amendment Bill

The market that is targeted for rental of Municipality stock is based on the principle of affordability hence the qualifying criteria is low in terms of income. Therefore to effectively ensure financial sustainability the SHI or Municipality need to collect rentals at very low rate of arrears. The more the areas, the more difficult is to deal with collection from defaulters and eviction hence problematic in managing the cash flow of housing institutions. Without lock outs and direct eviction by landlord, Housing Institutions will be at a mercy of long tedious legal processes which might not even yield enough returns equating to the amounts owed. The rental housing Act will therefore favour the tenant at the financial detriment of the entity (landlord) due to non evictions of defaulters and obtaining court orders after tribunal dispute processes.

There will be no seizure of possessions from tenants in leau of rental owing. Issuing of receipts becomes an administrative burden in situations whereby other rental collections methods are used and promoted e.g. debit order and stop orders. The more it takes to allocate a unit the more rental is lost due to vacancy or process of eviction i.e. from 1 month to 2 months.
Urgent challenges in establishing affordable rental housing

Challenges of acquiring land within the CBD or Municipality area of jurisdiction as most of it is privately owed and buying becomes very expensive. Developmental capital costs of infrastructure are so huge and affect the financial modelling where low rentals are affected to ensure affordability. Acquisition of extra financing for projects to augment Government subsidies is difficult due to high costs of debts and escalating interest rates. Repayments of loans against the collection of rentals need to be balanced to avoid institutional demise due to lack of funds as a result of non collection of both rentals and arrears. The threshold of our target marked identified for affordable rentals housing should be increased to make rental payments more economical because rental from a tenant is based on net salary.

Lack of access to Social Housing Restructuring Grant in establishing affordable rental housing for the income group above R3500 per month

Without the Social Housing Restructuring Grant, it becomes more difficult to charge affordable low rental because the development cost of each units is very high. Without this subsidy the economical factor are negated i.e. what you’re a supposed to charge in line with recoupment of cost is lower hence the danger of operating below profit margins. No breakeven point will be realized within the planned period, hence the question of financial sustainability of Social Housing Institutions.

Establishment and Institutionalisation of an entity

Upon establishment more resources are needed to set up premises, systems, policies and acquisition of staff to play a critical role of balancing the costs of a new entity and also ensuring that compliance to legislation and accounting principles in so far as reporting and ensuring good corporate governance.

Funding should not only be directed towards projects as in construction and development but also to assist in set up costs of entities especially before reaching the minimum critical mass of housing stock needed for sustainability of the entity.

In defining the institutional role an important distinction has to be made between the roles of development management and property management. For the initial sustainability development of a critical mass of units is required but for long term sustainability property
management becomes very important. This has to be taken into account in relation to the human resource and capacity building strategy

Challenges and demands

The following challenges emerged from the strategy workshop which included the board and staff:

- To complete its current contractual obligations in terms of its present projects.
- To achieve the overall sustainability THA by having 2000 units under management
- To achieve development sustainability by acquiring land and property for development
- To achieve financial sustainability by securing subsidies and development finance for viable projects which would include supplying appropriate housing products and standards and entering into medium and long term agreements with government and private sector institutions.
- To achieve institutional sustainability by having documented agreements with the principal shareholder: the Polokwane Municipality and the Province. It also requires a governance, recruitment and retention strategy.
- To achieve its development mandates by working with and co-operating with social housing and urban development organisations.

1.1.1.22 Development Objectives

The Association’s main objective is to develop and manage rental stock in the form of social housing

Strategic Goals

Goals have been developed in line with social housing concepts such as finances, products and services, target groups, company and rental stock management as well as external relations.

PHA has set the following goals and objectives for the next five years in order to fulfill its mandate:

Goal 1

Create a sustainable institution by delivering and managing 2000 housing units over the next five years
Goal 2
Ensure strategic partnerships in alignment with government mandates and taking in consideration the internal and external changing environment

Goal 3
Develop a sound marketing and communication strategy in order to position the company in a favourable position for expansion in the future

Goal 4
Develop and implement a capacity building strategy

Goal 5
Ensure good corporate governance through institutionalization of the company

1.1.1.23 Linkages to Strategic Agenda and Policy Guidelines

Strategic Imperatives
The THC takes into account the important policy instruments that address sustainable human settlements and the international benchmarks that deal with the quality of life for citizens and their integration into social, economic and environmental conditions. These policy instruments include:

- The Constitution
- Accelerated Strategy for Growth and Investment
- National Spatial Development Perspective
- The Millennium Development Goals
- Breaking New Ground
- Limpopo Growth and Development Strategy
- Limpopo Department of Housing Strategy
- National Housing Code
- Housing Act
- Municipal Finance Management Act
- Municipal Systems Act
- Municipal Structures Act
- Companies Act
These policy instruments provide the basic development mandate for the THA.
In terms of the National Housing Department in the immediate future the following programme is a priority which will have following elements:

- Pilot large-scale delivery of social housing for targeted income groups as part of the integrated development of selected urban areas using the private sector to co-finance and develop and manage such programmes / projects at their own risk.
- These projects are to be undertaken in a way which contributes to the effective operation of urban areas in which they are located, and the generation of jobs and small scale enterprise opportunities.
- Change the Income Targeting to:
  - Household income: R1,500 - R7,500 per month
  - 30% to 70% households less than R 3,500 per month
  - Mixed income developments desirable
- Provide a Poverty Relief Grant of an indicative amount of R 55,000 per unit that will be administered and disbursed by NHFC. An amount of R 225 million is initially available.
- Institutional Housing Subsidy (Government) which is will have an Indicative amount of R 29,450 / unit based on a formula as per Social Housing Policy.
- Private Sector Equity (Private in partnership with Gauteng Partnership Fund): which must consist of an agreed percentage of total project value.
- Commercial Debt Finance involving the private sector & state development finance institution funding.
- Other Government Funding which is dependent on availability this could comprise credit-linked subsidies for first time home buyers (in the case of sale units).
### 1.1.1.24 Projects

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>RESPONSIBILITY</th>
<th>TOTAL COST</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>To build 492 units as phase 2 of Ga-Rena rental village</td>
<td>PHA</td>
<td>R26 million</td>
<td>R26 million</td>
</tr>
<tr>
<td>To build 1000 units – future developments:</td>
<td>PHA</td>
<td>R200 million</td>
<td>R60 million</td>
</tr>
<tr>
<td>300 units in 2009/10</td>
<td></td>
<td></td>
<td>R60 million</td>
</tr>
<tr>
<td>300 units in 2010/11</td>
<td></td>
<td></td>
<td>R60 million</td>
</tr>
<tr>
<td>300 units in 2011/12</td>
<td></td>
<td></td>
<td>R60 million</td>
</tr>
<tr>
<td>100 units in 2012/13</td>
<td></td>
<td></td>
<td>R20 million</td>
</tr>
<tr>
<td>Increase maintenance and retain staff and Board members level and competency</td>
<td>PHA</td>
<td>R22.3 million</td>
<td>R4 million</td>
</tr>
<tr>
<td>Promotion and marketing of the entity to be the preferred developer within its area of jurisdiction</td>
<td>PHA</td>
<td>R339.000</td>
<td>R60.000</td>
</tr>
<tr>
<td>Property maintenance and facilities management</td>
<td>PHA</td>
<td>R12 million</td>
<td>R1.7 million</td>
</tr>
<tr>
<td>Administration, management and corporate governance including loan repayments</td>
<td>PHA</td>
<td>R79.4 million</td>
<td>R16 million</td>
</tr>
</tbody>
</table>
4.2 DIRECTORATE: TECHNICAL SERVICES

4.2.1 SBU: Administration and Maintenance

1.1.1.25 Problem Statement/Summary

- There is shortage of offices in the Civic Centre with the current office setup.
- There is no proper scheduled maintenance plan.
- The maintenance team is not functional as it is not catered for in the staff establishment.
- Facilities are currently not properly cleaned.
- To manage leases of Municipal buildings.

1.1.1.26 Development Objectives

- To implement projects using project management techniques.
- To ensure that facilities which are constructed are structurally sound, completed on time, and are of good quality.
- To carry out scheduled maintenance on facilities and ensure that they are well kept.
- To ensure that accessibility of services is brought closer to the Community by providing services.

1.1.1.27 Linkages to Strategic Agenda and Policy Guidelines

- Adhere to National Building Regulation when implementing projects.
- Compliance with Occupational Health and Safety Act.
- Compliance with the Environmental Act.
- Use Communication Policy to deal with affected Stakeholders.

1.1.1.28 Communication and Public Participation

- Communication with communities to be facilitated by Public Participation Unit and through the Ward Councillors.
- Issue notices to affected stakeholders through PPU with regard to pending maintenance work to be undertaken.
- Provision of suggestion boxes in various places so as to get inputs from stakeholders during the formation of Project Steering Committees.
### 1.1.1.29  Projects

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic centre alterations (All projects related to the civic centre)</td>
<td>Admin and Maintenance</td>
<td>R6,000,000</td>
<td>R2,500,000</td>
<td>R1,000,000</td>
<td>R500,000</td>
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<tr>
<td>Animal Pound (SPCA)</td>
<td>Admin and Maintenance</td>
<td>R100,000</td>
<td>R50,000</td>
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<td>R0,000</td>
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<tr>
<td>Renovation of offices for housing inspection SBU</td>
<td>Admin and Maintenance</td>
<td>R1,600,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
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<tr>
<td>Upgrade infrastructure (Game reserve)</td>
<td>Admin and Maintenance</td>
<td>R300,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
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<tr>
<td>Nursery Relocation and Development</td>
<td>Admin and Maintenance</td>
<td>R3,000,000</td>
<td>R1,500,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
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<tr>
<td>Transfer stations in Seshego, Westenburg &amp; Ladanna</td>
<td>Admin and Maintenance</td>
<td>R4,500,000</td>
<td>R1,500,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
</tr>
<tr>
<td>Sebayeng Library</td>
<td>Admin and Maintenance</td>
<td>R2,000,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
</tr>
<tr>
<td>Extend Westernburg Library and add</td>
<td>Admin and Maintenance</td>
<td>R600,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
<td>R0,000</td>
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<tr>
<td>study area</td>
<td>Maintenance</td>
<td>Admin and Maintenance</td>
<td>R7,500,000</td>
<td>R2,500,000</td>
<td>R0,000</td>
<td>R0,000</td>
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<tr>
<td>------------</td>
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<td>-----------------------</td>
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<td>-------</td>
</tr>
<tr>
<td>Bakone Malapa restaurant</td>
<td>Admin and Maintenance</td>
<td>R7,500,000</td>
<td>R2,500,000</td>
<td>R0,000</td>
<td>R0,000</td>
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<tr>
<td>New offices</td>
<td>Admin and Maintenance</td>
<td>R10,000,000</td>
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<tr>
<td>Mankweng hawkers Centre Phase 3</td>
<td>Admin and Maintenance</td>
<td>R3,000,000</td>
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</tr>
<tr>
<td>Mankweng Taxi rank and Hawkers Centre</td>
<td>Admin and Maintenance</td>
<td>R1,000,000</td>
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<tr>
<td>African Market</td>
<td>Admin and Maintenance</td>
<td>R21,000,000</td>
<td>R10,000,000</td>
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<tr>
<td>1 x LDV for Factotum unit</td>
<td>Mechanical Workshop</td>
<td>R180,000</td>
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<tr>
<td>TOTAL</td>
<td></td>
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<td>R60,780,000</td>
<td>R18,050,000</td>
<td>R1,000,000</td>
<td>R500,000</td>
</tr>
</tbody>
</table>
4.2.2 SBU: Electrical Services

1.1.1.30 Problem Statement/Summary

• Issues

- A national electricity crisis where Eskom generation capacity can no longer support the demand for electricity in South Africa.
- The Eskom main supply to Polokwane has become insufficient and needs to be enlarged.
- The Polokwane electrical systems need continual expansion and upgrading to supply in the growing electricity demand.
- The electrical systems also need continual refurbishment to maintain its reliability and capacity.
- Operation and maintenance of the Electricity Service to ensure good quality, sustainable electricity to Polokwane.
- All households in Polokwane should have a universal access to electricity by 2012.
- Free Basic Electricity (FBE) must be available to all qualifying poor households.
- In order for Electricity Services to render a good quality service, it relies on the support services of other municipal Business Units to be of a high standard.
- The Electricity Distribution Industry (EDI) in SA is being restructured, where Electricity Services will become a competence of a Regional Electricity Distributor (RED). RED’s will in future be the electricity service provider for municipalities.
- Alternative energy sources as a complimentary or even replacement for electricity has become an important issue in South Africa.

• Constraints

- The Eskom generation constraints requiring Polokwane to interrupt the electricity supply to its customers (Eskom Load Shedding), impact negative on the Polokwane development and its economy.
- The Eskom main feed to Polokwane runs at full capacity and can no longer guarantee a constant supply which results in sporadic unplanned electricity interruptions.
- The continuous expansion and upgrading of electrical systems to accommodate the growing demand for more electricity cannot be done properly due to budgetary constraints.

- In line with industry practice, electrical systems need to be refurbished at a rate of 4% asset value per year. This cannot be accomplished due to insufficient funds.

- Insufficient resources (funds, plant, personnel) inhibit proper maintenance of the electrical systems, which is necessary to ensure a good quality of electricity supply and a good quality of service as laid down in legislation.

- Universal access to all Polokwane households requires eradication of a 45 000 backlog. That requires a capital investment of approximately R80 million per year, which has not been available.

- Service delivery by Electricity Services needs a proper support service from other municipal Business Units, which often lacks, i.e. provision of staff, vehicle maintenance, material supply, inaccurate meter reading.

- The roll out of FBE to qualifying poor households does not get off the ground properly due to capacity constraints and a lack of co-operation and interest of beneficiaries to receive the free allocation.

- **Challenges**

  - Notwithstanding the above constraints, the challenge remains and cannot be escaped to comply with the electricity license conditions of supplying electricity of good quality and service in terms of national NRS 047 and 048 standards.

  - A backlog of 45 000 households without electricity must be eradicated before 2012. That will require Polokwane to do 11250 electrification connections every year for the next 4 years costing more than R80 million per year.

  - The development and economic growth with job creation in Polokwane, result in a corresponding increased demand for electricity. This cannot be sustainable unless more capital is invested in creating the required electricity infrastructure.

  - Free Basic Electricity must be allocated to the poor. It however remains a challenge to identify qualifying households and also for beneficiaries to co-operate in the roll out.

  - The 2010 Soccer World Cup preparations require an accelerated and high cost capital investment programme to upgrade the electricity infrastructure. Government funding support is not well phased with the programme and requires bridging finance from municipal capital resources, which are already overburdened.
Electricity Services contribute a significant portion of Polokwane’s revenue. It will be important that restructuring of the EDI will not impact negatively on that income stream. Also important during EDI restructuring, is that Polokwane be able to continue with the practice of using electricity disconnection for mal-payments, as a credit control tool.

1.1.1.31 Development Objectives

- The national electricity shortage is likely to last for at least the next five years. Although further development in Polokwane should not be discourage, the limited electricity generation capacity should be factored into Polokwane planning strategies. Building Regulations, By Laws and Tariffs must be amended to incorporate national legislative requirements to enforce and encourage efficient and sparing utilization of electricity.
- The Eskom main supply to Polokwane must by strengthened with a second supply point to ensure sufficient electricity which will support future development in Polokwane.
- The Polokwane electricity distribution systems must be expanded and upgraded in good time to accommodate the growth in electricity demand.
- The quality of supply and service to electricity customers must be in compliance with the NERSA supply directives and license conditions.
- All households must be supplied with electricity by 2012.
- Free Basic Electricity to be rolled out to all qualifying poor households.
- Public lighting must be provided in terms of laid down standards.
- Alternative energy sources to be introduced to compliment or replace electricity where possible.

1.1.1.32 Linkages to Strategic Agenda and Policy Guidelines

Electricity infrastructure investment is required in terms of the ASGISA focus on economic growth, accompanied by job creation, and at the same time supports the Limpopo Provincial Growth and Development Strategy. Government policy of intent that all South Africans
should have electricity access by 2012, will need Polokwane to eradicate its present 45 000 backlog of households without electricity, at a rate of at least 11250 connections per year.

Government policy requires all poor households in South Africa to receive a monthly free allocation of 50kwh electricity.

Continuous updating of the electrification backlog and smooth roll out FBE requires effective communication lines with the community.
1.1.1.33 Projects
1.1.34 Problem Statement/Summary

- **Issues**

  - Infra-structure (Maintenance of roads and streets, stormwater systems, railway sidings, buildings and office space)
  - Personnel (Capacity, skills development and training)
  - Plant and equipment (Shortage, aging and maintenance)
  - Finalise transport planning for 2010
  - To provide proper access and link road infrastructure to the Peter Mokaba Stadium (2010) with relevant parking areas and Public Transport facilities
  - To provide main arterial access – and collector routes to the new development areas (subsidised housing projects)
  - To provide planned east to west access links from Public Transport facilities to the CBD (bridge over rail way linking Hospital Street with Silicon Street)
  - To provide planned south to north access link from the CBD to main arterials to the north (Kerk Street link with Mark Street)
  - To establish urban collector and access routes as well as stormwater bulk service infrastructure in the Private Development areas for SDA 2 and SDA 3 areas.
  - The establishment of a complete ring route around Polokwane enhancing mobility.
• **Constraints**

- Insufficient budget
- Project expenditure related to Financial Year - do planning prior to the year of implementation.
- Revision of personnel organogram (Establishment of cluster maintenance units)
- Maintenance and or rehabilitation of infra-structure
- Availability of borrow pits
- Provision and registration of road/streets servitudes (framework plan)
- Annual tenders for maintenance and upgrading
- Updating of GIS
- Master planning of road framework and stormwater framework
- Lack of prioritization by District

• **Challenges: 2010/Sustainability**

- Availability of reputable contractors (financial capacity) and consultants (professionalism)
- Secrecy of tender estimates and tender information
- Procurement processes for purchasing and service delivery
- Accredibility of CIDB gradings
- Project management and supervision
- Registration of borrow pits as well as EIA approval for projects
- Compliance to OHS
- Maintenance and sustainability of EPWP projects
- Accredited training for EPWP projects (Department of Labour)
- Eradicate backlog of infra-structure
- Service Level Agreement with Department of Local Government and Housing with regard to housing projects infra-structure budgeting and implementation standards
- Relocation of services on roads and street upgrading projects

1.1.1.35 **Development Objectives**

- Implementation of the revised organogram and filling of vacant positions
- Establishment and registration of borrow pits for all clusters
• Finalization of road framework plans, categorization and prioritization of road networks
• Implementation of main arterials and access routes to new development areas
• Address backlog for the upgrading of streets and stormwater systems
• Address backlog for rehabilitation and maintenance for roads and streets infra-structure
• Implementation of 2010 related projects
• Promote Local Economic Development, community empowerment within the Municipality through the provision of infrastructure and creation of job opportunities and accredited training
• To reduce public transport service backlogs.
• To maintain the Roads network in a cost effective manner and keep them in serviceable condition
• To safeguard and improve the utilization of the existing and future Roads system
• Align roads and storm water plans for the municipality with those of National Roads Agency Limited, Roads Agency Limpopo and Capricorn District Municipality.

1.1.1.36  Linkages to Strategic Agenda and Policy Guidelines

• Skills development for personnel
• Fill vacant positions within the SBU.
• To replace the aging fleet of plant and equipment.
• Evaluate the performance of both contractors and consultants on capital projects.
• Appoint annual contractors to assist with the maintenance & upgrading activities as and when needed.
• Develop master plans to guide the planning processes.
• Through job creation on various projects poverty will be eradicated.
• Access to transport
• Enhancement of economic growth through safe access and mobility
• Provision of sustainable 2010 related infra-structure as a long term investment
• The Constitution of the Republic (Act 108 of 1996) guarantees everyone the right to a decent quality of life, which includes the right to easy access to transport services. It is compulsory for Polokwane Municipality to structure and manage its administration, planning and budgeting.
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4.2.4 SBU: Water and Sanitation

1.1.1.38 Problem Statement/Summary

The Water and Sanitation services consist of the following sub-sections:

- Water Purification.
- Sewage Purification.
- Bulk Water Supply.
- Water reticulations
- Sewer reticulations
- Laboratory services.

The sub-sections function as service business units and some of the challenges are unique to a section; it is therefore preferable to deal separately with the problem statement of each sub-section to understand its function.

- Issues

   Problem statements that are relevant to all sub-sections:

   - The old organogram is not coping with aerial extend of the municipal jurisdiction, scope of work, acquisition of additional water & sanitation schemes and challenges.
   - The challenges are to provide effective sustainable operational and maintenance services and an information desk in each cluster.
   - Internal systems, processes and procedures supporting SBU s to enhance project rollout not effective.
   - Polokwane not adhering to WSA status requirements.
   - Section 78 proposed organogram to be implemented to ensure staff compliment can cope with challenges in water & sanitation unit
   - Communication strategy to be developed to ensure that customers are informed about water & sanitation developments and tendency.
   - Develop and upgrade WSDP on annual basis
   - Develop and upgrade water & sanitation master plans on regular basis
• **Constraints**

- **Water Purification:**
  
  We are operating five water purification plants in Polokwane Municipal area. We have taken over four plants from DWAF that includes Chuene/ Maja, Hout River, Molepo and Seshego plants. The municipality as a water services authority has not yet taken over the personnel. This is creating problems as we do not have authority over the personnel.

- **Sewage Purification:**
  
  - We are operating three sewage purification plants in Polokwane Municipal area. We have taken over the Mankweng plant from DWAF as a water services authority. The transfer of personnel has not yet been done. This is creating problems as we do not have authority over the personnel to ensure effective utilization of the available personnel.
  
  - Purification capacity in city to be extended to cope with growth rate in city.

- **Bulk water supply:**
  
  - Bulk water supply from existing sources not enough for growth in city.
  
  - Bulk water storage not enough for peak flow demands.
  
  - Power outages on the Olifants sand scheme to be addressed as additional storage capacity for 48 hour storage.
  
  - We experience various problems to ensure sustainable bulk supply from our sources. The pump of water with diesel machines, the engines is stolen. The boreholes are vandalized by stealing of cables, transformers, telemetric systems and motors.
  
  - Bulk water pipes are vandalized by removing the air valves and taking of water for animals and various different uses.
  
  - Illegal connections are made on supply lines to reservoirs with negative effect on the bulk water supply to the communities.
  
  - Payment of Eskom accounts.
  
  - Bulk schemes for Sebayeng/ Dikgale - and Molepo Regional Water Schemes not in place.
  
  - Moletje central Regional Water Scheme not sustainable for growth.
- Water reticulations:
  - 20% of the population of the Municipality do not have access to sustainable water supply
  - Unauthorized yard connections resulting in serious water losses
  - Vandalism of water schemes
  - Operation and Maintenance of Schemes
  - Schemes taken over from DWAF to be upgraded
  - Provision of sustainable Free Basic Water
  - Loss of income as the result of water meters not read
  - Water leaks as result of old asbestos cement water reticulations in City, Seshego & Annadale

- Sewer reticulation:
  - 32% of the population of the Municipality do not have access to proper sanitation
  - Operation and Maintenance of Schemes
  - All existing schemes with santar pipes result in high operation and maintenance costs.

- Challenges 2010 sustainability:
  - Additional water storage capacity needed
  - Upgrade water reticulation in city
  - Supply bulk water to Strategic Development Area 3
  - Supply additional water purification capacity at Olifants sand plant (30ML/day)
  - Upgrade sewer reticulation in city
  - Supply central information office
  - Supply high pressure bulk water line to stadium

1.1.1.39 Development Objectives

In line with national targets and trends for the management of water and sanitation, Polokwane has established the following objectives for such service rendering:
• Provision of water to 100% of Polokwane’s residents above RDP level by 2008;
• Ensurance that 100% of Polokwane’s residents have access to RDP level sanitation by 2010;
• Compliance with national standards regarding water quality standards;
• Compliance with national standards regarding sewage purification standards;
• Transferral of DWAF assets and personnel to WSA;
• Compliance with WSA authority status, and
• Completion of Section 78 process.

In addition the following core goals will underpin activities for the next ten years:

• All people to have access to appropriate, acceptable, safe and affordable basic supply of water and sanitation services;
• All people be educated in healthy living practices and on the efficient use of water;
• Water and sanitation services to be provided in an equitable, affordable, effective, efficient and sustainable manner with gender sensitivity;
• All water services authorities to be accountable to their citizens, have adequate capacity to make wise decisions and be able to regulate water service provision effectively, and
• Prices for water and sanitation services to reflect the fact that they are needed social and economic goods.

• Water purification:
  - Ensure that purification plants are developed to utilise maximum sustainable capacity of dams
  - Extend Olifants sand transfer scheme purification plant to maximum capacity 120ML/day to enhance fast growth in Polokwane

• Sewage purification:
  - Construction of regional purification plant for city cluster to be fast tracked to handle fast growth of city, developments in SDA1 and sewer reticulation in Perskebuilt.
  - Upgrade and extend Mankweng purification plant.
Supply and/or upgrade oxidation ponds in areas with septic tanks, Moletje, Thogoaneng and Sebayeng.

**Bulk water supply:**

- Upgrade and extend bulk water supply from Olifant sand transfer scheme
- Upgrade and refurbish bulk water supply line from Olifants sand purification plant to Lebowakgomo pump station
- Supply additional storage capacity for growth in city 50ML first phase, 30ML for SDA3 and pressure reservoir for high laying areas.
- Construct bulk water lines and reservoirs for Sebayeng/Dikgale area.
- Extend Moletje Central scheme to Olifant sand scheme to ensure sustainable bulk supply.
- Refurbish and safe guard bulk water supply schemes from boreholes to villages.
- Extend regional reservoirs for effective sustainability in growth areas.
- Remove illegal connections on bulk supply lines.
- Ensure timeous bulk supply to large developments.

**Water reticulations:**

- Fast track water supply to communities to reach 2008 national target
- Remove all illegal water connections
- Extend metered water connections in villages where reticulation is completed.
- Programme for the refurbishment of all existing schemes taken over from DWAF to be implemented.
- Provision of sustainable Free Basic Water to be measured to ensure 6kl/household
- Ensure that appointed contractor read all water meters to curb water losses.
- Upgrading and replacement of old asbestos cement water reticulations in City, Seshego & Annadale
- Ensure that personnel are trained to supply effective operation and maintenance units for all clusters
- Ensure that reaction time to fix leaks adhere to legislation( 48 hours)
- Extend and upgrade reticulation systems to ensure effective water supply where densification is taking place.
• Sewer reticulation:
  - Fast track rural sanitation project to reach national target of 2010
  - Operation and Maintenance of Schemes to be upgraded regarding reaction time and work completed
  - Refurbishment of all existing schemes with santar pipes Seshego zone 1&2
  - Extend and upgrade reticulation systems to enhance densification and growth
  - Ensure effective sewer drainage of large developers

1.1.1.40 Linkages to Strategic Agenda and Policy Guidelines

• Adhere to WSA status by implementing section 78 guidelines and organogram
• Monitor and adhere to National Water Act to ensure effective sustainable utilisation of water resources.
• Implement and adhere to National Water Services Act to supply sustainable water to communities that all South Africans have access to water at RDP level by 2008
• Approve and implement the Water & Sanitation by-laws for Polokwane Municipality
• Ensure communication policy enhance knowledge of communities regarding water & sanitation sustainable usage
• Government policy requires that all households have access to effective sanitation by 2010.
### Projects

#### CAPITAL BUDGET BY PROJECT

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<td>Polokwane /DWAF</td>
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<td>Estimated Cost 2011</td>
<td>Estimated Cost 2012</td>
<td>Estimated Cost 2013</td>
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<td>Pipeline from Lebalelo to Olifantspoort</td>
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<td>Regional purification plant</td>
<td>Polokwane Municipality</td>
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<td>R53,000,000</td>
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<td>R 18,000,000</td>
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<td>50Ml Reservoir</td>
<td>Polokwane/ DWAF</td>
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<td>R 29,000,000,00</td>
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<td>Upgrade sewer lines in CBD</td>
<td>Polokwane/ DWAF</td>
<td>R8,550,000</td>
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</tr>
</tbody>
</table>
4.2.5 SBU: Mechanical Workshops

1.1.1.42 Problem Statement/Summary

• Issues

  - Most of Polokwane Municipality fleet of vehicles is old and the average age profile of the fleet of vehicles, plant and machinery is estimated at x/- 15 years.
  - At present there is no approved vehicle disposal and replacement program
  - The fleet condition become critical at an alarming rate that directly influence the high maintenance cost, vehicle availability which directly influence the service capabilities of all SBUs thus become essential to dispose and replace more vehicles at ones.
  - Fleet management system and information is lacking.
  - The amount of vehicles budgeted for is not always approved.
  - That the workshop do not have any inputs in decision making where and when vehicles must be repaired
  - That the workshop do not have any inputs in decision making were to obtain quotations for spares or repairs.
  - The obtaining of orders for repairs is taking very long.
  - Limited or no spare parts are in stock or stock items at the stores.

• Constraints

  - That the amount of vehicles budgeted for are not always approved.
  - Transport and workshop policies and procedures are not yet approved by Council
  - The lack of vehicles due to many breakdowns as well as failure to buy more new vehicles disrupts the daily functions of all SBUs.
  - That the stores is handling all workshop maintenance and repair issues.
  - That the workshop is not involved in obtaining quotations.

• Challenges
- Above the constraints, the challenges remains and cannot be escaped to maintain the Polokwane municipality fleet of vehicles, plant and machinery effectively and to keep it in a roadworthy condition.

1.1.1.43 Development Objectives

- To assist all SBU’s to achieve their ultimate goals through effective provision of reliable and roadworthy vehicles.
- To provide Fleet Management for the municipality.
- To develop, implement and review fleet and workshop policy.
## Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost (R '000)</th>
<th>Cost Breakdown</th>
</tr>
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<tbody>
<tr>
<td>1 X 10 Seater Kombi (Workshop)</td>
<td>Mechanical Workshop</td>
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<tr>
<td>1 x Sedan 1.6 cc (Workshop)</td>
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<tr>
<td>1 x Compressor</td>
<td>Mechanical Workshop</td>
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<td></td>
</tr>
<tr>
<td>1 x Plasma Cutter</td>
<td>Mechanical Workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 x C02 Welder</td>
<td>Mechanical Workshop</td>
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<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>R400, 000</td>
</tr>
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</table>
4.3 DIRECTORATE: COMMUNITY SERVICES

4.3.1 SBU: Waste Management

1.1.1.45 Problem Statement/Summary

- Repairs and maintenance of fleet

The repairs and maintenance of fleet has been transferred from the Workshop to the Unit and is further out sourced to external service providers without the necessary manpower being provided. A critical factor to consider is the age of the fleet, which is 11 years, and above. Because most of these trucks are beyond their life span, they have been repaired repeatedly to the extent that any new repairs are no longer effective.

Another important factor is the non-adequacy of trucks. The area to be serviced has expanded rapidly and most of the trucks that are currently used were acquired prior 1994 and need to be boarded. This continuous expansion of the city poses a serious challenge on the SBU as the resources are not increasing at the same rate.

Thus the shortage of adequate transportation has a huge impact on the service delivery in waste management. Presently there are only 13 compactors, 7 grabs, 3 load luggers and 3 multilifts.

Additional compactors, load luggers and grabs are needed and the three multilifts must be phased out and replaced with better effective system. Because of challenges of fleet being very old and inadequate the Unit is forced to rent 2 compactors on continuous basis for some time at a rate of R 4 000 per day.

- Personnel

There is a chronic shortage of personnel to render an effective service. The post of the manager waste management need to be created and long vacant position of senior superintendent must also be filled.
Furthermore there are 19 women who are above the age of 55 and are unable to work due to ill health. Seven labourers and three operators are on light duty and they still occupy their posts without replacement. There are only two supervisors and the ideal number is six to ensure that the service standards are met.

- **Organisational Structure**

There is a chronic shortage of personnel to render an effective service. The post of the manager waste management need to be created and long vacant position of senior superintendent must also be filled.

Furthermore there are 19 women who are above the age of 55 and are unable to work due to ill health. Seven labourers and three operators are on light duty and they still occupy their posts without replacement. There are only two supervisors and the ideal number is six to ensure that the service standards are met.

- **Rural waste management strategy**

There is no refuse removal in all rural areas. There is a need for a minimum service including waste minimization especially at RDP houses, densely populated areas around the townships like Perskebult, Bloodriver, Mamotintane and etc. A strategy and budget allocation are therefore required to embark on the service.

- **Legislation, policies and strategic framework**

The Unit is still utilizing the old by-laws namely Pietersburg Municipality Refuse (Solid Waste) and Sanitary By-laws. Administrator’s Notice 845 of 25 May 1983.

There is new draft of Waste Management by-laws, which needs reviewing and the resultant adoption by Council.

There is also a need to develop waste management policy and the approval of waste management strategy derived form the study by Kutu Waste Consultants.

The investigation of alternative service delivery conducted by PWC need to be finalized as well.
• **The impact of 2010 tournament on waste management**

Repairs and maintenance and acquisition of additional fleet to ensure adequate availability of refuse removal during 2010 is of paramount importance. Additional personnel are needed as well to man the teams and extra areas to be serviced during 2010.

The organizational structure review to be in line with waste management function to render the function adequately. Eg at the moment our service level standard is such that refuse is removed daily in the CBD and businesses and once a week in residential areas.

During 2010 all hotels, accommodation establishment, motels and restaurants, stadium, fan park, the stadium precinct will have to be cleaned more regularly than now. The CBD will also have to be cleaned twice a day instead of once and all these will have a heavy impact on the limited resources.

An appointment of a consultant is essential to compile a waste management plan for 2010 in line with FIFA requirements.

• Waste minimization at the stadium
• Storage, collection, transportation from all levels of stadium, stadium precinct, fan park
• Street cleaning and street pavement bins to all routes connecting the stadium
• Frequency of collection from CBD, restaurants, hotels, accommodation establishments including the methodology
• Waste removal and litter picking at training venues (Mankweng and Seshego stadiums)

1.1.1.46 **Development Objectives**

• The main objective of the Unit is to render the waste management service according to service level standards, which must be preceded by minimization to ensure a clean and healthy environment to communities. To enable the Unit to perform as required, the following must first be in place.
• Revised organogram to ensure holistic approach to waste management
• Adequate staff compliments. (Manager and middle management, operators and loading teams)
• Adequate fleet resource and its management and repairs
• Waste minimization (reduce, reuse and recycle)
• Storage, collection, transportation and disposal of waste.
• Management and removal of illegal dumping
• Awareness and education including law enforcement.
• Rural waste management strategy
• Cleaning of public ablution facilities

1.1.1.47 Linkages to Strategic Agenda and Policy Guidelines

• Approval of proposed comprehensive organogram
• Appointed of staff component as indicated
• Acquisition of additional trucks as indicated and improved vehicle management system e.g. lease agreement for certain period.
• Awareness and education to public to instil consciousness on waste management (creation of job opportunities in line with EPWP, Sustainable development and ASGISA)
• Rendering some of the functions through outsourcing until internal capacity is maintained e.g. well trained cooperatives and temporary workers (PPP)
• Legal services to ensure speedy removal of illegal reclaimers at the landfill site (Sustainable development, Agenda 21 and Polokwane Declaration)
• Promotion and co-ordination of effective recycling, separation at household, reuse and reduction for economic empowering of communities by creating jobs (ASGISA, EPWP).
## Projects

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>RESPONSIBILITY</th>
<th>TOTAL COST</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
<th>12/13</th>
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<td>1 x Roll on roll off refuse truck</td>
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<td>4 x Grab trucks</td>
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<td>9 359 000</td>
<td>7 320 000</td>
<td>2 500 000</td>
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4.3.2 SBU: Community Safety

1.1.1.49 Problem Statement/Summary

Community Safety SBU renders a vital role within Polokwane Municipality and its core functions include, amongst others, protection of life, limb and property within Polokwane Municipality and maintaining a safe and secure environment by providing Emergency Control Center, Fire Brigade and Cooperate Security and By-Law enforcement (illegal street trading, illegal land invasion, public gatherings and crime prevention).

Community Safety derives its mandate from the following pieces of legislation:

- SAPS Act, Act 68 of 1995
- The Private Security Act
- Criminal Procedure Act, Act 51 of 1977
- Section 6A(2)(a) of the Business Act
- National Road Traffic Act, 1996;
- The Fire Brigade Services Act, 99 of 1987

The Minimum Information Security policy document that was approved by parliament of the Republic of South Africa in 1996 and the Street vending policy.

The SBU is a support service to all SBU’s and Directorates within Polokwane Municipality and its mandate extend to external role players e.g. the SAPS, The Dept of Home Affairs, the NIA and the National Security Regulator. Currently the SBU have the following components and sub-components:

- **Community Security**: Community Security is responsible for:
  
  - **Physical Security**: Community Safety utilises in-house security officers as well as private security guards to protect its vast infrastructure.
  
  - **Information Security**: This component is responsible for the implementation of the Minimum Information Security Standards.
  
  - **Personnel Security**: This is by ways of Pre-employsments Security Screenings and Vetting of staff through the National Intelligence Agency.
  
  - **Investigations of Security Breaches**: All security breaches within Polokwane Municipality and wherever municipal infrastructure was involved are investigated by the above component.
- **Law Enforcement**: The above component is as well in charge with law enforcement within the municipal boundaries e.g. illegal land invasion, street trading and public gatherings.
- **VIP Protection**: The component is as well in charge of the protection and transportation of VIP’s on ongoing basis.
- The Component is understaffed and works under immense pressure.

**2010 IMPLICATIONS**

- **Security Marshals and volunteers**
  - Establishment of the volunteer database and security clearance, registrations with PSIRA and training of identified marshals.
  - Securing of the 2010 budget for the payment of marshals.
  - Registering of the Community Safety SBU as a National Key Points Service Provider
  - Registering Community Safety with PSIRA

- **Fire Brigade**: The Component is having the following core responsibilities:
  - **Emergency Response/Operational Fire Fighting**: Polokwane Municipality’s Fire Brigade is the only accredited A Grade fire Station in the whole of Limpopo Province. The component is responsible for the emergency response to all fire calls and extrication of victims in all accidents where victims are trapped within Polokwane Municipality and some times beyond municipal boundaries.
  - **Fire Safety**: This component is responsible for the inspection of building plans, building structures and issuing of certificate of compliance to all applicants.
  - **Training**: The component is responsible for the Training of Fire Fighters for the whole province and certain SADAC countries have made request for the training of their staff. The Component is very much understaffed and the growth of Polokwane may put further restrain in the component’s effectiveness and efficiency towards the implementation of its core function.

- **Control Centre**: This is the communication hub of Polokwane Municipality and gives support to all SBU’s and emergency Services. Currently the component is in charge of:-
  - **Switch Board Functions**: All calls from external clients are received at this component and this sub-component operates on a twenty-four hour basis.
- **CCTV monitoring**: All CCTV cameras are being monitored from the Control Center and currently the municipality utilizes a group of disable people for the twenty four hour monitoring of the CCTV’s and alarms.

- **Vehicle Fleet – Surveillance**: All municipal vehicles are installed with the tracking equipments and this is for the protection of the municipal vehicles and a tool for monitoring proper usage of council vehicles. The Component is understaffed and may not be effective and efficient in its core functions as a result of the latter challenges.

### 1.1.1.50 Development Objectives

- The objectives of Community Safety are to:
- Give effect to the Minimum Information Security Policy Document
- Give effect to the National Crime Prevention Strategy in line with the SAPS Act, Act 68 of 1995
- Operate within the guidelines of the Private Security Act
- Give effect to Section 6A(2)(a) of the Business Act through proper law enforcement
- Give effect to the Fire Brigade Services Act, 99 of 198
- Ensure compliance to the Street vending policy.

### 1.1.1.51 Linkages to Strategic Agenda and Policy Guidelines

It is primary objective of Polokwane Municipality to affirm its linkages to the Strategic agenda and National Policy Guidelines. Community Safety is having the following strategic linkages to the above concepts:

- **National Crime Prevention Strategy**
  
The above strategic document has it that crime prevention cannot be the responsibility of the SAPS alone, all other government components, business and NGO’s should contribute towards crime prevention. In fulfilling the above mandate, Community Safety is playing a central role in the above endeavour and its linkages are:

- **CBD CCTV Camera Monitoring** – Community Safety monitors the CBD high crime areas on a twenty-four hour basis and are assisting the SAPS in fighting crimes. Community Safety stopped a lot of crime through its cooperation with the SAPS.
- **Crime Prevention By Structural Designs** - Community Safety participate in the joint crime forums e.g. Business Against Crime – the efforts are to create an enabling environment for the SAPS e.g. by putting high mast lights, removing shrubbery and putting CCTV cameras as guided by the SAPS.

- **Minimum Information Security Policy Document** - Community Safety utilizes the guidelines of the above policy document and ensures the implementation thereof across the municipality.

Community Safety is moving parallel to the FIFA requirements on all its related scope of work. The latter document also guides our proposed multi-year budget on issues like the Fire Brigade fleet, CCTV cameras, Training of volunteers and marshals etc.
## 1.1.1.52 Projects

<table>
<thead>
<tr>
<th>Projects</th>
<th>Responsibility</th>
<th>Total Costs</th>
<th>Cost Breakdown</th>
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<td>Portable gate booms</td>
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4.3.3 SBU: Community Health Services

1.1.1.53 Problem Statement/Summary

• Issues
  - The transfer of Environmental Health Services to Capricorn District Municipality or the entering into a SLA.
  - HIV/AIDS section will be relocated to Special Projects.

• Constraints
  - No reaction from District Municipality.

• Challenges
  - To relocate HIV/AIDS section to Special Projects.
  - To finalise the transfer of service level agreement with CDM.

1.1.1.54 Development Objectives

• To enter into a service level agreement with Capricorn District Municipality with reference to Environmental Health Services.

1.1.1.55 Linkages to Strategic Agenda and Policy Guidelines

Health Services rendering environmental health services to ensure a clean and healthy environment and a better life for all.
## 1.1.1.56 Projects

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>RESPONSIBILITY</th>
<th>TOTAL COST</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
<th>12/13</th>
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<td>• Training</td>
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<td>• Information dispensation</td>
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<td></td>
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<tr>
<td>• Co-ordination and meetings</td>
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4.3.4 SBU: Sport and Recreation

1.1.1.57 Problem Statement/Summary

- Over utilization of community halls due to a lack of community halls in other clusters
- Vandalize of facilities
- Over utilization of sport facilities especially soccer fields in the City/Seshego cluster
- The lack of correct equipment to maintain RDP sport facilities.
- Water restrictions and weather conditions have a negative impact on maintenance of sport facilities.
- Lack of sport facilities in the clusters to promote sport.
- Lack of strategy to promote Polokwane as a sporting hub of the province.
- Community use swimming pool as a “day care centre” for their children.
- Procurement systems hamper service delivery.
- The time that it take to fill vacancies.
- No clear policy on creating new positions

1.1.1.58 Development Objectives

- Provision of Sports and Recreation facilities to the entire community, and which includes the following:
  - Provisioning and maintenance of community halls,
  - Provisioning and maintenance of sport facilities
  - Constructive leisure time spending by the presentation of Holiday Programmes.
  - Financial assistant to sport clubs to stage sport event in Polokwane.
  - Provision and maintenance of swimming pool
  - Maintenance of showground
  - Provide facilities that are required to host 2010 soccer event.

1.1.1.59 Linkages to Strategic Agenda and Policy Guidelines

- The provision of community halls provides an opportunity for local business in the city to render a service to people that use these facilities for meetings etc.
- Not only provide sport facilities a creative leisure spending, but the hosting of sport events has an impact on the local business sector like accommodation catering etc.
### Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost</th>
<th>Cost Breakdown</th>
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<tr>
<td>Maintenance of community halls</td>
<td>Sport and Recreation SBU</td>
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<td>Maintenance of sport facilities</td>
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<td>Installation of air conditioners in community halls</td>
<td>Sport and Recreation SBU</td>
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<td>09/10: R 1 500 000</td>
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<tr>
<td>Upgrading of Peter Mokaba Stadium to adhere to Fire regulations</td>
<td>Sport and Recreation SBU</td>
<td>R 1 500 000</td>
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<td>Replacement of chairs main pavilion Peter Mokaba stadium</td>
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Sub Total: R 172 168 150 | R 30 397 220 | R 34 117 000 | R 36 022 400 | R 39 028 220
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<th>Project Name</th>
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<td>Resealing of athletic tracks Peter Mokaba stadium</td>
<td>Sport and Recreation SBU</td>
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<td>Re-establishment of soccer and rugby pitch</td>
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<td>Replacement of Tenniquit courts</td>
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<td>Ablution facilities zone one and six</td>
<td>Sport SBU</td>
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<td>Pavilions zone one and six</td>
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<td>Presentation of holiday programme</td>
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<td>Sport and Recreation SBU, LOC /FIFA National government</td>
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4.3.5 SBU: Environmental Management

1.1.1.61 Problem Statement/Summary

Environmental management is a concept that builds on the old approach of nature conservation. The identification of protected areas has in the past been done on ad-hoc basis. With the nature conservation approach certain aspects of environmental degradation were ignored which resulted in irreparable damage to natural resources.

- **Issues**
  
  The following environmental problems were identified:
  - Lack of environmentally sustainable sanitation systems (Pit latrines in general use)
  - Lack of potable water supply
  - Harvesting of Traditional herbs
  - Deforestation
  - Soil Erosion
  - Veld Fires
  - Poaching
  - Carcass disposal
  - Vandalism and looting Historic Caves
  - Potable Water Supply
  - Sanitation: Pit latrines
  - Energy: Most members of the community use wood and/or illuminating paraffin as their primary source of energy
  - Water Quality
  - Subsistence Agriculture
  - Construction projects: Infrastructure projects are underway. Contractors are showing little regard for the environment and heritage in general. Environmental Awareness:
    - Waste Disposal: Waste is being buried in the ground in shallow pits. No recycling of any materials is taking place.
    - Environmental Quality
    - There is no credible and inclusive data-base for all cemeteries in the municipal area
• **Constraints**
  - Lack of capacity
  - Inadequate funding
  - Staff shortage
  - Vandalism of municipal properties
  - Old equipments and implements

• **Challenges**
  - Decision-making - slow pace
  - Sustain and maintain 2010 legacy beyond the event – funding
  - Meeting deadlines – capacity

**1.1.1.62 Development Objectives**

To develop and maintain a sustainable environment where the community can exist in harmony with the environment by:

- Preserving the environment for the future generations
- Practicing a balanced and sustainable development
- Educating people on environmental issues
- Empowering and developing staff to their maximum potential so to render an effective and efficient environmental services
- Rendering environmental and recreational services in an equitable manner throughout the municipal area
- Establishing an Environmental monitoring and controlling unit

**1.1.1.63 Linkages to Strategic Agenda and Policy Guidelines**

We need to establish cooperatives to assist in developing new parks and in the ‘Working for water’ projects. Labour intensive programmes reach to unemployed people and transfer skills at the same time. Reducing poverty by 50% by 2014.
### 1.1.1.64 Projects

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<tr>
<th>Project name</th>
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<th>2011/12</th>
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<td>Upgrading of the Game reserve</td>
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<td>Development of Sterpark ridge and Eduan park (bullfrog) as a protected area</td>
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<td>Environmental Management and Roads &amp; Stormwater SBU</td>
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<tr>
<td>Development Mankweng entrance</td>
<td>Environmental Management SBU as well as Roads &amp; Stormwater SBU</td>
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<tr>
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<td>Urban greening and rural reforestation</td>
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<td>Unit Cost</td>
<td>Total Cost</td>
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<td>1x Pest control unit</td>
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4.3.6 SBU: Traffic and Licences

1.1.1.65 Problem Statement/Summary

Demarcation of Municipal Boundaries causing expansion of area of jurisdiction for Polokwane Municipality created various problems which impact on service delivery for the entire Municipal business units:

- **Issues**
  The following problems were identified within traffic and licensing SBU:
  - Insufficient office space.
  - Shortage of driver testing centre facilities.
  - Lack of filling store rooms.
  - Inadequate toilets facilities.
  - Lack of fraud monitoring technological equipments with driver testing facilities.
  - Insufficient ventilation in the registering authority.
  - Shortage learners license testing rooms.
  - Lack of staff for deployment in the city and clusters on 24 hours tasks.
  - There are no teaching aids for road safety training.
  - Lack of proper parking control systems both on streets and parking bays.
  - Insufficient alcohol abuse monitoring equipments.
  - Lack of administration for blood test due to non appointment of district surgeon.
  - Insufficient number of portable speed detecting equipments.
  - Lack of revenue collection systems.
  - Lack of back office systems with new wireless data capturing technology.
  - Lack of impound traffic signals technology enabling central control of all city robots.
  - Lack of improvement and upgrading of controllers for easy synchronization to enable free flow of transport shortage of Municipal vehicles.

- **Constraints**
  - Unimproved technological equipments
  - Staff shortage
  - Inadequate resources
  - Lack of funds to implement prioritized projects by SBU’s
  - Inadequate infrastructure
  - Unimproved
• **Challenges**
  - Insufficient funds
  - Implementation of projects (capacity)
  - Reducing accidents (capacity)
  - Improving accessibility and reducing congestion (capacity)

1.1.1.66 **Development Objectives**

To develop traffic management plan and reduce the effect of the following:

• Improving safety on roadways
• Reducing congestion
• Improve compliance by road users with rules regulation and road traffic act
• Encourage sharing of the use of the road by pedestrians, cyclists, disabled and other road users.
• Co-operate with other tiers of government to road safety programmes.

1.1.1.67 **Linkages to Strategic Agenda and Policy Guidelines**

• National project such as arrive alive facilitated by Road Traffic Management Co-operation as a link between National, Provincial and Local Municipalities.
• Execution of National programmes during transport month which cut across all spheres of Government.
• Enforce Road Safety and Traffic Legislation to ensure reduction of accidents and promote road safety.
<table>
<thead>
<tr>
<th>Projects</th>
<th>Responsibility</th>
<th>Total Cost</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
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<tr>
<td>Vehicle licence drive through -Phase 2</td>
<td>Traffic &amp; Licenses SBU</td>
<td>R600,000</td>
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<tr>
<td>Purchase and installation of 4 x Traffic light sets</td>
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<td>Traffic &amp; Licenses SBU as well as Admin &amp; Maintenance</td>
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<td>Upgrade of traffic light system</td>
<td>Traffic &amp; Licenses SBU as well as Admin &amp; Maintenance</td>
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<td>1 x 14 Seater Mini bus (Quantum) (Traffic)</td>
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<td>1 x K78 Trailer for Road block (Traffic)</td>
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<td>Vehicle pound Phase 2</td>
<td>Traffic &amp; Licenses SBU</td>
<td>R1,939,000</td>
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<td>8 x LDV’s with tow bars (Traffic)</td>
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<td>6 x 700cc Motor Bikes</td>
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<tr>
<td>Animal Pound (SPCA)</td>
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<td>Building of hall for testing of Learners license in Mankweng</td>
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<td>R1,750,000</td>
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<td>R1,000,000</td>
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<td>Upgrading of Traffic signals controllers for improved synchronization.</td>
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<td>R14,301,250</td>
<td>R1,500,000</td>
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<td>R5,512,500</td>
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<td>Purchase 1X Mini-bus (Panel van) Booze bus</td>
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<td>R1,000,000</td>
<td>R315,000</td>
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<td>Purchase of equipment for traffic vehicles</td>
<td>Traffic &amp; Licenses</td>
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<td>Purchase of 4 portable speed camera equipments</td>
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<td>R700,000</td>
<td>R735,000</td>
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<td>Purchase of 10X 2000cc sedan for traffic patrols</td>
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<td>Purchase of 6X 1400cc motorcycles</td>
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<td>R500,000</td>
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<td>Workshop and Supply Chain Management</td>
<td>Traffic &amp; Licenses SBU</td>
<td>Traffic &amp; Licenses SBU as well as Electrical SBU</td>
<td>Traffic &amp; Licenses SBU</td>
<td>Traffic &amp; Licenses SBU</td>
<td>Traffic &amp; Licenses SBU</td>
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<tr>
<td>Investigate the possibility of alternative service delivery in terms of provision of back office service from capturing summonses to service of warrants</td>
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<td>R500,000</td>
<td>R525,000</td>
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<td>Investigating possibility of public private partnership in alternative parking systems</td>
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<td>Purchasing &amp; Installation of traffic lights faces</td>
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<td>R1,102,500</td>
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<td>Replacement &amp; Upgrading of traffic controllers</td>
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<td>R10,000</td>
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<tr>
<td>Best practice model system designed by business against crime as fraud prevention measure in registering authority.</td>
<td>R400,000</td>
<td>50,000</td>
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<td>Drive Through Phase 2</td>
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</table>
4.3.7 SBU: Cultural Services

1.1.1.69 Problem Statement/Summary

Cultural Services consist of the following sub-units:

- Libraries
- Museums
- Cultural Desk

Although the sub-units function as a service business unit and some of the challenges are not unique to a sub-unit, it is preferable to deal separately with the problem statement of each sub-unit in order to understand it’s functioning better.

- Libraries
  - Library Services are disputed as being a function of Local Government and therefore do not receive adequate funds for development
  - The challenge of providing for library infrastructure and the roll-out of affordable yet quality user-orientated library services, inclusive of infrastructure and books, to the residents and communities inhabiting the vast metro-rural area of Polokwane.
  - Service Level Agreements to be signed with Limpopo Province.

- Museum and heritage services
  - The museums will have to fulfill a major role to market Polokwane as the cultural hub and have facilities for leisure, during the 2010 soccer world cup
  - Exhibitions for some museums are old and outdated and must be upgraded. A permanent exhibition must be provided at Irish House museum reflecting on the history of Polokwane and its region and inhabitants; Hugh Exton photographic museum needs to be upgraded; the Art museum intends to facilitate a new exhibition called “Koma”
  - All the above exhibitions must be upgraded to use modern multimedia communication equipment
  - There is a need for heritage surveys to be done to establish the viability and sustainability of the establishment of further heritage sites and their development.
  - Existing heritage sites such as at Moletji, Mankweng and “Eersteling Mine” must be maintained and developed to serve as tourist attractions
- Bakone Malapa museum must be developed as a major tourist attraction by the addition of further amenities.
- The “Garden of Remembrance” concept should be developed in conjunction with the Limpopo Government.
- Further research in respect of the museums must be undertaken
- Upgrading of museum collection for the museum must be given priority in the transformation process.
- Our storeroom needs to be fitted with equipments that assist our collection for conservation purpose.
- Translation of the museum documents must be done to ensure accessibility of information in the heritage sector.
- Major rehabilitation of archaeological sites at Bakone Malapa is essential for the heritage.
- Objects conservation must form part of the museum services.
- Partnership must be developed between the museum services and the academic as well as professional bodies to ensure regular update in the professional world.
- Update Historic buildings information within the municipality must be made so that it can help us in giving advice to the various SBUs when issuing RODs.

Development Objectives

- **Museum**
  - Upgrade all existing museum exhibitions to acceptable modernized standards, representative of all communities
  - Upgrade collection and its management systems
  - Undertake heritage studies to eventually include the whole municipal area and to develop Cultural Resources Management plans (CRMP) for areas identified as heritage sites.
  - Upgrade infrastructure and amenities at museums and other heritage sites.
  - Undertake museum related research to enhance available information.

- **Cultural desk**
  - Planning of cultural events for 2010
  - There is a lack or absence of basic cultural infrastructure in Polokwane which has resulted in most cultural initiatives/enterprises being either not business compliant or lacking sufficiently skilled personnel. This situation makes it
impossible to develop sustainable local cultural industries, which would impact positively on Local Economic Development.

- The constraints highlighted above will have the following impact on the 2010 programme:
  - Service Providers for cultural programmes will have to be outsourced from outside the municipality and the province thus having a negative impact on Local Economic Development. Cultural productions might be of low quality due to lack of proper facilities wherein high quality productions can be staged.

1.1.1.70 Development Objectives

- **Libraries**
  - To provide infrastructure for library services in all clusters. The aim is initially to provide at least 2 libraries per cluster
  - To provide deployment of library satellite network
  - Provide internet connectivity for all library users
  - Obtain funding for new collection development (new book purchases for all libraries to keep up to date with the latest information)
  - To enter into a Service Level Agreement with the Provincial Department of Sports, Arts and Culture in respect of the rendering of library services by Polokwane Municipality.

- **Museums**
  - Upgrade all existing museum exhibitions to acceptable modernized standards, representative of all communities
  - Upgrade collection and its management systems
  - Undertake heritage studies to eventually include the whole municipal area and to develop Cultural Resources Management plans (CRMP) for areas identified as heritage sites.
  - Upgrade infrastructure and amenities at museums and other heritage sites.
  - Undertake museum related research to enhance available information.

- **Cultural desk**
  - Development of necessary infrastructure for cultural development such as arts’ centers, theatres, recording studios etc.
  - Capacitating potential service providers to create an enabling environment for thriving cultural industries.
- Defining a more prominent role in Mapungubwe Arts Festival by Polokwane Municipality.
- Planning and development of a cultural precinct.
- Define the role in respect of cultural programmes as well as the development of a plan for implementation and co-ordination of various cultural programmes.

1.1.1.71 Linkages to Strategic Agenda and Policy Guidelines

The projects that are implemented by the SBU Cultural Services through the various sections focus mainly on the following areas:

- Infrastructure development through the provision of libraries, museums (museum buildings, exhibitions and heritage development) as well as cultural infrastructure such as the planned recording studio, theatre etc.

- Library programs are aimed to encourage people to develop a culture of reading, which will enhance people through knowledge to develop their skills.

- The cultural desk assist cultural practitioners to not only develop their skills as artists but to develop it in such a way which will make it possible to fruitfully participate in the economy as entrepreneurs and thereby promote economic growth.

- Our museums on the other hand apart from providing the necessary infrastructure, educate our communities to appreciate and value our heritage and cultural resources to enable the promotion thereof as a unique feature for tourism and to further local economic development.
### Projects

<table>
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<tr>
<th>Project Name</th>
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<th>11/12</th>
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<th>13/14</th>
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<td>Cultural Festivals: 2010 Arts festival Roots festival Youth festival</td>
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<td>Joint Project with the Province Cultural Competitions</td>
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<td>Skills Development Workshops</td>
<td>Cultural Services SBU</td>
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<td>R6 120 000</td>
<td>R10 210 000</td>
<td>R6 210 000</td>
<td>R8 306 000</td>
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<td>Provision of internet facilities</td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Upgrading/provision of exhibitions – Museums/heritage sites</td>
<td></td>
<td>R2 540 000</td>
<td>R1 460 000</td>
<td>R240 000</td>
<td>R240 000</td>
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<td>Cultural resource management plans For heritage sites</td>
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<td>R12 930 000</td>
<td>R12 940 000</td>
<td>R8 450 000</td>
<td>R10 606 000</td>
<td>R6 300 000</td>
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</tbody>
</table>
4.4 **DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER**

4.4.1 SBU: Disaster Management

1.1.1.73 **Problem Statement/Summary**

Disaster Management Act no.52 of 2002 and National Disaster Management Policy Framework provide for comprehensive approach in terms of issues of prevention, mitigation, preparedness, response and recovery.

The municipality is faced with rapidly increasing population, spread population and infrastructure requirements in its area of jurisdiction. All these continue to raise the level of vulnerability of the communities to natural and human-made disasters. Adding to the challenge of planning for these increased impacts on resources and infrastructure are emerging 2010 FIFA World Cup risks from possible acts of terrorism, aircraft crash and hooliganism. Other well known risks not strictly related to the tournament mostly likely to happen are, inter alia, windstorms, floods, epidemics, transport related (road, and rail crashes). Toxic or flammable gas leaks, power blackouts, building or structural collapse, uncontrollable fires, explosions and breakdown of essential services / supply or any combination thereof.

It is necessary that resources should be made available to mitigate, prevent, prepare and respond to and recover from disasters. The Unit is required to develop risk reduction measures, initiate research projects in the form of hazards and vulnerability studies and develop programme to mitigate or prevent the severity of the disaster risk occurring in vulnerable communities. All those mentioned are faced with limitations based on the nature of the capacity Disaster Management Unit has. It becomes challenging to meet its current legal mandate given its financial resources and human resources component. In terms of preparedness, it is expected that the municipality must be prepared for any disaster that could occur.

To achieve this, it becomes important that plans to be developed, drills or practices be conducted to gauge and improve our preparedness, response and relief activities that could occur. The response is not enough since there is no dedicated response team except single resource approach.
In relation to recover, the municipality must be able to deal with or address the consequences of disaster. It is critical that the response capacity has to be improved to ensure cost effectiveness and innovative disaster response to save lives and loss of property. Recovery programmes have to be implemented to restore essential services and the dignity of the affected communities.

The following challenges are critical for the achievement of disaster management objectives.

- Lack of disaster awareness internally
- Lack of disaster information management system
- Lack of disaster resources in terms of fire fighting equipments, vehicles and personnel
- Lack of contingency plans from the SBU's
- Lack of municipal wide disaster management plans
- Lack of response and assessment team for emergencies

1.1.1.74 Development Objectives

The objectives of the Disaster Management include the following:

- Minimise the loss of life and injuries
- Minimise the loss to damage to properties, environment and infrastructure
- Restore disruption of essential services as soon as possible

Based on the said objectives it becomes necessary the following development objectives be considered:

- Ensure effective risk reduction through disaster preparedness and risk mitigation.
- To develop a scientifically based municipal disaster risk profile
- Developing and maintaining emergency plans and procedures
- Creation of risk avoidance behaviour through awareness programmes
- Develop appropriate disaster management plans based on the risk identified
1.1.1.75 Linkages to Strategic Agenda and Policy Guidelines

Disaster management plan identifies the risks and hazards in the municipality. It assists in providing municipal risk profile. Such risk profiles bring into picture the type of hazards and risks the municipality is faced. Therefore, the ultimate solutions would be projects and actions to address identified risks. The ideal situation would be incorporation of those needs into the development of the municipality.
1.1.1.76 Projects

The following projects are critical for safety and security for 2010:

- 2010 Municipal wide Disaster Management Plan
- 2010 Stadium or facility precinct disaster management plan
- 2010 Fan Park
- Preparedness program
- Awareness Campaigns
- Public Education and information dissemination

<table>
<thead>
<tr>
<th>Projects</th>
<th>Responsibility</th>
<th>Total cost</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal wide Disaster</td>
<td>2010 Office/Disaster Management</td>
<td>R1 350 000</td>
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<tr>
<td>Management Plan</td>
<td>Management Unit</td>
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<tr>
<td>Disaster Management Plan</td>
<td>2010 Office/Disaster Management</td>
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<td>R250 000</td>
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<tr>
<td>Peter Mokaba Stadium</td>
<td>Management Unit</td>
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<tr>
<td>Disaster Management Plan</td>
<td>2010 Office/Disaster Management</td>
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<td>R700 0000</td>
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<tr>
<td>Fan Park</td>
<td>Management Unit</td>
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</tr>
<tr>
<td>Disaster Management Plan</td>
<td>2010 Office/Disaster Management</td>
<td>R1 000 000</td>
<td>R7000 000</td>
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<td>Seshego stadium</td>
<td>Management Unit</td>
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<tr>
<td>Preparedness program</td>
<td>Disaster Management Unit</td>
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<td>Awareness Campaigns</td>
<td>Disaster Management Unit</td>
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<td>Public Education and</td>
<td>Disaster Management Unit</td>
<td>R315 000</td>
<td>R100 000</td>
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<td>information</td>
<td></td>
<td>R 47 287</td>
<td>R15 000</td>
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<td>Stakeholder coordination</td>
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<td>R 47 287</td>
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<td>TOTAL</td>
<td></td>
<td><strong>R4 529 827</strong></td>
<td><strong>R2 539 000</strong></td>
</tr>
</tbody>
</table>
4.4.2 SBU: Risk Management

1.1.1.77 Problem Statement/Summary

The Unit provides an effective management of risks using a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Unit has only the Assistant Manager and NO supporting staff.

1.1.1.78 Development Objectives

- To develop and implement an effective and efficient Risk Management Strategy
- To develop and implement an effective and efficient Risk Management Policy
- To develop and implement an efficient and effective Anti-Fraud and Corruption Strategy
- To develop and implement an effective and efficient Anti-Fraud and Corruption Policy
- To implement an effective and efficient Whistle Blowing Policy
- Assist in the Insurance Portfolio renewal negotiations
- Maintaining of Risk registers
- Conduct awareness campaigns on fraud and other irregularities
- Maintenance of the Fraud Hotline

1.1.1.79 Linkages to Strategic Agenda and Policy Guidelines

The Security and Risk Management Unit is a supporting unit to the other SBUs to assist them to achieve their objectives.
### 1.1.1.80 Projects (Brief Summary)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost</th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Management Strategy</td>
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<td>Anti-Fraud and Corruption Strategy</td>
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<td>R00</td>
<td>R00</td>
<td>R00</td>
<td>R00</td>
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<tr>
<td>Anti-Fraud and Corruption Policy</td>
<td>Security &amp; Risk Management</td>
<td>R70 000</td>
<td>R00</td>
<td>R00</td>
<td>R00</td>
<td>R00</td>
</tr>
<tr>
<td>Whistle Blowing Policy</td>
<td>Security &amp; Risk Management</td>
<td>R00</td>
<td>R00</td>
<td>R00</td>
<td>R00</td>
<td>R00</td>
</tr>
<tr>
<td>Risk Registers</td>
<td>Security &amp; Risk Management</td>
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<td>R00</td>
<td>R00</td>
<td>R00</td>
<td>R00</td>
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<tr>
<td>Awareness Campaigns</td>
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<td>R50 000</td>
<td>R50 000</td>
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<td><strong>R50 000</strong></td>
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</tr>
</tbody>
</table>
4.4.3 SBU: Internal Audit

1.1.1.81 Problem Statement/Summary

The Unit provides independent, objective assurance and consulting activities designed to add value and improve Polokwane Municipality’s operations.

The Unit helps Polokwane Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance processes.

1.1.1.82 Development Objectives

- The aim of the Unit is to conduct audits as per the adopted Audit Coverage Plan
- Internal Audit and Audit Committee Charters approved and adopted
- To conduct follow up audits
- To conduct 6 monthly reconciliation statements reviews and issue monthly reports
- To conduct audit of the Annual Performance Report and issue Audit Report
- Submission of Audit Reports
- Conduct investigative work on alleged irregularities and submission of Forensic Audit Report
- 3 monthly reports submitted to the Municipal Manager on the efficiency and effectiveness of
  - Internal Controls
  - Risk Management
  - Corporate Governance Processes
- Submission of Audit Committee’s Annual Report to Council
- Submission of a report to Council of the Performance Audit Committee

1.1.1.83 Linkages to Strategic Agenda and Policy Guidelines

The Internal Audit Unit is a supporting unit to the other SBU’s to assist them in achieving their objectives.
## 1.1.1.84 Projects (Brief Summary)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost</th>
<th>2009-2010</th>
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<th>2011-2012</th>
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<td>R00</td>
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<td>Follow Up Audits</td>
<td>Internal Audit</td>
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<td>R00</td>
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<td>R00</td>
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<td>Performance Audit</td>
<td>Internal Audit</td>
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<td>Audit Committee</td>
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<td>Performance Audit Committee</td>
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</table>
4.4.4 SBU: Communication and Public Participation

1.1.1.85 Problem Statement/Summary

The Municipality has a draft Communications strategy which has not yet been approved by Council. This may have an impact on the communication programme as it ensures improved management of the flow of information between the municipality and all its stakeholders and enhance the effective and consistent delivery of messages between and within all the strategic business units of the Municipality.

- Communication strategy: The unit is required to develop and implement a comprehensive communication strategy based on the local government programme of action and ensures that it is fully implemented at all levels within the Polokwane Municipality. The strategy should identify priorities for local government communication and should also inform the development of detailed communication programmes by Directorates and strategic business units. The communications strategy should mainly seek to enhance communication in the whole municipality and ensure free flow of information between the municipality and the internal and external stakeholders.

- The communication strategy should take into account the needs of society, the developmental objectives of local government and the general empowerment of the communities through information, allow people to form part of the communication process.

- Public perception. There is need to maintain a positive public perception on programmes and activities of the municipality at all times. There is also need for local councilors to strengthen their interaction with the communities as most of the criticism emerges at the local level regarded as the heart of delivery processes. There should also be feedback mechanisms such as surveys on perceptions of the clients.

- Intensification of Outreach Programmes which contribute towards entrenching democracy and building people’s contract against poverty and unemployment. The local people develop a sense of ownership to the communication programmes if they feel they are part of the proceedings. Small groups such as the white and the Indian communities do not take active roles in municipal activities/events. They seem to exclude themselves if not being excluded (oversight) by organizers. There is therefore need to develop communication strategy focusing on wooing the minority communities to take active role in municipal activities/programmes.
• Maintaining positive media relations. The media coverage of the municipality in the current period reflects an intense review of the municipal achievements and their impact on the lives of the people. The emphasis is placed on the challenges likely to face government into 2009, the impact of leadership changes/contests in the ruling party. The tone and the media agenda remain largely on the negative trajectory provincially over the last two years with Polokwane featuring largely in the local print media. As agreed in the last provincial communicators forum there continues to be a need to establish a provincial chapter of SANEF.

• Ineffective use of ward committee system in some areas. It has been established that some wards particularly in the City Cluster are not adhering to the scheduled programme of ward committee meetings. This has a huge impact of information sharing or dissemination between Council and the ward committees who are serving as a link between the municipality and the communities they represent. Is is therefore of utmost importance that the ward committee system be strengthened in all the wards and also to ensure that ward committees are well capacitated through various training programmes.

• Building and maintaining relationships with traditional leaders and other external stakeholders such as sector departments. Five out of eleven traditional leaders in the municipal area are serving as members of the Council and are currently being engaged on various issues of Council including the IDP sessions and other policies of Council.

1.1.1.86 Development Objectives

• To improve communication between the Municipality and all its stakeholders
• To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals
• To promote integrated communication and planning between and within all spheres of government particularly within the municipality itself.
• To create and maintain positive public perception.
• To establish and maintain interaction between the Municipality and the communities through Outreach programmes
• To effectively communicate democratic local government achievements and challenges of the first years of democracy and freedom as well as the plans and programmes in line with our Integrated Development Plans.
• To effectively market and communicate all the 2010 FIFA World Cup projects and showcase the City of Polokwane as the preferred tourism destination
• To create and maintain a strong corporate image of the municipality
1.1.1.87 Linkages to Strategic Agenda and Policy Guidelines

- Development and implementation of a strategic communication plan that is in line with the Municipality’s vision and mission that targets both internal and external stakeholders.
- To support decision-making on all municipal programs by supplying timely and relevant information to all stakeholders.
- Development and implementation of the City Brand to enhance and maintain a strong corporate image.
- Effective mobilization of communities to participate actively in matters of local governance.
- Building and maintenance of mutually sound and beneficial relationships with all stakeholders particularly the media.
### 1.1.1.88 Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
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<td></td>
<td></td>
<td>09/10 10/11 11/12</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>R27 522 000</td>
</tr>
</tbody>
</table>

- **External newsletter**
  - R275 000
  - R90 000
  - R105 000

- **Advertising**
  - R1 173 000
  - R388 000
  - R420 000

- **Corporate publicity**
  - R5 119 000
  - R1 704 000
  - R1 815 000

- **2010 Project - Marketing & Communication Plan**
  - R9 000 000
  - R3 000 000
  - R3 000 000

- **Internal newsletters**
  - R320 000
  - R105 000
  - R120 000

- **Promotional & publicity material**
  - R2 950 000
  - R1 200 000
  - R900 000

- **Ward committees meetings**
  - R2 935 50 00
  - R697 850
  - R699 700

- **Ward committee training**
  - R3 500 000
  - R1 200 000
  - R1 400 000

- **Ward Committee conference**
  - R2 250 000
  - R750 000
  - R800 000
4.4.5 SBU: Project Management Unit

1.1.1.89 Problem Statement

- **Priority Issues**
  Project Management Unit is responsible for monitoring and evaluation of the overall performance of capital projects implementation by:

  - Ensure Municipal and regional integration of the MIG Programme and other non-MIG funded programmes within the framework of the Municipality’s Integrated Development Plan.
  - Ensure the alignment of the approaches and processes of existing infrastructure programmes to those of Municipal Infrastructure Grant. All projects meet overall planning objectives and specific key performance indicators as determined by Polokwane Municipality – Manager, National and Provincial Senior MIG Manager.
  - Ensure that reviews of project performance and cash flows are done in the Municipality.
  - Monthly, quarterly, annual, bi-annual and ad hoc reports to DPLG as determined in applicable legislation or required by the MIG Management Unit are submitted.
  - Implement project management system.

- **Constraints**
  - Lack of long term planning
  - Planning based on individual projects
  - Unavailability of proper project tracking systems
  - Adherence to Expanded Public Works Programme guidelines
  - National financial year versus municipal financial year

- **Challenges**
  - Planning for projects within financial year has negative impact on smooth implementation of projects
- The process of shifting from individual project planning to programme planning is very slow
- Project tracking systems are not producing required standard of results
- Utilisation of Expanded Public Works Programme guidelines on implementation of capital projects is still a challenge to other Strategic Business Units
- Alignment of capital project implementation programme to the time lines as provided by MIG national unit

1.1.1.90 Development Objectives

- To have an effective and efficient project management systems in place that will assist the municipality to implement projects in line with timelines specified in the SDBIP
- To ensure that the Capital Projects meet the overall requirements as specified by other sector departments [EPWP, MIG, DWAF, Environmental etc]
- To make available comprehensive reports about performance of capital projects.
- To co-ordinate the implementation of Capital Projects.

1.1.1.91 Linkages to Strategic Agenda and Policy Guidelines

- Submission of monthly, Quarterly and annual report to all relevant sector departments as per MIG guidelines
- Utilisation of labour intensive construction methods as per required by EPWP
- Commitment and management of MIG allocations as required by division of revenue act
- Monitoring of consultants and contractors as per Service Level Agreements
### 1.1.1.92 Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total costs</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring of Capital Project Implementation.</td>
<td>Project Management Unit</td>
<td></td>
<td>09/10</td>
</tr>
<tr>
<td>Management of Consultants and Contractors</td>
<td>Project Management Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitor compliance in terms of available legislations related to projects implementation</td>
<td>Project Management Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Impact Assessment Study.</td>
<td>Project Management Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registration of all projects funded by sector departments (EPWP, MIG)</td>
<td>Project Management Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation of MIG funded Projects</td>
<td>Project Management Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation of EPWP Projects</td>
<td>Project Management Unit</td>
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</tr>
<tr>
<td>Facilitation of Learnership programs</td>
<td>Project Management Unit</td>
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<tr>
<td>Facilitation of local labour training during project implementation</td>
<td>Project Management Unit</td>
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<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Total: 241
4.5 **DIRECTORATE: CHIEF FINANCIAL OFFICER**

4.5.1 **SBU: Financial Services**

1.1.1.93 **Problem Statement/Summary**

- **Financial System:** The current financial system is not fully integrated for all modules, including revenue, expenditure and financial management information. The income module is not yet operational since the appointment of service provider. The impact is delay on financial management information to be used/utilized for decision making. The system should be user friendly.

- **Appointment of Chief Financial Officer:** In term of MFMA the Municipality must appoint the Chief Financial Officer whose responsibility include amongst others:
  - Administratively in charge of the budget and treasury office.
  - Must advice the accounting officer on the exercise of power and duties assigned to the accounting officer in terms of the MFMA.
  - Must assist the accounting officer in the administration of the Municipality’s bank accounts and in the preparation and implementation of the Municipality’s budget.
  - Must advice Senior Managers and other senior officials in the exercise of powers and duties assigned to them.
  - Must perform such budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management, financial management, review and other duties delegated by the accounting officer to the Chief Financial Officer.

- **Meter Reading:** Although the service of meter reading has been outsourced to the service provider there is high rate of consumption loss which is attributable to:
  - Pipe burst
  - Non-reading of meters

In order to reduce the gap of consumption loss the remedial action will include proper maintenance which has to be done by water SBU and audit to ascertain completeness and accuracy of the meter reading.
• **Valuation Roll**: The last valuation roll in place date back in 2001 and was not compiled in terms of Municipal Property Rates Act. It is requirement of MPRA that Municipality must develop and approve its Property Rates Policy which should be implemented by 01 July 2009.

1.1.1.94 **Development Objectives**

• **Customer Care Management**
  - Customer relations
  - Enquiries
  - Complaints
  - Accurate billing

• **Collection of Money Due**
  - Enforce credit control measures.
  - Receiving all money due.
  - Financial aid available to indigents.
  - Budgeting and treasury.
  - Financial management information.
  - Budgeting (capital and Operational MTEF)
  - Financial statement

• **Expenditure Management**
  - Payment of creditors and salaries
  - Management of assets.

• **Property Valuation**
  - Valuation roll
  - Review of Property Rate Policy.

1.1.1.95 **Linkages to Strategic Agenda and Policy Guidelines**

Five IDP priority objectives have been identified:

• **Infrastructure and Service Delivery**
  The assets of the Municipality should accordingly be updated on the fixed assets register as and when there are additions and disposal of assets.
• **Municipal Institutional Transformation**
  Principles laid down on the Affirmative Action Policy are adhered to in term of recruitment and placement in financial services strategic business unit.

• **Local Economic Development**
  Outsourcing services like meter reading, debt collection contribute to local economic development.

• **Good Government**
  Involvement of community on Rates Policy, budget and review of the IDP.

• **Sustainability**
  Fair and credible budget drawn for the Municipality with tariffs and rates to fund the operational and capital budget.
### 1.1.1.96 Projects

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>RESPONSIBILITY</th>
<th>TOTAL COST</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>09/10</td>
</tr>
<tr>
<td>Valuation roll and interim valuation</td>
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<td>Meter audit</td>
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<td>500 000</td>
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<td>Integrated Financial System</td>
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<td>Fixed Assets Register</td>
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<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>37 700 000</strong></td>
<td><strong>7 100 000</strong></td>
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</tbody>
</table>
4.5.2 SBU: Supply Chain Management

1.1.1.97 Problem Statement/Summary

The Polokwane Municipal Council adopted the Supply Chain Management Policy that was drafted in accordance with the requirements of the Local Government: Municipal Finance Management Act, No. 56 (MFMA), as well as the Municipal Supply Chain Management Regulations, Government Gazette Notice No. 868 of 2005.

Municipal Supply Chain Management Regulations requires the Municipality to establish a Supply Chain Management Unit to implement the supply chain management policy.

The Supply Chain Management Unit is responsible for developing and implementing an effective and efficient supply chain management system. National regulatory framework for the public sector envisages that a supply chain management system contains the following six components which are summarized below:

a) Demand management lies at the beginning of the supply chain. The objective of demand management is to ensure that the resources required to support the strategic and operational commitments of the Municipality are delivered at the correct time, at the right price and the right location, and that the quantity and quality will satisfy needs.

b) Acquisition management ensures that goods and services, construction works and consultant services are procured only in accordance with the authorized procedures.

c) Logistics management provides for an effective system in order to provide for the setting of inventory levels, placing of orders, receiving and distribution of goods, stores and warehouse management, expediting orders, vendor performance.

d) Disposal management focuses on obsolescence planning, depreciation, identifying where all redundant material is kept or located and the identification of appropriate strategies relating to the manner in which items are to be disposed of.

e) Risk management is the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Risk management forms an integral part of the supply chain management process.
Supply chain performance is characterized by monitoring process and a retrospective analysis to determine whether or not the proper process was followed and the desired objectives achieved, i.e. has value for money been attained, have the desired objectives been achieved, and is there room for improving the process, what is the assessment of suppliers, and what are the reasons for deviating from procedures?

Supply Chain Management is an interconnected process of buying, storing, utilizing and disposal. As such it closes the gaps and addresses the whole cycle of procurement from demand management, acquisition management, logistics management, disposal management, risk management and regular assessment of performance. Each link in the SCM chain is given equal standing, and value is added at each stage of the process.

It is keen that the Municipality establishes a Supply Chain Management Unit consisting of all supply chain management system components. The Supply chain management Unit has established all SCM components, except the demand management.

For the Municipality to ensure that the resources required to support its strategic and operational commitments are delivered in the correct quantity and quality at the right place at the right time, an effective system of demand management must be incorporated in the supply chain management system. The demand management system will be responsible to address the following:

- Forward procurement planning to ensure that all goods and services required by the Municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates, and are of the appropriate quality at a fair cost;
- Appropriate industry analysis and research to ensure that innovations and technological benefits are maximized.
- Compilation of the correct specifications to meet the needs of the Municipality.

1.1.1.98 Development Objectives

The objectives of Supply Chain Management system are to:

- Provide a Supply Chain Management System that is fair, equitable, transparent, competitive and cost effective.
- Transform outdated procurement practices into an integrated SCM function.
• Ensure that SCM forms an integral part of the financial management system of the Municipality.
• Introduce a system for the appointment of consultants.
• Create a common understanding and interpretation of government’s preferential procurement policy objectives.
• Promote consistency in respect of supply chain management policy and other related policy initiatives in Government.
• Align with global trends and ensure that the municipality adheres to international best practices.

1.1.1.99 Linkages to Strategic Agenda and Policy Guidelines

It is the primary objective of the Municipality to affirm the historically disadvantaged communities and also critical to utilise procurement as a tool to stimulate and promote local economic development.

It is therefore essential for the Municipality to align its supply chain management system to the objectives of the Integrated Development Plan (IDP). One of the purposes of the supply chain management policy is to promote entrepreneurship to allow the historically disadvantaged individuals, particular blacks, access the mainstream of business opportunities. This will be achieved by increasing business opportunities for Historically Disadvantaged Individuals (HDI’s) and maximizing procurement of goods and services from these companies. Emphasis will need to be placed on supporting local businesses to boost the economy of the Municipality and Limpopo Province.

Notwithstanding the above, the primary task of the Municipality’s supply chain management system shall always be to find reliable, cost effective service providers for the Municipality. On other hand, HDI companies will not be treated any differently from the norm with regard to quality, expected service delivery and technical performance.

Section 217 of the Constitution of the Republic of South Africa requires that when an organ of State contracts for goods and services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost effective. The supply chain management policy of the Municipality has been drawn up to give effect to these principles and the Preferential Procurement Legislation, and furthermore to comply with the provisions of the Local Government: Municipal Finance Management Act and its Regulations promulgated in terms thereof.
### Projects

<table>
<thead>
<tr>
<th>Projects</th>
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<th>10/11</th>
<th>11/12</th>
<th>12/13</th>
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<td>1 060 616</td>
<td>1 129 556</td>
<td>1 197 329</td>
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<td>8 461 130</td>
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</table>
4.6 DIRECTORATE: CORPORATE SERVICES

4.6.1 SBU: Information Services

1.1.1.101 Problem Statement/Summary

- Issues

  CORPORATE ICT GOVERNANCE AND STRATEGY
  - Lack of Council approved ICT policies, procedures and standards
  - IS SBU organogram not adequately aligned to the business needs of the Municipality.

  WEBSITE, INTRANET AND E-GOVERNMENT SERVICES
  - Website is unfortunately obsolete and does not meet the goals of E-governance.
  - The Intranet is outdated and does not have a corporate image. Although reasonably functioning, it is not comprehensive to meet the needs of the employees.

  NETWORK MANAGEMENT, SERVER & DESKTOP SERVICES
  - Not adequate monitoring & management systems to measure ICT operational and systems performance.

  APPLICATIONS DEVELOPMENT AND MAINTENANCE
  - Lack of expertise in the latest software development technologies.
  - Lack of software project management skills.
  - Inadequate change management.

  INFRASTRUCTURE AND INFORMATION MANAGEMENT SOLUTIONS & SYSTEMS
  - RESEARCH AND PROJECT MANAGEMENT
  - Lack of adequate systems for the various sbu’s to function effectively.
  - Inadequate integration of systems.

  DISASTER RECOVERY, BUSINESS CONTINUITY AND ICT SECURITY
  - Lack of a enterprise UPS for at least critical resources is a high risk to business continuity
  - Lack of a DRP / BC plan risks no wayforward on how to handle an incident or disaster.
- Lack of systems to address audit queries in relation to monitoring, managing and implementing system to improve security and counter measures to address incidents timeously.
- No backup server for critical system such as the billing system in case of a disaster in the main building.
- No secondary site to switch over to continue the business of the council in a disaster scenario.

• **Constraints**
  - Appropriately Skilled personnel to run projects independently.
  - Office space

• **Challenges**
  - Website and GIS needs a fulltime resource in IT to cater for 2010.

1.1.1.102 Development Objectives

CORPORATE GOVERNANCE AND STRATEGY
- Get approval and implement ICT policies, systems, plans and procedures
- Compile and Review ICT strategy.
- Review the IS SBU organogram and propose recommendations.
- Cross-Skill IS personnel - both in-house and externally – being done and will continue.
- Implement ITIL as the de-facto standard for managing ICT services.

WEBSITE, INTRANET AND E-GOVERNMENT SERVICES
- 24/7 access to the services provided by various SBU’s on website and intranet services to employees.
- Provide GIS services to various sbus and communities.
- Expand libraries and other community centres into Internet centres that also extend council services to the community at a subsidised cost as part of E-Governance.
- Provide basic computer literacy training to disadvantaged communities at libraries – FREE or subsidised using volunteers.

NETWORK MANAGEMENT AND DESKTOP SERVICES
- Procure, deliver and implement IT equipment.
- Improve and upgrade wan/lan and Server systems and services to meet 2010 needs.
- Advise and procure IT equipment including software for various SBU’s.
- Identify and upgrade where necessary to mitigate bottle necks in the systems.
- Improve response times on Repair and Maintenance of IT equipment.
- Improve remote desktop support to assist the employees with IT support.
- Ensure good level of uptime to servers by implementing good monitoring & preventative maintenance tools. (NIA).
- Procure IT technical asset management (AR)

APPLICATIONS DEVELOPMENT AND MAINTENANCE
- Develop small systems initially.
- Procure necessary development tools to assist with software development.
- Ensure CCB functioning.

INFRASTRUCTURE AND INFORMATION MANAGEMENT SOLUTIONS AND SYSTEMS
- Partner with various SBU’s to compile business analysis to automate, upgrade or reengineer existing business processes and business applications / Information systems.
- Assist to compile business/ project proposals with Technical specifications for innovative cost effective IT solutions to support the SBU’s.
- Assist with the tender and quotation process.
- Help evaluate and co-ordinate the implementation of the approved Information Systems.
- Integrate all systems to each other with workflow. Eg project management system linked to IDP to GIS to finance system to performance system to HR linked to SMS.

DISASTER RECOVERY, BUSINESS CONTINUITY AND ICT SECURITY
- Develop a Disaster recovery strategy and plan.
- Ensure that all data is backed-up on a daily basis. (AR)
- Ensure the UPS and generator can provide sustainable continuity of business.
- Ensure adequate security of systems and data, both physical and logical (NIA)
- Establishment and maintenance of Secondary disaster recovery site.

1.1.1.103 Linkages to Strategic Agenda and Policy Guidelines
- ICP Plan
- ICT Strategy
- IDP
### Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost</th>
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<th>10/11</th>
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<td></td>
<td></td>
<td>R2M</td>
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<td>R1M</td>
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<td>GIS system and cadastre</td>
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<td></td>
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<td></td>
<td>R1M</td>
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<td>254</td>
</tr>
</tbody>
</table>
4.6.2 SBU: Legal and Secretariat Services

1.1.1.105 Problem Statement/Summary

- **Issues**

  - **By-Laws**
    - Current by-laws consist of by-laws of the former Pietersburg Municipality, Pietersburg/Polokwane TLC and the peri-urban by-laws of the former Northern District Council.
    - Delay in promulgation process where new by-laws have been approved by council due to lack of internal co-operation.

  - **National Legislation**
    Have to ensure that the provisions of the Promotion of Access to Information Act and the National Archives Act, MFMA, Municipal structure Act, Municipal system Act and other relevant legislations.

  - **Political Interface Function and Council Decision Support System**
    - Convening of meetings according to the approved meeting dates schedule.
    - The implementation of an effective document management system.

- **Constraints**
  - Appropriately skilled personnel and legal firms on our panel.
  - None adherence to the meeting date schedule.
  - Unavailability of items for discussion by portfolio committees.
  - Office space.

- **Challenges: 2010/Sustainability**
  - To have new by-laws promulgated before 2010, including those specifically pertaining to the 2010 SWC as required in terms of the Host City agreement.
  - To strive to adhere to the meeting dates and regular Council meetings for prompt approval of projects and establish a dedicated team to run all functions related to the 2010 soccer World cup.
1.1.1.106 Development Objectives

The strategic business unit intends to do the following:

- Co-ordinate, facilitate manage all external and internal legal actions and processes on behalf and against the Municipality.
- Finalise the rationalisation of by-laws and policies
- To run an effective councillor support programme.
- To perform the general administration of Council, Mayoral committee and other committee established by Council.
- Attend record and perform the general administration of Council, Mayoral Committee and all other Committees established by Council.
- Internal Political Interface with the Mayors Office, Speakers Office and the Political Party Whippery.
- To run an effective Councillor support programme.
- To run an effective decision support programme for portfolio committees.
- To attend to the electronic document management system in liaison with the SBU Information Technology.

1.1.1.107 Linkages to Strategic Agenda and Policy Guidelines

IDP, Constitution
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Responsibility</th>
<th>Total Cost</th>
<th>Cost Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td>09/10</td>
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<tr>
<td>Implement and maintain a System of Delegation of Powers</td>
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<tr>
<td></td>
<td></td>
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<td>Update and maintain.</td>
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<td>Provide a clear regulatory framework in the form of by-laws which is accessible</td>
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<tr>
<td></td>
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<td>Prioritise those by-laws specifically</td>
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<tr>
<td>Municipal policy framework</td>
<td>PM</td>
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<td>Ensure legislative compliance in drafting and implementation.</td>
</tr>
<tr>
<td>Contracts management</td>
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<td>Effective registering and control of contracts</td>
</tr>
<tr>
<td>Implement and maintain regulatory framework – Pietersburg/Seshego Town Planning</td>
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<td></td>
<td>Prosecute transgressors of Town Planning scheme and others</td>
</tr>
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<td>Scheme</td>
<td>PM</td>
<td>Councillor Support</td>
<td>Council Committees</td>
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<tr>
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<td>Capturing and Scanning of official documents</td>
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4.6.3 SBU: Human Resource Sector Plan

1.1.1.109 Problem Statement/Summary

The quality of human capital that lead, manage and work for Polokwane Municipality will determine the success and progress that is to deliver outstanding services and support overall business strategy.

To succeed there is a need to develop a holistic approach to the implementation of transformational issues like equity, human resource development, staff retention and succession planning, management of HIV/AIDS in the workplace. Making sure that there is an organisational fit to enable the organisation to deliver. Management of, employee relations and support.

- **Issues**
  - Lack of a holistic implementation of equity.
  - Lack of an encompassing strategy for the implementation of human resource development.
  - Lack of succession planning and staff retention or attracting talent.
  - Lack of Management of HIV/AIDS in the workplace leading to high staff turnover.
  - Lack of awareness of HR policies and procedures.
  - Unnecessary disputes.
  - Lack of organisation fit in relation to mandate.

- **Constrains**
  - Highly regulated collective bargaining environment which hinders implementation of a different salary grading, system benefits that will assist in retaining and attracting talent.
  - Shortage of skilled personnel in the labour market.

1.1.1.110 Development Objectives

- Implementation of cutting edge processes, policies and practice to ensure legal compliance and minimise potential exposure
- Identify core skill requirements of the municipality, define gaps and work with educational institutions to fill the gaps
• To implement a performance management system in order to build a flexible, dynamic and high capacity institution
• Increased access to extended EAP services to all employees and reduction of staff absenteeism and departures attributed to HIV/AIDS.
• Address all identified risk areas to ensure ongoing compliance with Occupational Health and Safety.
• Manage workplace conflict in a positive and meaningful way to achieve organisational strategies.

1.1.1.111 Linkages to Strategic Agenda and Policy Guidelines

The Human Resource strategy involves the building and maintenance of a stock of human capital that will assist in the delivery of services that supports the overall policy agenda of the Municipality, which is transformation and institutional development.

• This is done through creating links in our selection, promotion decisions to validate competency models.
• Developing strategies that provide timely and effective support for the skills demanded by the transformation strategy of the municipality.
• Support the process of coming up with compensation and performance management policies that attract, retain and motivate high performance.
### 1.1.1.112 Projects

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>RESPONSIBILITY</th>
<th>TOTAL COST</th>
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Conclusion

Integrated development plan is the cutting-edge of a developmental municipality in which priorities and key competencies are identified in relation to the availability of financial resources. In order to ensure equitable and effective service delivery the municipality should take cognizant of integrated development plan, as this could help local authorities to develop strategic policy and capacity to mobilize resources and be able to target its own activities. This is because the integrated development plan is a key instrument of managing municipalities to transform local government into developmental role. This draft document is submitted to council for consideration and endorsement for community and stakeholder consultation. It should be noted that this is still a working documents hence the community and stakeholder consultation, the information as contained was based more on the needs identified by communities in the previous years, as such inputs of communities will assist in the final prioritisation.