

# **TLOKWE CITY COUNCIL**

## **DRAFT IDP**

**2011 – 2016**

**(NW 402)**



**2011 – 2012**

**FINANCIAL YEAR**

Integrated Development Plan  
for  
Tlokwe City

Third Generation IDP

Compiled in terms of Local Government: Municipal Systems Act, 2000  
(Act 32:2000)

Adopted by municipal council on -----/-----/-----

Integrated Development Planning is a process by which municipalities prepares a 5 year strategic development plan, that is reviewed annually in consultations with communities and all relevant stakeholders. This development plan serves as the principal strategic instrument guiding all planning, investment, development and implementation decision, as well as coordinating programs and plans across sectors and spheres of government.

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## FOREWORD BY THE EXECUTIVE MAYOR

The year 2011, ushers the fourth term of the new dispensation of wall – to – wall developmental municipal systems in the transformative democratic South Africa. So far it's been a rough ride and quite a difficult journey for the evolution of our local government system. This has been demonstrated in no small measure by the tumultuous service delivery protests seen through the breadth and width of our country recently.

So the challenge facing us going forward into the fourth term of our local government continues to be the balancing of flawless basic service delivery such as water, electricity and refuse removals whilst at the same time undertaking large scale physical infrastructure creation and housing provision so as to extend these services to the multitudes who still have no access to them.

Our 2010/2011 Integrated Development Plan ( IDP) and Budget as well as the medium term expenditure framework (MTEF) may therefore not, and dare not, be the same as the preceding ones as, even though informed by the past experiences, it must also reflect the action prescribed by the inherent realities emanating from the aftermath of local government election mandates.

It is for this reason that this current IDP and Budget must and will be externally focused, driven by community needs and geared towards meeting community aspirations gleaned from stakeholder consultations and engagements throughout the past years.

It is also for this reason that we are interrogating and reviewing our vision, mission and values. We want to re-align these enduring and founding statements with our periodic strategic objectives as well as with our day – to day action plans. We want to live our vision on a daily basis, but we most importantly want to focus and improve the manner in which our municipality has been doing things.

*We want to be a leading, competitive and preferred world class city that is committed to good governance and continuously provides quality services and meet the needs of the community. This is our vision.*

With the 2010/2011 Integrated Development Plan and the medium term expenditure framework the incoming council should be able to do a lot in building on the tentative foundations that have already been laid in this regard.

Environmental assets and scarce natural resources need to be well protected and properly enhanced on a continuous basis. We need to continue with the enhancement of the quality and quantity of our water resources. We are proud of our achievements in this regard. The fact that for two consecutive years we have been able to receive and maintain the blue drop water status for the good quality of our drinking water is an achievement that we must jealously guard and build upon.

Our IDP must now look further and investigate ways of reducing greenhouse gas emissions, climate change impacts and improved air/atmospheric quality. Good foundations in this regard have also been set already. The solar geysers that are being installed in new housing schemes in the informal settlements is a source of great encouragement.

Without doubt, land as a commodity that is geared towards accommodating our communities has been progressively diminishing whilst the apartheid spatial developmental defects have not even been dented as yet. On the other hand township and rezoning applications have also been increasing year on year. Yet no land has been released in corresponding measure as most is in private hands. The price of land has also gone up as a result of increasing property prices globally.

In this IDP provision has thus been made to expedite and complete land audit as well as mobilize well located public land for low income and affordable housing. We will review our spatial development framework and the township planning scheme with a view to addressing existing anomalies. In terms of housing provision our focus will be in making available good quality renting units or the so-called Community Residential Units, continuing with good quality houses with secure tenure as well as the upgrading of informal settlements.

An inclusive housing policy that is aimed at promoting equal access to service delivery in this regard has already been developed. The need for training and employment of designated groups during the construction processes of housing and all physical infrastructure cannot be left to chance. In line with the national top priority of job creation this will continue to be carried out according to Extended Public Works Program (EPWP) principles, including but not restricted to the employment of designated groups.

This IDP also largely seeks to and provides solutions to pressing issues such as:

- the road construction programme;
- the road maintenance programme,
- the expansion of licensing services in Sedibeng
- the Multi-Purpose Vehicle Hub,

Our IDP therefore, continues to reflect commitment to the original goals and key deliverables as reflected in the government's programme after the 2006 Local Government Elections:

- Local government offices have to become more effective in meeting the needs of the citizens,
- Sporting and recreational facilities must be built.
- Local services like waste removal must be improved.
- Free basic services must be provided to communities and;
- Water and electricity must be accessible.

It is through the projects as in the reflected in the IDP, that we seek to leave a lasting legacy to the communities under the jurisdiction of Tlokwe City Council. This approach should continue to set the tone for a caring, people-centred, people-driven and developmental local government for generations to come.

As we approach the end of the current term of our political office we look back with pride at the journey travelled thus far. We may not have achieved all what we set out to do, but a firm foundation on which to continue building has nevertheless been set.

## **FOREWORD BY THE MUNICIPAL MANAGER**

At the strategic planning session held from February 23 to 25, 2011 senior management of Tlokwe City Council mapped out the road ahead or plan of action for the 2011 / 12 financial with clear strategic objectives and business plans that sought to respond to key institutional challenges. From experiences and lessons learned the municipality was able to develop and adopt strategies that would ensure a movement forward, consolidating the achievement thus and mitigating the current short comings.

Consequently, this year also being the beginning of the new term for the incoming Council, the strategic document is qualitatively different from the previous ones as it seeks to conclude some of the outstanding business of the outgoing Council whilst at the same time laying the foundation for the medium term leading up to 2015 / 16.

However, it needs to be pointed out that over the past two generations 5 year IDP terms we have overcome some immense institutional and service delivery challenges. During the initial stages of the two 5 year terms our focus has been on planning, institutional capacity building, political and administrative stabilization and corporate governance.

Going forward we will continue to consolidate in the areas of institutional capacity building and corporate governance. Specifically in this regard we will finalise the review and re-alignment of our organogramme as well as expedite the filling of currently key vacant posts.

Furthermore focus will be more on enhancing the day – to – day provision of services whilst at the same time continuing to build physical infrastructure particularly in the formerly disadvantaged areas. The emphasis will be in improving the quality and level of service provided in particular and the performance of the municipality in general. Some sterling work has already been registered in the past, such as for example the blue drop status that we currently hold with regard to our drinking water. We will strive to maintain this standard and extend it to other areas as well. For instance, our next target will have to be the green drop for our sewer works.

The harsh reality we are, however, currently faced with is unfortunately that a too wide gap still exists between the expectations of our stakeholders and the institutional capacity of our municipality. During 2011/12 financial year and the medium term leading up to 2015 / 16 the focus will also be on initiatives to improve the financial viability and revenue base of the municipality.

We understand that we will in the finalization of the 2011/12 and subsequent other IDP and budget financial years have to take cognizance of the state of the economy, the impact municipal costs can have on our economy and the fact that grant and loan funding is becoming less sustainable in the long term.

Meanwhile, the first half of the 2011 calendar year proved to a challenge for the country's local government in general and our municipality in particular due to preparations for the May 18 Local Government Elections which coincided with our 4th IDP/ Budget processes.

The provisions prescribed in Circular 54 of the Municipal Finance Management Act 56 of 2003 effectively meant that we had to work within tight timeframes to ensure that all the IDP / Budget processes are completed in time. This exerted a lot of pressure on our councillors, officials, communities and all other stakeholders. I wish to express my gratitude to all of them for their

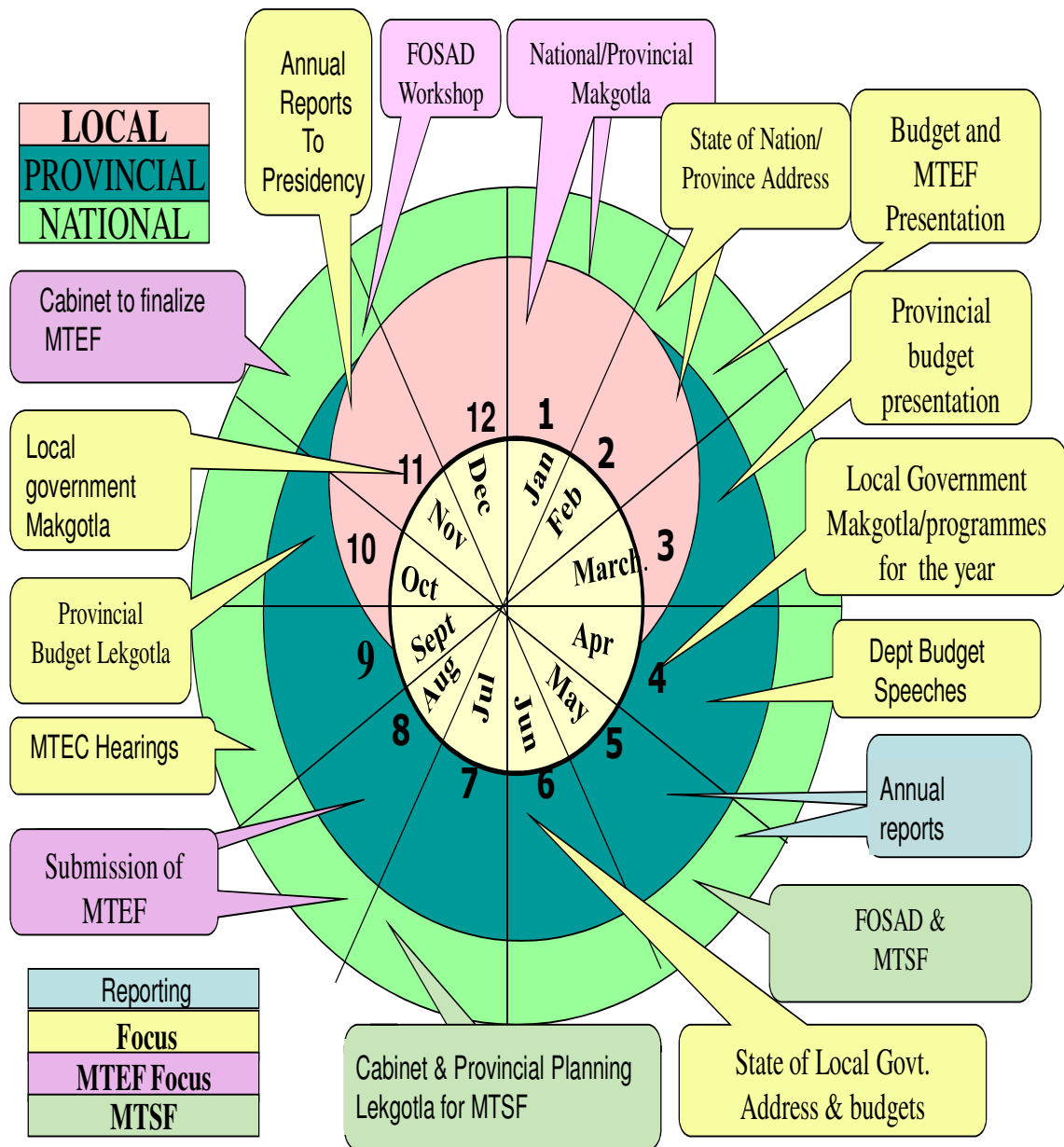


meaningful contribution in the development of this document. A collective effort by all stakeholders is required to overcome the challenges faced by our municipality.

I trust that this strategic document will serve as a guiding tool also for the new councillors who will start their new term of office after the Local Government Elections and will also improve or fast track service delivery to our communities.

In the municipal's senior management they have a ready and dedicated partner. I commit the senior management wholly to the strategic thrust outlined in this document.

## Integrated Planning & Delivery Cycle:



# **SECTION A: EXECUTIVE SUMMARY**

## **A.1. INTRODUCTION AND BACKGROUND**

Integrated Development planning is the process through which the municipality prepares a strategic developmental plan, which is the principal strategic instrument guiding all planning, management, investment, development and implementation decisions, taking into account input from all stakeholders.

The IDP crosses departmental divisions by linking the physical, social, institutional and economic components of planning and development with management and development structure. It also integrates and aligns planning in different spheres of government and therefore enforcing and upholding the spirit of co-operative governance in the public sector.

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. 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 realized through integrated development planning and the compilation of an Integrated Development Plan (IDP).

## **A.2. LEGAL FRAMEWORK FOR INTEGRATED DEVELOPMENT PLANNING**

According to the Constitution of the Republic of South Africa, the local sphere of government is charged with the responsibility to implement developmental local government as well as co-operative governance. The mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purposes of municipal integrated development planning, namely:

- Ensure sustainable provision of services
- Promote social and economic development
- Promote safe and healthy environment
- Give priority to the basic needs of communities and

- Encourage involvement of communities

The first piece of legislation drafted to reflect the responsibility of the local sphere of government to implement integrated development planning by means of the compilation of an IDP document, was the Local Government Transition Act (1993) as amended by the Local Government Transition Second Amendment Act (1996). In this legislation the IDP was presented as the main planning instrument that guides all planning and decision making process of the municipality.

The Local Government Transition Act was only an interim piece of legislation applicable to the local sphere of government until the demarcation of municipalities was finalized, the need arose to enact legislation regulating integrated development planning on a more permanent basis.

In 2000 the Municipal Systems Act 32 of 2000 (MSA) came into operation. Section 25(1) of the Act stipulates that each municipal council must, after the start of its elected term, adopt a single, inclusive, and strategic plan 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;
- Forms the policy framework and general basis on which annual budget must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

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

- The constitution of the Republic of South Africa Act 108 of 1996;
- Reconstruction and Development Programme (RDP);
- Growth, Employment and Redistribution Strategy (GEAR);
- Tourism Act 72 of 1993;

- Development Facilitation Act 67 of 1995;
- National Water Act 36 Of 1997;
- Housing Act 107 of 1997;
- White Paper on Local Government of 1998;
- Local Government: Municipal Structures Act 117 of 1998;
- National Environmental Management Act 107 of 1998;
- National Land and Transportation Transition Act 22 of 2000;
- Disaster Management Act 52 of 2002;
- White Paper on National Civil Aviation Policy (2005); and
- The Municipal Finance Management Act 56 of 2003.

A further piece of legislation which has a tremendous impact on the IDP is the Municipal Finance Management Act (MFMA). Due to the coming into effect of this Act, the revision of the IDP's must be aligned with the stipulations and timeframes as set out in this Act.

Section 35 of the MSA states explicitly that an integrated development plan adopted by municipal council, 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;
- Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's IDP and national or provincial legislation, in which case such legislation prevails; and
- Binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by-law.

Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP.

### **A.3. BRIEF DESCRIPTION OF THE MUNICIPALITY**

The Tlokwe City Council faces great challenges in addressing the needs of the community, past backlogs and spatial distortions, and planning for a sustainable future. Tlokwe City Council can only meet the latter challenges by working together with the People of Potchefstroom and partners, in a spirit of co-operative governance, and by adopting a developmental mindset.

Integrated Development Planning is the key tool for local government to cope with its role and function in terms of the SA Constitution and other applicable legislation. In contrast to the role municipal strategic planning has played in the past, Integrated Development Planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery. The IDP process is meant to arrive at decisions on issues such as municipal budget priorities, social and economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP will be applicable to Tlokwe Municipal Area which includes Ikageng and its extensions, Potchefstroom town, Mohadin, Promosa, Matlwang, Leliepan/Baitshoke, Traditional and Rural Development

Potchefstroom covers an area of approximately 2500 square km and is divided into two parts by the N12 route between Johannesburg and Cape Town. The N12 is one of the main designated development corridors in South Africa.

In terms of international perspective, Potchefstroom is well known for its university (North West University consisting of the Mmabatho, Potchefstroom and Vaal Triangle campuses and as one of the two, premium high altitude sports training centres in South Africa. Potchefstroom and its neighbour, the city of Klerksdorp, are situated in the heart of the country's gold-mining industry, with the world's deepest gold-mine situated some 40 km north-east of Potchefstroom adjacent to the N12 to Johannesburg. The area is also characterised by diamond mining (Rysmeirbult) and agricultural production such as maize, sunflower and sorghum.

Nationally, Potchefstroom is host to a variety of national and international sports such as hockey, rugby athletics, cricket and cultural events such as the Aardklop festival. Setswana, Afrikaans and English are the predominant languages spoken in the region. The Vredefort Dome was also declared a World Heritage Site in 2006 as one of the largest and oldest meteorite impact craters in the world. Substantial progress has been made with the development of a new Highveld National Park on the western side of Potchefstroom.

Locally, Potchefstroom has a large number of primary, secondary and special schools, a technical and agricultural college, as well as district and regional representation of 23 national departments, including police and military units. The air force base was closed

after the 1994 elections and is primarily used as an uncontrolled airport by private general aviation and the police air wing on a 24/7 basis.

#### **DISTRICT MUNICIPALITIES IN THE NORTH WEST PROVINCE**



### **A.4. INTEGRATED DEVELOPMENT PLANNING AND PROCESSES**

#### **A.4.1. WHAT IS INTEGRATED DEVELOPMENT PLANNING (IDP)**

Integrated development planning is an approach to planning which is aimed at involving the municipality and the community to find the best possible 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 various plans and actions of the municipality in order to achieve its vision and mission.

It is used by municipalities to plan short and long term future developments in its area of jurisdiction. 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, which provides the framework for development and planning in the area of the municipality. It is an operational and strategic planning guideline which enables the municipality to fulfill its development mandate.

The purpose of the integrated development planning is to better the quality of life of the people living within the area of the municipality. It provides the guidelines as to how to use the land within the municipality, which resources to use, and how to protect the environment. All strategic planning within the municipality must take place within the framework of the IDP. Through integrated development planning different plans are integrated, coordinated and linked to the use of natural, financial, human and physical resources.

#### **A.4.2. INTEGRATED DEVELOPMENT PLANNING PROCESS**

##### **PHASE ONE: ANALYSIS**

###### **(a) Process**

The analysis phase deals with the current existing situation at ward level and institutionally. It is the focused analysis of the type of problems faced by the people in the municipal area. The issues normally range from lack of basic services to crime and unemployment. The problems identified are weighed according to their urgency and/or importance to come up with priority issues.

During this phase, the municipality considers peoples perceptions of their problems and needs, but also fact and figures. This phase does not deal only with the symptoms, but also with the causes of the problems in order to make informed decisions on appropriate solutions. Stakeholders and community participation is critical during this phase.

###### **(b) Outputs**

**The outputs of this phase are:**

- Assessment of existing levels of development
- Priority issues or problems
- Information on causes of priority issues/problems
- Information on available resources.



## PHASE TWO: STRATEGIES

### (a) Process

After having analyzed the problems affecting the people of the area and its causes, it is necessary to formulate solutions to address the identified problems. Activities during this phase included the formulation of:

- (i) **The municipal vision** -the vision is a statement indicating the ideal situation that Tlokwe City Council would like to achieve in the long term. This is the situation the municipality would find itself in, once it has addressed the problems identified in the analysis phase.
- (II) **The development objectives** – Once the priority issues are identified in the analysis phase, they need to be translated into objectives. Development objectives are statements of what the municipality would like to achieve in the medium term in order to address the issues (problems) and also contribute to the realization of the vision. The objectives should bridge the gap between the current reality and the vision.
- (III) **The development strategies** - once the municipality knows where it wants to go (vision) and what it needs to achieve and realize the vision (objectives), it must then develop strategies, to provide answers to the question of how the municipality will reach its objectives.
- (IV) **Project identification**- once the strategies are formulated, they result in the identification of projects.

### (b) Outputs

Outputs of phase 2 include:

- The municipal vision
- Objectives
- Strategies

## PHASE THREE: PROJECTS

### (a) Process

Phase 3 is about the design and specification of projects for implementation. The municipality must make sure that the projects identified have a direct linkage to the priority issues and the objectives that were identified in the previous phases. It must also be clear on the target

group (intended beneficiaries), the location of the project, when it will commence and end, who will be responsible for managing it, how much it will cost and where the money will come from. It must also identify indicators to measure performance and impact of the project.

**(b) Outputs**

The outputs of this phase include:

- Project output, targets, location
- Project related activities and time scheduled
- Cost and budget estimates
- Performance indicators

**PHASE FOUR: INTEGRATION**

***(a) Process***

Once the projects are identified, it is imperative to ensure that they are in line with the municipality's objectives and strategies, the resource framework, and comply with the legal requirements. Furthermore, this phase is an opportunity for the municipality to harmonize the project in terms of contents, location and timing in order to arrive at a consolidated and integrated set of programmes. E.g. local economic developments programme, spatial development framework, etc.

**(b) Outputs**

The output of this phase is an operational strategy that includes:

- 5 year financial plan
- 5 year capital investment programme
- Integrated Spatial Development Framework
- Integrated sectoral programmes (LED, HIV, poverty alleviation, gender equity etc)
- Consolidated monitoring/performance management system
- Disaster management plan
- Institutional plan
- Reference to sector plans

***PHASE FIVE: APPROVAL***

***(a) Process***

Once the IDP has been completed, it has to be submitted to the municipal council for consideration and approval. The council must look at whether the IDP identifies the issues (problems) that affect the areas and the extent to which the strategies and projects will

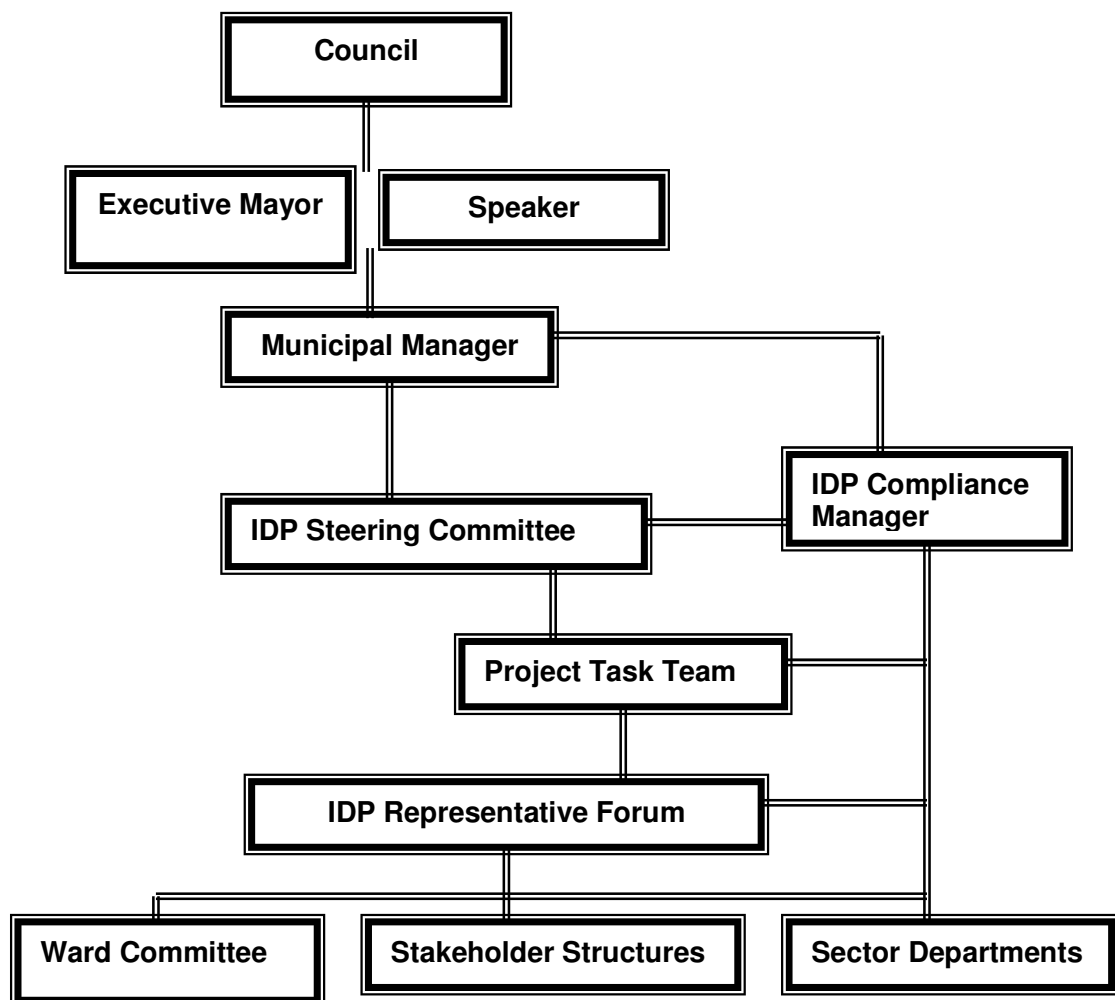
contribute to addressing the problems. The council must also ensure that the IDP complies with the legal requirements before it is approved.

Furthermore, before the approval of the IDP, municipality must give opportunity to the public to comment on the draft. Once the IDP is amended according to the inputs from the public, the council considers it for approval.

#### **(b) Outputs**

The output of this phase is an approved IDP document for the municipality

#### **A.4.3. Institutional Arrangement for IDP Process**



#### **A.4.3.1. POLITICAL DYNAMICS**

The following represents dominant political parties / organizations in the area:

- African National Congress
- Democratic Alliance
- Freedom Front
- Independent Democratic
- United Christian Democratic Party
- Congress of the People

Political tolerance: Moderate. Different stakeholders work together on and when called for (e.g. CPF, Potchefstroom Business Forum, Service Clubs, NGO`s and churches.

#### **A.4.4. IDP Structures**

##### **\* IDP/Budget Steering Committee:**

The steering committee should be a technical working team of dedicated heads of departments and senior officials who support the IDP Manager to ensure a smooth planning process. The IDP Manager is responsible for the process, but will often delegate functions to members of the steering committee. In municipalities where relevant portfolio councillors wish to be part of the IDP steering committee, they should be included.

##### **Composition of IDP Steering Committee**

- Chairperson - Municipal Manager (or IDP Manager)
- Secretariat - Official of municipality
- Members - Strategic Executives of the respective  
Departments /Sectors; and/or
- Senior officials of municipality and/or Provincial departments

##### **\* IDP Representative Forum:**

The IDP representative forum is the structure which institutionalises and guarantees representative participation in the IDP process. The selection of members to the IDP representative forum has to be based on criteria which ensure geographical and social representation.

Chaired by:

- The Executive Mayor or a member of the Executive Committee or a member of the Committee of Appointed Councillors

Secretariat:

- Official of municipality

Composition:

- Members of the Executive Committee
- Municipal Manager
- Assistant Manager: Compliance
- Councillors (including Councillors who are members of the District Council and relevant portfolio Councillors)
- Traditional Leaders
- Ward Committee Chairperson
- Stakeholder representatives of organised groups
- Heads of Departments / Senior officials
- Stakeholder representatives of organised groups
- Advocates for unorganised groups
- Resource persons
- Community Representative (e.g. RDP Forum)

**Terms of Reference:**

**\* IDP/Budget Steering Committee:**

- Provides terms of reference for the various planning activities
- Commission research studies
- Considers and comments on:
- Inputs from sub-committee/s, study teams and consultants
- Inputs from provincial sector departments and support providers
- Processes, summaries and documents outputs
- Makes content recommendations
- Prepares, facilitates and documents meetings
- Secretariat for IDP Representative Forum

**\* IDP Representative Forum:**

- Represent the interests of their constituents in the IDP process
- Provide an organisational mechanism for discussion, negotiation and decision-making between stakeholders

- Ensure communication between all the stakeholders representatives
- Ensure the annual business plans and budget are linked to and based on the IDP process.
- Monitor the performance of the planning and implementation process.

**\* Ward Committees:**

To represent interests and contribute knowledge and ideas in the planning process by:

- Inform interest group, communities and organisations on relevant planning activities and their outcomes.
- Analyse issues, determine priorities, negotiate and reach consensus.
- Participate in the designing of project proposals and/or assess them
- Discuss and comment on the draft IDP
- Ensure that annual business plans and budgets are based on and linked to the IDP
- Monitor performance in implementation of the IDP
- Conducting meetings or workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities.

#### **A.4.5. Roles and Responsibilities:**

**Municipal Council/Executive Mayor:**

- \* Prepare, decide on and adopt a Process Plan.
- \* Undertake the overall management and co-ordination of the planning process, which includes ensuring that:
  - All relevant actors are appropriately involved.
  - Appropriate mechanisms and procedures for public consultation and participation are applied.
  - Planning process is related to the real burning issues in the municipality, that it is a strategic and implementation-orientated process.
  - The sector planning requirements are satisfied.
- \* Adopt and approve the IDP
- \* Adjust the IDP in accordance with the MEC for Local Government's proposal.
- \* Ensure that the annual business plans; budget and land use management decisions are linked to and based on the IDP.

**Ward Councillors:**

Ward Councillors are the major link between the municipal government and the residents. As such, their roles are to:

- \* Link the planning process to their constituencies and/or wards.
- \* Be responsible for organising public consultation and participation.
- \* Ensure the annual business plans and municipal budget are linked to and based on the IDP
- \* Ensure the IDP is linked with provincial and national department's budget.

**Municipal Manager:**

The Municipal Manager has to manage and co-ordinate the IDP process. This includes to:

- \* Prepare the Process Plan.
- \* Undertake the overall management and co-ordination of the planning process.
- \* Ensure that all relevant actors are appropriately involved.
- \* Nominate persons in charge of different roles.
- \* Is responsible for the day-to-day management of the drafting process.
- \* Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector-planning requirements.
- \* Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council.
- \* Ensure proper documentation of the results of the planning of the IDP document.
- \* Adjust the IDP in accordance with the MEC for Local Government's proposals.

**Strategic Executives of the respective Departments**

As the persons in charge for implementing IDP's the technical/sectional officers have to be fully involved in the planning process to:

- \* Provide relevant technical, sector and financial information for analysis for determining priority issues.
- \* Contribute technical expertise in the consideration and finalisation of strategies and identification of projects.
- \* Provide departmental operational and capital budgetary information.
- \* Is responsible for the preparation of project proposals, the integration of projects and sector programmes.
- \* Is responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government of alignment.

**Support Providers/ Planning Professionals:**

External service providers will be engaged to when necessary to:

- \* Providing methodological/technical guidance to the IDP process
- \* Facilitation of planning workshops
- \* Documentation of outcomes of planning activities
- \* Special studies or other product related contributions
- \* Support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process.
- \* Ensure the IDP is aligned with provincial and national department's budget.

**Residents, Communities and Stakeholders (Civil Society):**

To represent interests and contribute knowledge and ideas in the planning process by:

- \* Participating in the IDP Representative Forum to:
  - Inform interest groups, communities and organisations, on relevant planning activities and their outcomes
  - Analyse issues, determine priorities, negotiate and reach consensus
  - Participate in the designing of project proposals and/or assess them
  - Discuss and comment on the draft IDP
  - Ensure that annual business plans and budgets are based on and linked to the IDP
  - Monitor performance in implementation of the IDP
- \* Conduct meetings or workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities.



## **A.5. PROCESS VIEW**

### **A.5.1. IDP Framework 2007 – 2012**

<b>IDP Meetings</b>	<b>Date</b>	<b>IDP Phase</b>
Community-based Planning (CBP) Workshop	August	Training in 2007 financed by the Dr KKDM
IDP Coordinating Committee	August	Analysis
IDP Skills Training Workshop Training in 2007 financed by the Dr KKDM	August	<ul style="list-style-type: none"> <li>▪ Training in 2007 financed by the Dr KKDM</li> <li>▪ Training repeated in 2009, financed by DBSA</li> </ul>
IDP Steering Committee	August	Analysis
IDP Coordinating Committee	Early September	Strategies
IDP Steering Committee	Mid September	Strategies
IDP External Committee (Sector Departments)	Late September	Analysis & Strategies (at local municipalities)
<b>IDP Representative Forum</b>	<b>Early October</b>	<b>Reaffirm analysis and strategies (local municipalities)</b>
IDP External Committee (Sector Departments)	Mid October	Sector Departments make first half-yearly implementation reports on current year projects
IDP Coordinating Committee	Mid October	Projects
IDP Steering Committee	Late October	Projects
IDP External Committee	Early November	Projects
IDP External Committee (Sector Departments)	November-December	<ul style="list-style-type: none"> <li>▪ Integration</li> <li>▪ Presentations on forthcoming financial year plans (projects/programs) (At district municipality level)</li> </ul>
IDP Coordinating Committee	January	Integration
IDP Steering Committee	January	Integration
Executive Mayoral Road Shows	February-March	Identification and confirmation of the Dr KKDM-funded projects in local municipalities
IDP External Committee (Sector Departments)	March-April	<ul style="list-style-type: none"> <li>▪ Integration and finalizing projects and programs funded by sector departments</li> <li>▪ Sector Departments make second half-yearly implementation reports on current year projects</li> </ul>
Extended IGR Forum	February-March-April	Finalizing the Dr KKDM-funded projects in local municipalities
<b>IDP Representative Forum</b>	<b>Sept-April</b>	<b>Reaffirm projects and integration as per municipality</b>
<b>Approval</b>	<b>March-May</b>	<b>Advertisements, tabling and adoption of the draft IDP by Councils in the Dr KKDM</b>

**Table:** Time Frames of the IDP Development Process for the DM

### A.5.2. IDP Process Plan 2011 - 2012

#### IDP/BUDGET PROGRAMME WITH TIME FRAMES

ACTIVITIES/DETAILS	TIME FRAMES	IDP PHASES
<b>August 2010</b>		
Provide Senior Managers with IDP Process Plan	<b>19 August 2010</b>	<b>Internal Preparation</b>
Submission of draft IDP Process Plan to Budget Manager, to prepare a budget calendar for inclusion in the IDP Process Plan	<b>17 August 2010</b>	<b>Internal Preparation</b>
First Meeting of the Budget Committee	<b>August 2010</b>	<b>Internal Preparation</b>
Submit draft IDP Process Plan to District	<b>19 August 2010</b>	<b>Process Plan</b>
Submit draft IDP Process Plan to DDLG&T	<b>19 August 2010</b>	<b>Process Plan</b>
Council to approve 2010/2011 Budget and IDP Schedule	<b>31 August 2010</b>	<b>Process Plan</b>
Submit 2009/2010 Financial Statements to Auditor-General	<b>31 August 2010</b>	<b>Process Plan</b>
Submit Section 46 Reports to the Auditor-General	<b>31 August 2010</b>	<b>Process Plan</b>
Submit 2009/2010 Financial Statements to DDLG&T and Section 46 Reports	<b>31 August 2010</b>	<b>Process Plan</b>
Speaker to submit ward participatory schedule	<b>31 August 2010</b>	<b>Process Plan</b>
<b>September 2010</b>		
Advertise time schedule for initial ward participatory process ( Phase 1)	<b>1 September 2010</b>	<b>Public Participation</b>
Second Meeting of the Budget Committee Directorates to be provided with current Baseline Operating Medium Term Expenditure Forecast (MTEF) 2008/2009 to 2009/2010 which are to be used as a base for development of new Operating Medium Term Expenditure Budgets 2009/2010 to 2010/2011	<b>17 September 2010</b>	<b>Budget process</b>
IDP Steering Committee Meeting	<b>10 September 2010</b>	<b>Strategies</b>
IDP Coordinating Committee Meeting	<b>17 September 2010</b>	<b>Strategies</b>
<b>October 2010</b>		
IDP Rep Forum Meeting	<b>16 October 2010</b>	<b>Reaffirm analysis and strategies</b>
<b>November 2010</b>		
Departments return budget estimates to budget office for interrogation	<b>3 November 2010</b>	<b>Projects</b>

IDP External Committee	<b>5 November 2010</b>	<b>Projects and programmes</b>
IDP Rep Forum Meeting	<b>10 November 2010</b>	<b>Projects and programmes</b>
Finalise Tariff Policy, Credit Control and Indigent Policy	<b>19 November 2010</b>	<b>Budget process</b>
IDP External Committee (Sector Departments)	<b>1-3 December November 2010</b>	<ul style="list-style-type: none"> <li>▪ Integration</li> <li>▪ Presentation on wayforward (projects/programmes)</li> </ul>
<b>December 2010</b>		
Finalisation of Tariff, Credit Control and Indigent Policies	<b>09 December 2010</b>	<b>Integration</b>
<b>January 2011</b>		
Inter-departmental budget and consultation meeting	<b>5 January- 2011</b>	<b>Integration</b>
IDP/Budget Steering Committee Meeting	<b>21 January 2011</b>	<b>Integration</b>
Table at a Special Council Meeting the Annual Report, Consolidated Financial Statements and the Audit report for 08/09	<b>31 January 2011</b>	<b>Integration</b>
<b>February 2011</b>		
Submission of the 2009/2010 MTREF Adjustment Budget with the resolution from Council to: National Treasury, Provincial Treasury, National DPLG and Provincial DPLG	<b>1 February 2011</b>	<b>Integration</b>
Discussion of Draft IDP and Capital and Operating Budget	<b>11 February 2011</b>	<b>Integration</b>
<b>March 2011</b>		
Check with National, Provincial Government & District Municipality for any adjustments to projected allocations for the next three years	<b>3 March 2011</b>	<b>Integration</b>
IDP Representative Forum Meeting	<b>06 April 2011</b>	<b>Reaffirm projects and integration</b>
Draft Capital and Operating Budget to be approved by Council in terms of Section 16(2) of the MFMA	<b>31 March 2011</b>	<b>Integration</b>
Advertise Draft IDP and Capital and Operating Budget	<b>31 March 2011</b>	<b>Integration</b>
Capital and Operating Draft Budgets forwarded to National Treasury, the Provincial Treasury, District Municipality and any National or Provincial Organs of State affected by the budget	<b>31 March 2011</b>	<b>Integration</b>
Submit Draft IDP or Reviewed IDP to the Department of Provincial Local Government & Traditional Affairs for analysis purposes	<b>31 March 2011</b>	<b>Integration</b>

<b>April 2011</b>		
Publication of the 2010/2011 to 2012/2013 Draft MTREF Budget and IDP	<b>1 April 2011</b>	<b>Integration</b>
Public Participation Process – Consultation with community regarding draft IDP and Capital and Operating Budget	<b>7 April 2011</b>	<b>Integration</b>
Draft IDP finally submitted to the Department of Local Government for National Analysis	<b>14 April 2011</b>	<b>Integration</b>
Check with National, Provincial Government & District Municipality for any adjustments to projected allocations for the next three years	<b>14 April 2011</b>	<b>Integration</b>
Summarise community feedback and distribute to the relevant stakeholders for consideration	<b>15 April 2011</b>	<b>Integration</b>
Approval of the IDP/Budget	<b>29 April 2011</b>	<b>Integration</b>

**Table:** *Time Frames of the IDP Development Process for the Tlokwe*

#### **A.6. Performance Management**

When integrated development planning was introduced as the tool to realise the developmental role of local government, performance management was introduced to monitor and measure the implementation of the IDP. The IDP provides the framework for strategic decision making and performance management ensures that the desired results are achieved during implementation. Performance management is the monitoring and evaluation of an organisation (or individuals working for the organisation) against agreed criteria in order to reach goals and objectives. Measurement takes place in line with the organisation's vision, mission and objectives. To know how we are doing is the key to doing it better.

A performance management system for municipalities should be -

- Seamlessly integrated with the IDP and all its components;
- Developed around the specific circumstances of the municipality;
- Simple and easy to understand;
- Focussed and balanced and measuring what it is supposed to measure;
- Realistic and progressive;
- Practical and easy to maintain; and
- Result orientated, i.e. measuring outputs and outcomes.

There are three elements of the performance management system:

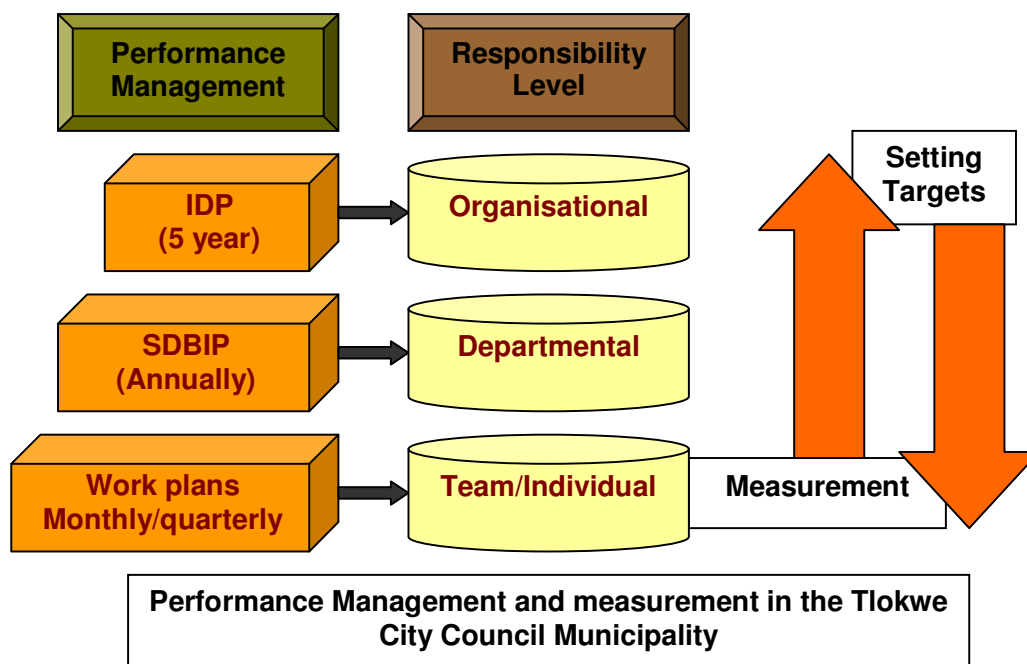
**System:** A municipality must develop a framework which will deal with the “how” to work with performance information. It will also be developing a model which tells it what performance dimensions should be measured and managed. It is a truism that

“what can be measured, can be managed” and this applies to the PMS for municipalities. Together these two aspects make up a municipality’s performance management system. The whole performance management system links in clear ways to the IDP, municipal budget and staff performance management system.

**Model:** A performance management model is a choice about what aspects or dimensions of performance will be measured. Different models give different pictures of performance by emphasising different things to measure. The model that a municipality chooses (or develops by itself) will influence which indicators it decides to use, and how it will group these indicators together into areas of performance (efficiency, effectiveness, becoming a learning organisation, customer management, etc.). A model is distinguished here from the performance framework and the performance system.

**Framework:** A performance management framework is the way a municipality collects, presents and uses its performance information. It is a practical plan, made up of mechanisms and processes, for the municipality to collect, process, arrange and classify, examine and evaluate, audit, reflect on and report performance information. These mechanisms and processes work in a cycle which must be linked to the municipality’s normal planning (IDP and otherwise) and the annual budgeting cycle. A framework is therefore about ‘how’ a municipality goes about working with performance information. It is distinguished here from the performance model and the performance system.

Tlokwe City council developed a draft performance management framework, which would ensure implementation, monitoring of the IDP programs and projects (***see attached flow chart***).



#### **A.6.1. INSTITUTIONAL ASSESSMENT OF THE PLANNING**

##### **A.6.1.1. Stakeholder Participation**

The following public participation process formed part of the IDP review:

- Ward Councillors together with their committees conducted intensive ward meetings in order to review community priorities
- An analysis of changing circumstances as reflected in the Situation Analysis by each department
- A review of organisational performance
- The adjustment of the Council's Strategic Plan to revise strategies and targets
- A Mayoral Izimbizo to report back on municipal programmes and projects and to obtain public input.
- Structured consultation with sector departments to integrate socio and economic plans of sectors with the IDP needs.

Public Notices and invitations were issued in the local press to the public, inviting stakeholders to participate in the IDP Review Process

#### **A.6.1.1.1. Comment on the Draft IDP Document**

The participation programme will make sufficient allowance for stakeholders to comment on documentation before finalisation by the IDP Steering Committee.

#### **A.6.1.1.2. Availability of the IDP Document to all Stakeholders**

Copies of the IDP document will be available to all stakeholders and communities, as a draft and final versions.

#### **A.6.1.1.3. Council Meeting for Approval**

Council meetings for the approval of the IDP will be open to the public.

#### **A.6.1.2. Public Participation**

##### **Mechanisms and Procedures for Public Participation:**

##### **Process:**

- \* Compilation of a database of all relevant community and stakeholder organisations.
- \* Informing communities and stakeholders:
- \* Communities and stakeholders must be informed of the municipality's intention to embark on the Integrated Development Planning process.
- \* Organised and unorganised social groups will be invited to participate in the IDP Process.

##### **Mechanisms:**

- \* Ward Committees:  
Councillors have to inform people within their wards by means of public ward level meetings.
- \* Media
  - Aganang Community Radio Station
  - Advertisement in local newspapers
  - Notice at prominent locations e.g. pay points

##### **Awareness Campaign**

- Direct Mail e.g. Leaflets with Service Bills
- Ward Meetings through Ward Councillors
- Distribution of pamphlets and Posters to Ward Committee
- Radio Announcements / Newspapers Advertisements

### Venue for Public Participation

The venue for the IDP Representative Forum will be at Dan Tloome Complex, of the Tlokwe City Council, other venues will be community halls. An assessment will be made to verify the availability of the facilities and bookings will be made in advance.

### Time Arrangements for Participation

Arrangements will be made to schedule the meetings/workshops at times, which will suit the majority of the participants.

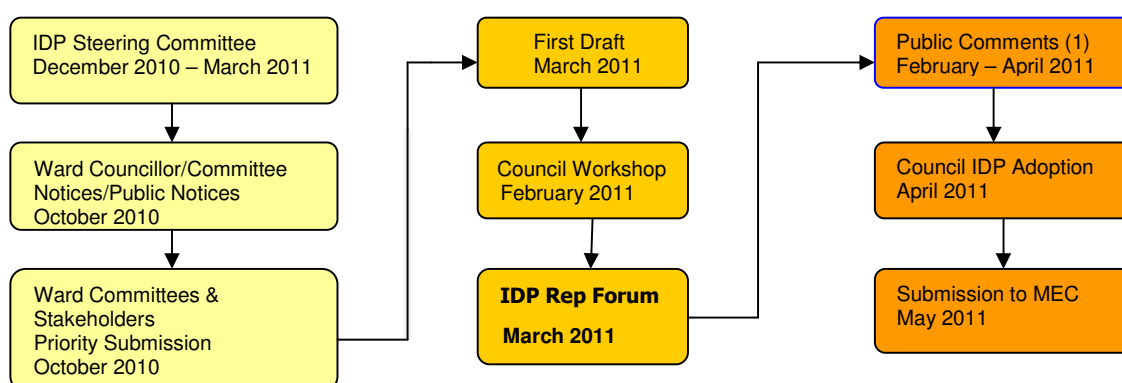
### Community IDP Review Meetings

The community IDP review meetings were held in October 2010 and not all the 21 municipal wards convened meetings.

#### A.6.1.3. PUBLIC PARTICIPATION PROCESS CHART

**Tlokwe City Council has embarked on a rigorous process of ensuring that institutional arrangements of the IDP are put in place and are functional.**

#### IDP REVIEW WORK PLAN 2011/2012



#### A.6.1.4 IDP STRUCTURES SCHEDULE

#### IDP REPRESENTATIVE FORUM MEETINGS

The Integrated Development Planning Representative Forum remains the primary forum for participation in the integrated development planning process. The forum has members from a wide range of stakeholders that include: Tlokwe Councillors and Officials, Non-Governmental Organisations, Community Based Organisations, Government Departments and Business Sector. Indicated in the table below are dates proposed for the IDP Rep Forum meetings.



## **IDP REPRESENTATIVE FORUM SCHEDULE**

### **ACTUAL DATES**

16 October 2010	16 October 2010
10 November 2010	10 November 2010
06 April 2011	06 April 2011

### **Transport Arrangements**

Members of the IDP Representative Forum will be liable for their own transport costs to the respective meetings/workshops

### **Arrangements for Report Backs by Representatives**

Representatives will be encouraged to report back to their organisations after every session. The effectiveness of these report backs will be assessed by feedback from these organisations. A period of 2 weeks will be allowed for feedback.

### **IDP STEERING COMMITTEE MEETINGS**

The IDP Steering Committee, made up of heads of departments, the municipal manager, Assistant Manager: Compliance, councillors and key municipal staff, remains the technical committee that drives the IDP review process through research, reports and recommendations to both the IDP Representative Forum and the Executive Mayor. The IDP Steering Committee meets twice a month.

#### **A.6.2. ALIGNMENT OF PLANS**

The principle, which is followed with alignment, is that issues that have a direct impact on the individual and where sector departments have structures in local municipalities' area of jurisdiction, alignment be dealt with by Local Municipalities.

Alignment of issues that are of importance to the District as a whole will take place at District Municipality level. At District Municipality level, the co-ordinating committee should undertake alignment with sector departments. A contact person should be identified for each sector department from the priority issues. The information required will be communicated to the contact person in the sector department and a meeting should be convened to discuss the issue.

Phase	Alignment Activity
1	Information on priority issues
2	Joint decision on Localised guidelines
3	Technical inputs to project planner
4	Sectoral programmes - Under responsibility of provincial and national sector departments
5	Submission of draft IDP Comments on draft IDP

#### **A.6.2.1. Mechanisms and Procedures for Alignment**

In order to ensure effective alignment between Tlokwe City Council, and other spheres, it will be important to agree with the respective stakeholders on the mechanisms and procedures to be followed.

In view of the intensive process, which needs to be followed by the respective Municipalities, the objectives of the alignment process need to be focused and specific. Provision should be made, for the establishment of an IDP Coordinating Committee.

The IDP Coordinating Committee will meet during the respective phases of the IDP process, with the purpose to align the respective processes vertically and horizontally from the outset. The IDP Coordinating Committee meetings will not be as frequent as the IDP Steering meetings, with the majority of communication on a bilateral basis (telephone, fax, e – mail, etc).

## **B.4. THE SITUATION ANALYSIS**

### **B.1. INTRODUCTION**

Potchefstroom covers an area of approximately 2500 square km and is divided into two parts by the N12 route between Johannesburg and Cape Town. The N12 is one of the main designated development corridors in South Africa.

According to the Tlokwe City Council Annual Report 2009 – 2010, Potchefstroom has a population of +- 250 000 people. In terms of StatsSA 2007 Community Survey, Potchefstroom has a total population of 124 351 people. The population according to the 2001 census was 128 353, this shows it has decreased by 4002 people. The reason for such a phenomenon should be investigated against the background of the increasing demand for housing and other municipal services. The statistics of the survey is depicted in a table below (Table 1).

The previous figures have indicated much lower increase of population than expected, especially in relation to the provincial population growth rate. The comparable population growth rates for the Dr Kenneth Kaunda District Municipality and the Matlosana Municipality were previously 1.65% and 1.39% respectively. This does suggest a significant census undercount in Potchefstroom in the 2001 census, as well as with the Community Survey 2007- the danger of such inaccuracies is that the municipality will not be able to plan correctly and that the national government grants allocations are on the official statistics (that imply that Tlokwe City Council will always be allocated less that it has) deserves in terms of true population statistics

### **B.2. BASIC DEMOGRAPHIC FIGURES**

Tlokwe City Council is situated in the Dr Kenneth Kaunda District (formerly known as Southern District) area of jurisdiction. The District has an estimate population of 849 992 (compared to 810 151 persons in 2001). The population distribution as per municipality in the area is as follows:

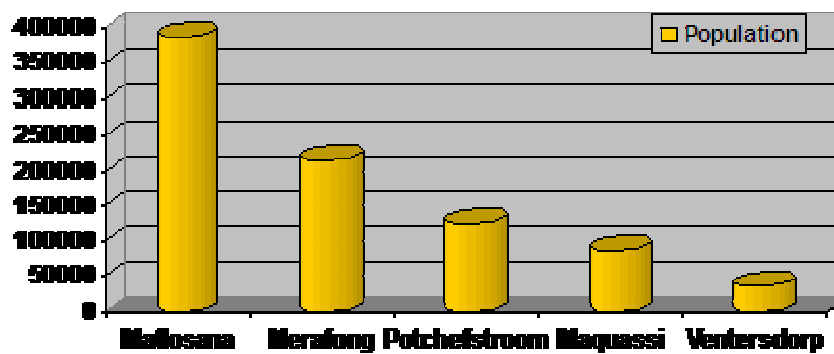


Table: 1

### B.2.1. SOCIO ECONOMIC CONDITIONS

The area is characterized by high rate of unemployment. Due to high rate of unemployment, there is a high demand of social grants as a form of poverty alleviation. The area is also characterized by high levels of poverty and food insecurity.

### B.2.2. INCOME

According to the Potchefstroom Basic Socio-Economic Survey the following household per income category was reported;

- R0-00 to R1 000-00 49%
- R1 000-01 to R10 000-00 15%

The following table represents income per gender and age group according to the Potch Basic Socio-economic indicator survey:

**Table 2: Income per gender and age group**

	10-19	20-29	30-39	40-49	50-59	+60
<b>Male</b>	272	2 138	5 792	5 255	3 100	20 112
<b>Female</b>	340	1 038	2 693	2 070	2 932	11 822
<b>Total</b>	612	3 177	8 484	5 625	6 032	31 932

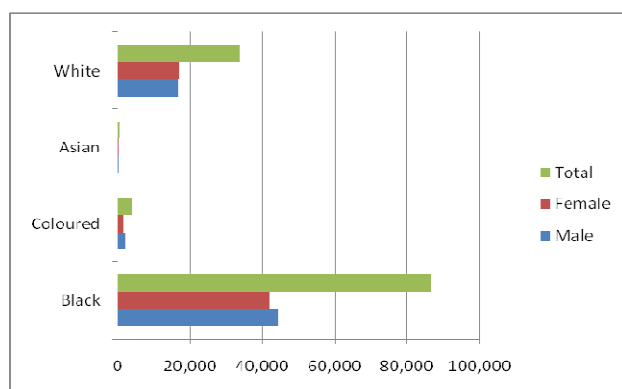
**Table 4: The table below indicates geographic age and gender distribution per area**

TOTAL M						TOTAL F						
WARD	0-4	5-14	15 - 34	35 – 64	65>	MALE	0 - 4	5 – 14	15 - 34	35 - 64	65>	FEMALE
1	330	750	2613	1875	264	5831	348	645	1638	1443	237	4313
2	153	510	1272	1053	261	3250	150	365	1071	1224	522	3323
3	81	264	576	564	156	1580	72	231	570	741	225	1835
4	81	243	486	564	180	1553	84	288	267	714	329	1979
5	123	333	672	801	210	2142	165	327	777	984	324	2574
6	156	282	918	663	120	2143	171	288	1128	720	159	2468
7	111	225	945	588	132	2003	96	258	1191	693	237	2474
8	197	408	960	717	87	2367	195	37	966	765	165	2475
9	537	930	1770	1497	132	4864	474	1026	2043	1488	198	5230
10	366	648	1299	963	72	3344	339	612	1398	999	102	3452
11	297	621	1731	1356	183	4191	312	618	1662	1434	297	4326
12	213	399	984	942	108	2644	186	396	1020	786	186	2571
13	177	315	774	618	54	1940	129	333	729	675	78	1944
14	243	567	1269	1053	123	3252	243	546	1257	1104	225	3376
15	207	375	1071	843	99	2595	183	417	945	900	210	2659
16	309	720	1262	1017	72	3385	354	687	1356	1125	126	3649
17	483	849	1521	1089	81	4023	492	852	1767	1221	123	4456
18	291	588	1059	918	60	2953	312	618	1179	888	105	3102
19	-	-	-	-	-	-	-	-	-	-	-	-
20	486	912	2025	1761	177	5357	501	873	1923	1596	195	5086

Each phenomenon as interpreted from the statistics has implication to policy formulation and other strategic decisions and to the budget.

**Table 1: Statistics South Africa: Descriptive 2007, Population group by Gender for Person weighted, NW402: Potchefstroom Local Municipality**

	Male	Female	Total
Black	44,330	42,152	86,482
Coloured	2,141	1,564	3,705
Indian or Asian	317	156	473
White	16,788	16,903	33,690



**Table 1: Statistics South Africa: Descriptive 2007, Population group by Gender for Person weighted,**

**NW402: Potchefstroom Local Municipality**

**Table 1: Population and household profile.**

SERVICE	Census 2001	Commu Survey 2007
Persons	128 353	124 351
Households	32 038	35 524

**Source: Community Survey, 2007**

The following table represents population distribution according to wards. At the time of the survey, the municipality had 20 wards, which later changed to 21 wards as a result of the local government election of 2006. From the 2011 local government election, the number of wards will increase to 26

**Table 2: Population distribution according to ward's.**

RURAL SETTLEMENT	POPULATION
Ward 1	10144
Ward 2	6573
Ward 3	3415
Ward 4	3523
Ward 5	4716
Ward 6	4611
Ward 7	4477
Ward 8	4842
Ward 9	10094
Ward 10	6796
Ward 11	8517
Ward 12	5215
Ward 13	3884
Ward 14	6628
Ward 15	5254

Ward 16	7034
<b>RURAL SETTLEMENT</b>	<b>POPULATION</b>
Ward 17	8479
Ward 18	6055
Ward 19	7646
Ward 20	10443
Ward 21	5352
<b>Total Population</b>	<b>134 698</b>

**Table 3: Population per average household per ward**

<b>RURAL/URBAN SETTLEMENT</b>	<b>AVERAGE PER HOUSEHOLD</b>
Ward 1	4
Ward 2	4
Ward 3	3
Ward 4	3
Ward 5	4
Ward 6	3
Ward 7	3
Ward 8	4
Ward 9	4
Ward 10	5
Ward 11	3
Ward 12	5
Ward 13	3
Ward 14	3
Ward 15	4
Ward 16	4
Ward 17	4
Ward 18	3
Ward 19	3
Ward 20	4
Ward 21	4

*Potchefstroom Basic Socio Survey (2004)*

### **B.3 ANALYSIS OF BASIC FACTS AND FIGURES**

***Source: Community Survey, 2007***

One can therefore assume an average unemployment rate of 35%. Significant is the fact that the unemployment rate for females (20.4% in the 2004 survey), was almost double that of males (11.2%). The average annual per capita income for Tlokwe City Council in 2001 was R18 697. The average annual per capita income for the richest 20% of South African towns and cities was R25 277 in 2000, with a corresponding figure of R5452.00 for the poorest 20%. In comparison therefore,

Tlokwe City Council appears to be rather well off. However, this belies a highly skewed situation in as far as the distribution and sources of income are concerned.

## **Economic and Social Indicators**

In terms of sectoral employment, the largest sector is government (32%), followed by the trade sector (15%), household sector (13%), the agricultural and manufacturing sectors (10% each) and the financial sector (7%). Therefore, 87% of employment opportunities are provided by these sectors, with the primary (agricultural) and secondary (manufacturing) sectors contributing 20% and the tertiary and service sectors contributing 67%. Furthermore, the period 1996 to 2001 indicated a decrease in employment in the agricultural and manufacturing sectors, a cyclical but slow decline in the financial and business services sector, while employment trends remained stable in the trade, accommodation and catering sector, and increased in the informal sector.

The unemployment rate in Tlokwe City Council in 2001 was 36.9% while the sample socio-economic survey indicated a rate of 31.59% in April 2004 (NWU, 2004).

## **SOCIO-ECONOMIC INDICATORS**

### **Human Development Index**

The Human Development Index for Tlokwe City Council is 0,6, indicating that lower life expectancy, income and literacy levels are present in the City Council.



## Income Distribution

The table below indicates the distribution of Employment by income group in Tlokwe City Council

**Table 2. Distribution of Employment: Percentage by income group**

INCOME PER ANNUM	NATIONAL FIGURES (%)	% TLOKWE CITY COUNCIL
No income	1.13	0.03
R1 – R400	8.38	0.24
R401 – R800	10.46	0.30
R801 – R1600	32.54	0.94
R1601 – R3200	30.66	0.89
R3201 – R6400	9.45	0.27
R6401 – R12800	5.15	0.15
R12801 – R25600	1.55	0.04
R25601 – R51200	0.37	0.01
R51201 – R102400	0.18	0.01
R102401 – R204800	0.10	0.00
R204801 or more	0.02	0.00
<b>TOTAL</b>	<b>100%</b>	<b>2.89%</b>

**Source: Global Insight, 2002**

We can deduce from table 3 that, as an order of magnitude, at least 50% of households earn R1500 per month or less, and therefore can form part of 'indigent households' (a slight euphemism perhaps for the very poor). Significant in this regard is that this points to a potential increase in the number of registered indigents – approximately 50% of a current estimate of 36 000 urban households compared an actual registered number of approximately 6500 indigents (Annual Report PCC, 2004/2005). Furthermore, figure 7.6 indicates that almost 55% of income comes from sources other than rentals, salaries and wages that are, social grants and pensions, remittances, informal and small businesses. The largest portion hereof can be termed 'survivalist' and grant sources of income.

The following table represents income per gender and age group according to the Potch Basic Socio indicator survey:

	<b>10-19</b>	<b>20-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>+60</b>
<b>Male</b>	272	2 138	5 792	5 255	3 100	20 112
<b>Female</b>	340	1 038	2 693	2 070	2 932	11 822
<b>Total</b>	612	3 177	8 484	5 625	6 032	31 932

## SERVICES IN THE AREA

### COMMUNITY HEALTH CARE SERVICES AS CLUSTERD (Boiki Tlhapi, Lesego and Top City)

	<b>COMMUNITY/WARDS</b>	<b>NAME OF CLINIC / FACILITY</b>
1	Ward 11 and 8	Boiki Tlhapi Clinic
2	Ward 12 and 8	Boiki Tlhapi Clinic
3	Ward 14	Lesego Clinic
4	Ward 20	Top City Clinic
5	Wad 19	Top City Clinic
6	Ward 17	Top City Clinic
7	Ward 10	Boiki Tlhapi Clinic
8	Ward 13	Boiki Tlhapi Clinic
9	Ward 21	Top City Clinic
10	Ward 16	Top City Clinic

## HEALTH SERVICES PER CLUSTERS / PER WARDS







### COMMUNITY HEALTH SERVICES AS CLUSTERS (Promosa, Mohadin, & Steve Tshwete)

	AREAS/WARDS	SUB DISTRICT/CLINIC
1	Ward 13	Promosa clinic
2	Ward 09	Promosa clinic
3	Ward 11	Promosa clinic
4	Ward 9	Promosa clinic
5	Ward 09	Mohadin clinic
6	Ward 10	Mohadin clinic
7	Ward 21 ( Extensions)	Steve Tshwete clinic
	AREAS/WARDS	SUB DISTRICT/CLINIC
8	Ward 21 (Farms)	Mobiles
9	Ext 7 Ward 17	Steve Tshwete clinic
10	Ext 6 Ward 20	Steve Tshwete clinic

**NB:** Mobiles clinics services are provided in most of the wards covering 105 points and 79 routes. There are currently 2 mobiles from the sub district healthy services.

## SOCIAL PATHOLOGIES PREVALENCE

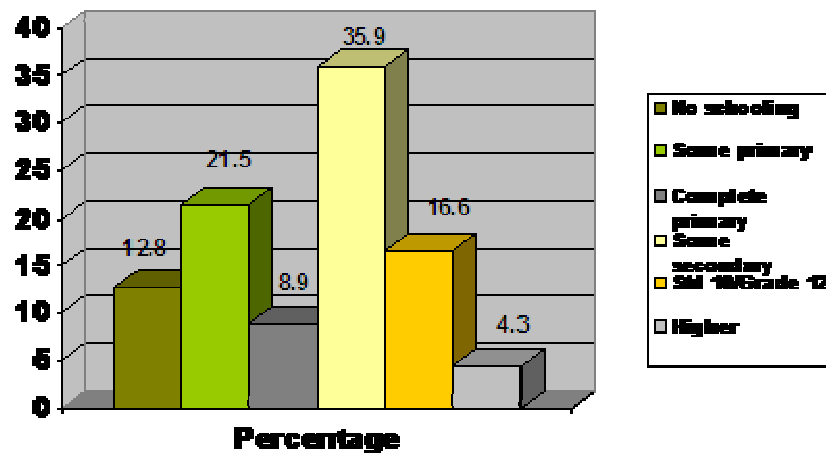
**The Local Tlokwe municipality is characterized by the following social problems;**

-  Substance abuse: People involved in alcohol and drug abuse, are of all walks of life and all ages. Preventative services assisted by TADA and YADA groups, Act 20/92 court cases
-  High prevalence of HIV / Aids and STD's / Teenage pregnancies
-  High level of crime committed by children under the age of 18 years and commercial sex workers a result of trucks that passes a N12 route. There are about 8 high transition areas (HTA's) in Potchefstroom city centre that serves as a haven commercial sex practices during weekdays
-  Domestic violence and child abuse
-  Most common crimes;
  - ✓ Assault and (armed) robbery committed by juveniles as well as adults
  - ✓ Domestic violence and child abuse
  - ✓ Aggravated by poverty and substance abuse
-  Development infrastructure remains one of the greatest challenges to make services more accessible to farm areas and informal settlement. There is still a need for facilities/ programmes for youth, people with disabilities, women and children.

## Education and Skills

The table below illustrates the education levels in City Council. Less than 21% of the study area population has a grade 12 or higher education qualification, while 12,8% has no schooling.

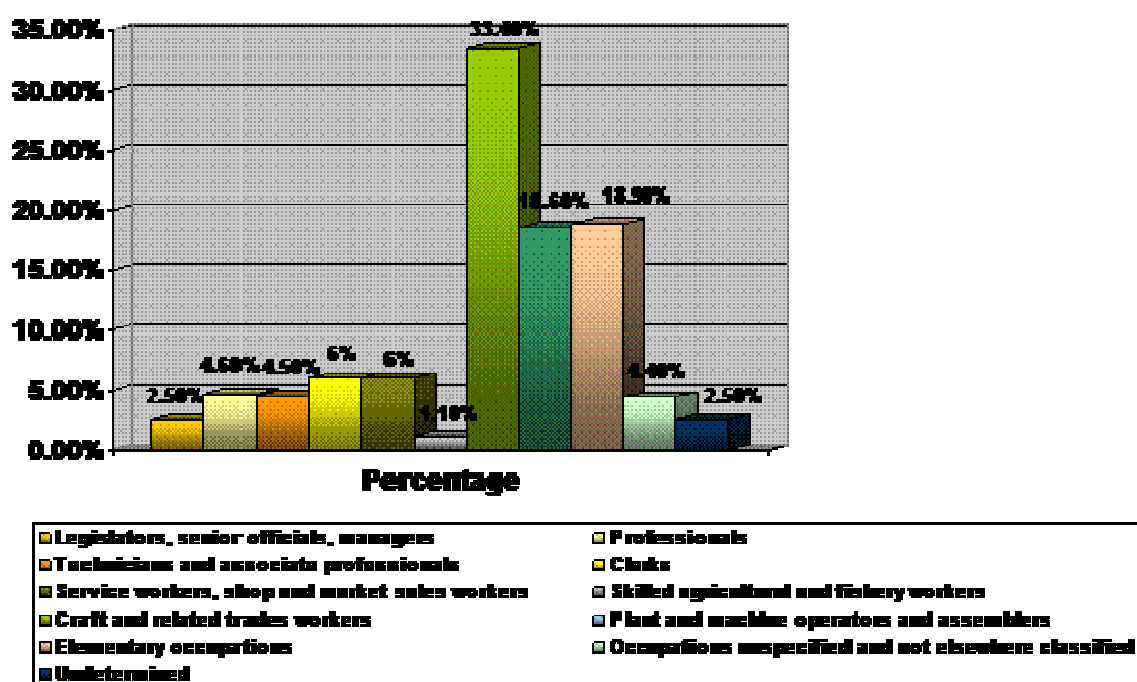
**Table 2.3: Education Levels**



## Level of skills

The table below reflects the levels of skills among the employed in City Council. Approximately 33, 4% of the working population in the study area has some form of craft and trade related skills that can benefit the local economy. 18,6% are plant and machine operators while 6% are service workers, shop market sale workers. 1.1% are skilled in agriculture and 18,9% are involved in elementary occupations.

**Table 4: Level of skills – Occupation Status**

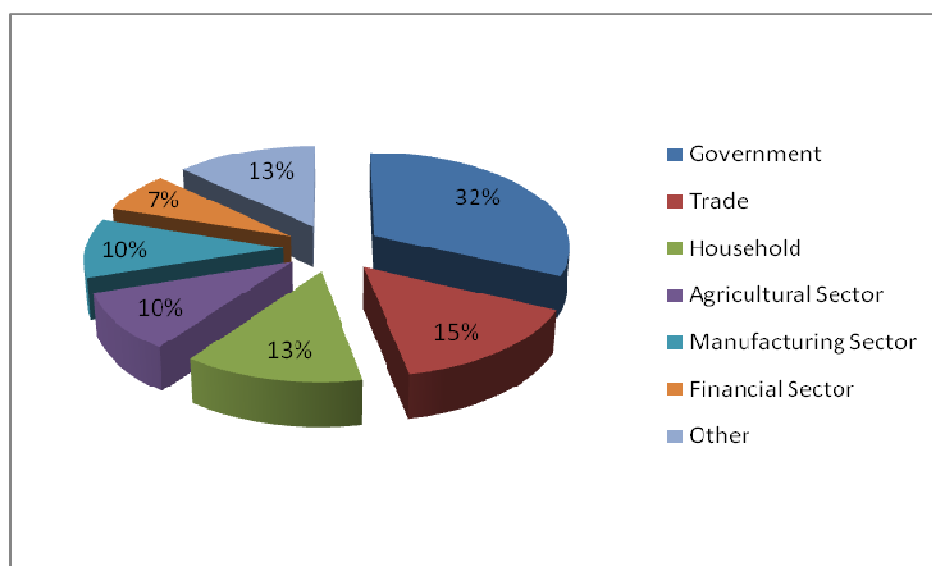


*Source: Statistics South Africa, 2001*

## DEVELOPMENT OUTLOOK

### Sector Analysis

Table 5: below indicates the economic contribution per sector as a percentage of Tlokwe City Council's GDP for 2004



*Source: (NWU 2004)*

The government economy represents 39% of Tlokwe City Council GDP (2004). Due to the influence the government sector has on the economy of Tlokwe City Council, the importance of structured consultation with the mines to align Social and Economic plans with the Integrated Development Plans of the municipality is of utmost importance.

### **Status of residential development**

Seven of the 25 municipalities in North West, namely, Rustenburg (37,3%), Local Municipality of Madibeng (37%), Maquassi Hills (32,6%), Kgetlengrivier (28,8%), Ventersdorp (27,5%), Moses Kotane (25,6%) and Merafong City (24,6%) are trailing behind with higher percentages of households living in informal dwellings above the provincial average (23,8%).

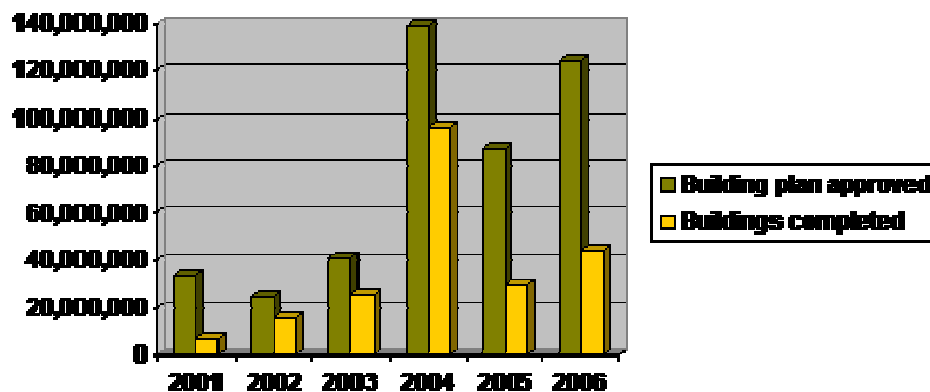
The table below is an indication of the dwelling types in Tlokwe City Council that gives a good indication of the development profile of the community.

**Table 6: Dwelling types in Tlokwe City Council**

<b>TYPE OF DWELLING</b>	<b>%</b>
House or brick structure on a separate stand or yard	55.8
Traditional dwelling/hut/structure made of traditional materials	1.2
Flat in block of flats	2.7
Town/cluster/semi-detached house (simplex: duplex: triplex)	1.0
House/flat/room in back yard	6.3
Informal dwelling/shack in back yard	8.7
<b>TYPE OF DWELLING</b>	<b>%</b>
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	22.0
Room/flatlet not in back yard but on a shared property	1.9
Caravan or tent	0.3

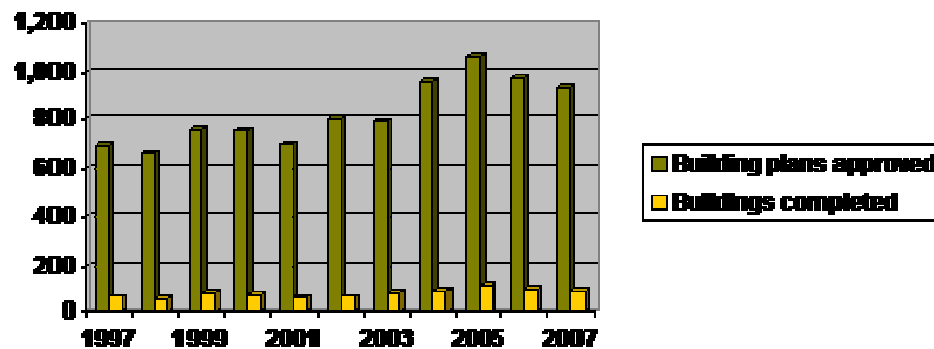
**Source: Statistic South Africa, 2001**

**Table 7: Value of building plans approved and buildings c**



**Source: Tlokwe City Council Statistics**

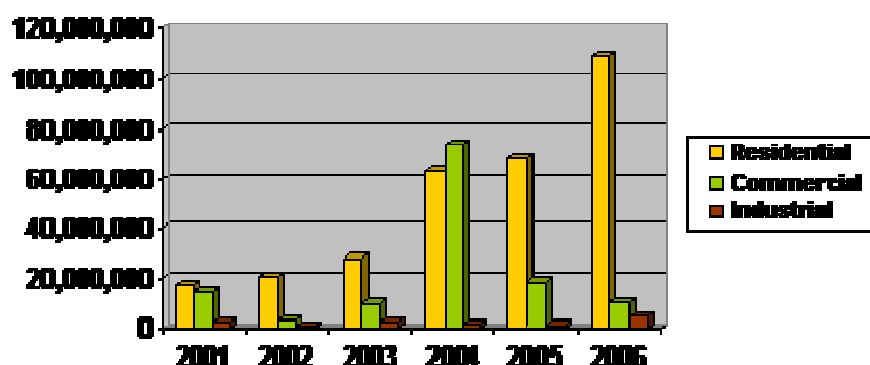
**Table 8: Value of building plans approved and buildings completed in the formal sector (excluding housing subsidy projects)**



**Source: Tlokwe City Council Statistics**

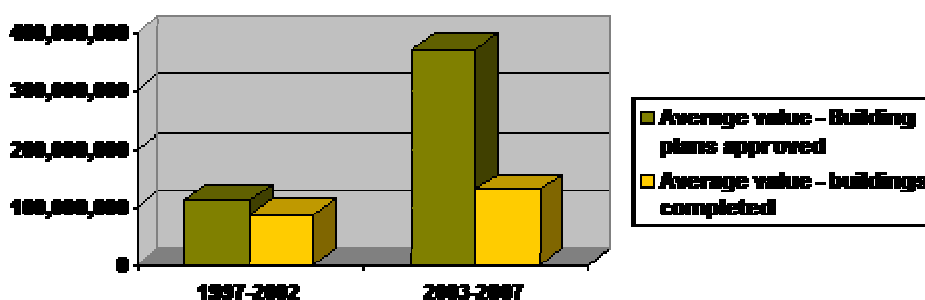
North West province had the highest percentage (76,2%) of municipalities having households living in formal dwellings more than its provincial average (66,5%). KwaZulu-Natal is trailing behind with only 31,4% of its municipalities exceeding its provincial average of 60,5%, followed by Mpumalanga (38,9%) with a provincial average of 77%, then Gauteng (45,5%) and Northern Cape (48,1%). Two of the provinces are having about 50% of its municipalities exceeding their provincial averages [Community Survey: 2007]

**Table 9: Total value of building plans approved in the different sectors (including Housing subsidy projects)**



*Source: Tlokwe City Council Statistics*

**Table 10: Average value of building plans approved and buildings completed for the period 1997 - 2002 and 2003 - 2007**



*Source: Tlokwe City Council Statistics*

The table above clearly indicates the growth experienced in Tlokwe City Council in the building construction sector for the period 2004 – 2006. This tendency is expected to continue due to the increase in demand for housing in all categories

**Table 11: Percentage of households using electricity for lighting, cooking and heating.**

SERVICE	Census 2001	Commu Survey 2007
Lighting	77,9%	90,7%
Cooking	62,0%	83,0%
Heating	59,8%	77,3%

*Source: Community Survey, 2007*



**Table 12: Percentage of households using Pit Latrine, Toilet and those without any facility.**

SERVICE	Census 2001	Commu Survey 2007
Pit Latrine	12,9,%	6,1%
Flush Toilet	68,8%	83,4%
No Toilet	9,6%	3,8%

**Source: Community Survey, 2007**

**Table 13 :Percentage of households by the type of refuse disposal and municipality.**

SERVICE	Census 2001	Commu Survey 2007
Removal by Municipality	77,8%	79,7%
No Refuse Removal	3,8%	4,3%

**Source: Community Survey, 2007**

**Table 14: Percentage of households having access to piped water by municipality.**

SERVICE	Census 2001	Commu Survey 2007
Piped water inside dwelling	30,2	62,6
Piped water inside yard	48,5	25,6
Piped (tap)water to community stand (<200m)	8,9	5,5
Piped (tap)water to community (>200m)	10,4	0
Total Piped water	98,0	93,7

**Source: Community Survey, 2007**

## **B.4 CONCLUSION**

The demographic and social situation presents the following challenges and threats to Tlokwe City Council:

- The demographic profile of Potchefstroom is male dominant. This situation bares testimony to the large number of male immigrants who moved into the area in search of employment on the city. High levels of in-migration imply an increasing demand for social services such as housing, municipal infrastructure, health facilities and so on.
- The Human Development Index (HDI) for Potchefstroom (0.6) does not compare favourably to that of Gauteng (0.7). This means that the local population of Tlokwe City Council experience, on average, a lower level of life expectancy, income, and literacy than Gauteng. The lower HDI of Tlokwe City Council indicates a competitive disadvantage in the Provincial context due to the higher incidence of poverty and skills shortages
- An analysis of labour remuneration revealed that approximately 83% of the labour force in Potchefstroom earned less than R3200 per month. The high unemployment rate and low household incomes imply that there is insufficient disposable income and therefore low buying capacity per household. This has negative implications on the economic base of the Potchefstroom. Furthermore the low household incomes imply that many households are not in a position to pay for services and municipal rates and taxes, contributing to the increasing number of indigents.
- Less than 21% of all individuals in Potchefstroom above the age of 19 had a Grade 12 or higher qualification in 2001. The low education levels in Potchefstroom present serious challenges in terms of the availability of skills required for employment opportunities that might be created in the area.

**Table 3: Person with monthly income of less than R 3201.00 per ward.**

<b>WARDS NO.</b>	<b>NO OF PERSONS</b>
Ward 1	696
Ward 2	1647
Ward 3	1035
Ward 4	801
Ward 5	1299
Ward 6	666
Ward 7	984
Ward 8	255
Ward 9	456
Ward 10	180
Ward 11	375
Ward 12	297
Ward 13	246
Ward 14	192
Ward 15	129
Ward 16	69
Ward 17	102
Ward 18	33
Ward 19	378
Ward 20	927
Ward 21	980

The lowest number on the table represents persons living in the informal settlements as most of the informal activities emanate from those areas are a as results of unemployment. (Survivalist activities)

*Potchefstroom Basic Socio Survey 2004*

**Table 4: EMPLOYMENT BY SECTORS**

<b>SECTOR</b>	<b>%</b>
Informal Sector	17.43%
Small Business	4.80%
Social Grants	23.60%
Remittance	8.22%
Private Pension	2.54%
Rental Income	11.05%
Salaries & Wages	42.31%
Total	109.95%

Sectoral employment statistics according to the Potchefstroom Socio Economic Survey 2004

## **B.5 National Spatial Development Perspective (NSDP) - 2003**

The NSDP puts forward a set of five normative principles:

**-Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.

**-Principle 2:** Government has a constitutional obligation to provide basic services to all citizens wherever they reside.

**-Principle 3:** Government spending on fixed investment should be focused on localities of economic growth and/or economic activities and to create long-term employment opportunities.

**-Principle 4:** 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 development.

**-Principle 5:** 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 that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy. In terms of the NSDP, Tlokwe is situated in an Area of High Economic Significance in terms of its GVA contribution.

## **B.6. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (2004-2010)**

**The PGDS is currently under review, it is envisaged that draft or final document of the strategy will be available for final IDP adoption. (Include hints per pillar).**

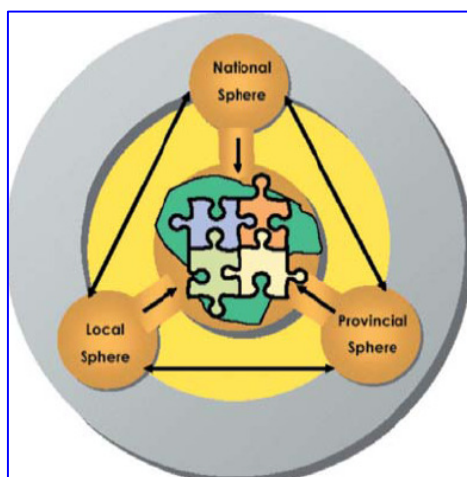
### **B.6.1 VISION, GOALS AND OBJECTIVES**

#### **B.6.1.1 Vision**

Guided by the policy and strategic framework established, the vision for 2014 is:

**To build a truly united, non-racial, non-sexist, democratic and prosperous society that is jointly focused to deliver on key priorities aimed at growing a vibrant economy.**

This agreement on a common vision and purpose of what South Africa should become, the formulation of a “Road Map” of strategies and an implementation plan to realise this vision and the introduction of mechanisms to monitor progress, are typical elements of a developmental state. In a developmental state it is essential for government to become an active partner in facilitating integrated systems of consultation and partnership at national, provincial and local level as depicted in the next figure.



### **1. The Growth and Investment Pillar**

Under this pillar, the strategy is to develop mechanisms that will make the population more dynamically productive.

### **2. The Agriculture and Rural Development Pillar**

The Province intends to address backlogs in basic needs; to capacitate and empower cooperatives and emerging farmers in terms of facilitating access to markets.

### **3. Mining and Energy Pillar**

The Provincial Government will work closely with the Department of Mining and Energy in an effort to have a coordinated strategy that will assist in identifying and financing beneficiation opportunities in the mining sector whilst encouraging compliance with the Mining Charter and a triple bottom line approach to resource utilisation, outsourcing and ensuring that ghost mining towns are self sustainable beyond mining operations.

### **4. Tourism Pillar**

Based on the perceived polarized international and domestic flows, the limited geographic spread within the province, the low occupancy and seasonality and infrastructure challenges including the limited tourism air traffic, the Province will lead and pursue the transformation of the tourism industry.

## **5. Manufacturing and Trade Pillar**

The province should formulate an Industrial Promotion Programme that will attract foreign direct investments, stimulate industrial clustering and negotiate opportunities for research and development.

## **6. Construction and Infrastructure Pillar**

The strategy is to identify critical challenges facing the construction and infrastructure sector and to examine how the state resources can be used as an instrument to drive developmental priorities.

## **7. SMME Development Pillar**

The Provincial Government considers SMME development as an imperative to economic growth and wealth redistribution and observed a tremendous potential for job creation if only the existing informal activities in this sector could be properly harnessed and directed.

## **8. Training and Skills Development Pillar**

The Commission agreed that investment in human capital is the most important contribution that government could make in equipping its residents with the skills and choices to benefit from opportunities in the labour market.

### **B.7. PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK (PSDF)**

The PSDF is based on the following development scenarios:

- **Intervention Zone One** : Economic Growth Areas for prioritized development  
Spending Zone One indicates areas that will be prioritized in terms of development spending and investment. These are:
  - ☐ Areas currently representing spatial concentrations of economic activity
  - ☐ Areas showing future potential for development expansion in terms of economic growth
  - ☐ Areas that play a supportive role to existing and future development
- **Intervention Zone Two** : Social Inclusion Areas representing areas for investment in people rather than in places

Zone Two will promote the concept of social inclusion by promoting and strengthening overlaps in economic activity and poverty to address high levels of spatial fragmentation and exclusion. This can be achieved by:-

- Improving spatial accessibility profiles of poverty concentrations; or

- Applying the NSDP principle of “concentrating investment in people rather than places” in areas that is spatially fragmented in nature
- **Intervention Zone Three** : Stimulating and kick starting New Potential Growth Nodes

Zone Three will identify and focus on the emergence of potentially new spatial new spatial overlaps between areas of economic activity and areas of poverty can be stimulated. This can be achieved through focused investment in poverty concentrations that show potential for economic development in their spatial and socio-economic context

- **Intervention Zone Four** : Environmentally Sensitive Areas

Development Zone Four will largely concentrate on future sustainable development approaches in terms of sustainable development spending. This will be achieved by focusing on rectifying development imbalances relating to equitable access to basic services, the protection of the natural and cultural resources and spatial form that promotes greater efficiencies in land use and service provision.

#### **B.8. SDF IMPLICATIONS FOR TLOKWE**

According to the NWSDF Tlokwe is identified as a Priority One Investment Area, focusing on main economic growth areas for prioritized development spending. The purpose of Intervention Zone One is the strengthening and consolidating a hierarchy of nodes in terms of:

- Areas currently representing existing spatial concentrations of economic activity
- Areas showing future potential for development expansion in terms of economic growth
- Areas that play a supportive role to existing and future economic development areas

#### **B.9. ASGISA (Accelerated Shared Growth Initiative South Africa)**

The purpose of ASGISA is to serve as a new engine to half unemployment and poverty within nine years. This specifically means to reduce unemployment to below 15% and halving the poverty rate to less than one-sixth of households. This needs sustained and strategic economic leadership from government and effective partnerships between government and stakeholders such as labour and business.

**ASGISA IS A NATIONAL EFFORT SEEKS TO ACHIEVE:**

- Faster and shared economic growth;
- Achieve social objectives; radically reduce inequality and virtually eliminate poverty;
- Reduce infrastructure backlogs that constrain economic growth; and
- Meet the Millennium Development Goals.

The specific relevance for local government is to focus on local level infrastructural development and local level human resource and skills development.

**B.10. MILLENNIUM DEVELOPMENT GOALS**

The eradication of informal settlements by 2014 as one of the policy imperatives of government (Goal 7, Target 11) implies that government and the private sector would have to implement the Social Contract (Social Contract for Rapid Housing Delivery, 2005) commitments to aid the removal of slums in SA. Targets stipulated in the Social Contract include:

- The removal or improvement of all slums in South Africa as rapidly as possible, but not later than 2014;
- The fast tracking of the provision of formal housing within human settlements for the poorest of the poor and those who are able to afford rent and/or mortgages;
- The creation of rental stock for a rapidly growing, mobile (migrant) and urban population within inner city and other locations close to employment opportunities;
- To remove administrative blockages that prevent speedy developments and to strive to reduce the time to grant various permissions relating to the built environment to 50% of the current time; and
- To ensure consumer education/understanding in all housing development projects.

**B.11. Development Facilitation Act of 1995****Spatial and land development principles:**

Discouraging the illegal occupation of land, with due recognition of informal land development processes. Efficient and integrated land development should be promoted in that the principles:

- Promote the integration of the social, economic, institutional and physical aspects of land development;



- Promote integrated land development in rural and urban areas in support of each other;
- Optimize the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Discourage the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;
- Contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- Encourage environmentally sustainable land development practices and processes;
- Members of communities must actively participate in land development;
- Sustainable land development should be promoted;
- Speedy land development should be promoted.

## **B.12. NATIONAL AND PROVINCIAL IMPERATIVES INFORMING LOCAL HOUSING STRATEGIES**

### **B.12.1. Constitution (Act No 108 of 1996)**

The National Department of Housing derives its mandate mainly from the Constitution of the Republic of South Africa Act (Act 108 of 1996). In terms of Section 26 of the Constitution, everyone has the right to have access to adequate housing.

### **B.12.2. Housing Act (Act No 107 of 1997)**

Section 2 of the Housing Act, 1997 (Act No. 107 of 1997), compels all three spheres of government to give priority to the needs of the poor in respect of housing development. In addition, all three spheres of government must ensure that housing development:-

- Provides as wide a choice of housing and tenure options as is reasonably possible;
- Is economically, fiscally, socially and financially affordable and sustainable;

- Is based on integrated development planning; and
- Is administered in a transparent, accountable and equitable manner, and upholds the practice of good governance.

### **B.12.3. Breaking New Ground (BNG)**

#### **Sustainable Human Settlement**

- Accelerate delivery of housing within the context of sustainable human settlements;
- Provision of housing within human settlements;
- Provide quality housing to turn homes into assets;
- Create a single, efficient formal housing market; and
- Abolish apartheid spatial planning thereby restructuring and integrating human settlements.

### **B.12.4. National Housing Code**

The functions and responsibilities of the local government sphere relating to housing as outlined in the National Housing Code is that any municipality must take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to:

- Ensure that the inhabitants within its area of jurisdiction have access to adequate housing opportunities on a progressive basis;
- Ensure that conditions not conducive to the health and safety of the inhabitants of its area of jurisdiction are prevented or removed;
- Set housing delivery goals in respect of its area of jurisdiction;
- Identify and designate land for housing development;
- Initiate, plan, co-ordinate, promote and enable appropriate housing development;
- Plan and provide bulk engineering services;
- Provide revenue generating services in so far as such services are not provided by specialist utility suppliers;
- Undertake land-use planning in accordance with land development objectives;
- Act as developer; and
- Administer National Housing Programme

#### **B.12.5. PURPOSE OF THE HOUSING SECTOR PLAN (HOUSING CHAPTER)**

The main purpose of the Housing Chapter is as follows:

- To ensure *effective allocation* of limited resources, financial and human, to wide variety of potential development initiatives;
- To provide *guidance in prioritizing* housing projects in order to obtain consensus for the timing and order to their implementation;
- To ensure more *integrated development* through coordinating cross-sector role players to aligning their development interventions in one plan;
- To ensure budget allocations to local and district municipalities as well as provinces are most *effectively applied* for maximum impact;
- To provide *effective linkages* between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;
- To ensure there is a *definite housing focus* in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality. The scope of the Housing Chapter is not just for those people and developments related to government's subsidized housing programmes.
- 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 the *contents and process* requirements of planning for housing are adequately catered for in the IDP process; and
- To ensure that there is *indicative subsidy budgeting* and cash flow planning at both the municipal and provincial levels.

### **B.13. ACCREDITATION OF MUNICIPALITIES:**

- Establish housing units with staff complements adequate to carry out project and program investment;
- Establish cross-sectoral, sustainable human settlement planning committees including senior staff from the municipality for housing, planning, economic development, infrastructure / engineering, MIG PIU and land reform;
- Submit complete inventories of municipally-owned land including identification of land suitable for low cost housing and justification for exclusion of other municipally owned land;
- Submit a council resolution indicating the willingness of the municipality to meet Department of Housing anti-corruption, monitoring and reporting requirements as an integral part of the overall performance reporting required under the MFMA.

#### **B.13.1. Accreditation qualification for Tlokwe City Council**

The Housing Manager of the Tlokwe City Council submitted an accreditation qualification report for approval to the National Department of Housing (NDoH) to be accredited to administer Provincial and National Housing Programmes. In the Guidelines provided, Level 1 Delegation, the components is subsidy budget and planning and allocation and priority programme management and administration: this includes housing subsidy budgetary planning across programmes and projects; planning of subsidy / fund allocations, and project identification. It also includes programme management and administration functions for specific, prioritized programmes identified in consultation with the PHD. According to the report submitted to NDoH, Tlokwe Municipality meets all the requirements for Level One accreditation with respect to the organizational structure and the recommendation was made that the accreditation of Tlokwe City Council in terms of Section 10(2) of the Housing Act (Act 107) of 1997 be approved.

In terms of the PGDS the following key programmes of the Sustainable Human Settlement Development initiatives were identified:

- Eradication of informal settlements
- Promote densification and integration
- Enhancing Spatial Planning at a provincial, district and local level
- Enhance the location of new housing projects in line with recommendations of the NDSP, the provincial SDF and local SDF's
- Support Urban Renewal and Inner City Regeneration programmes

- Developing supporting social and economic infrastructure with all new housing projects.

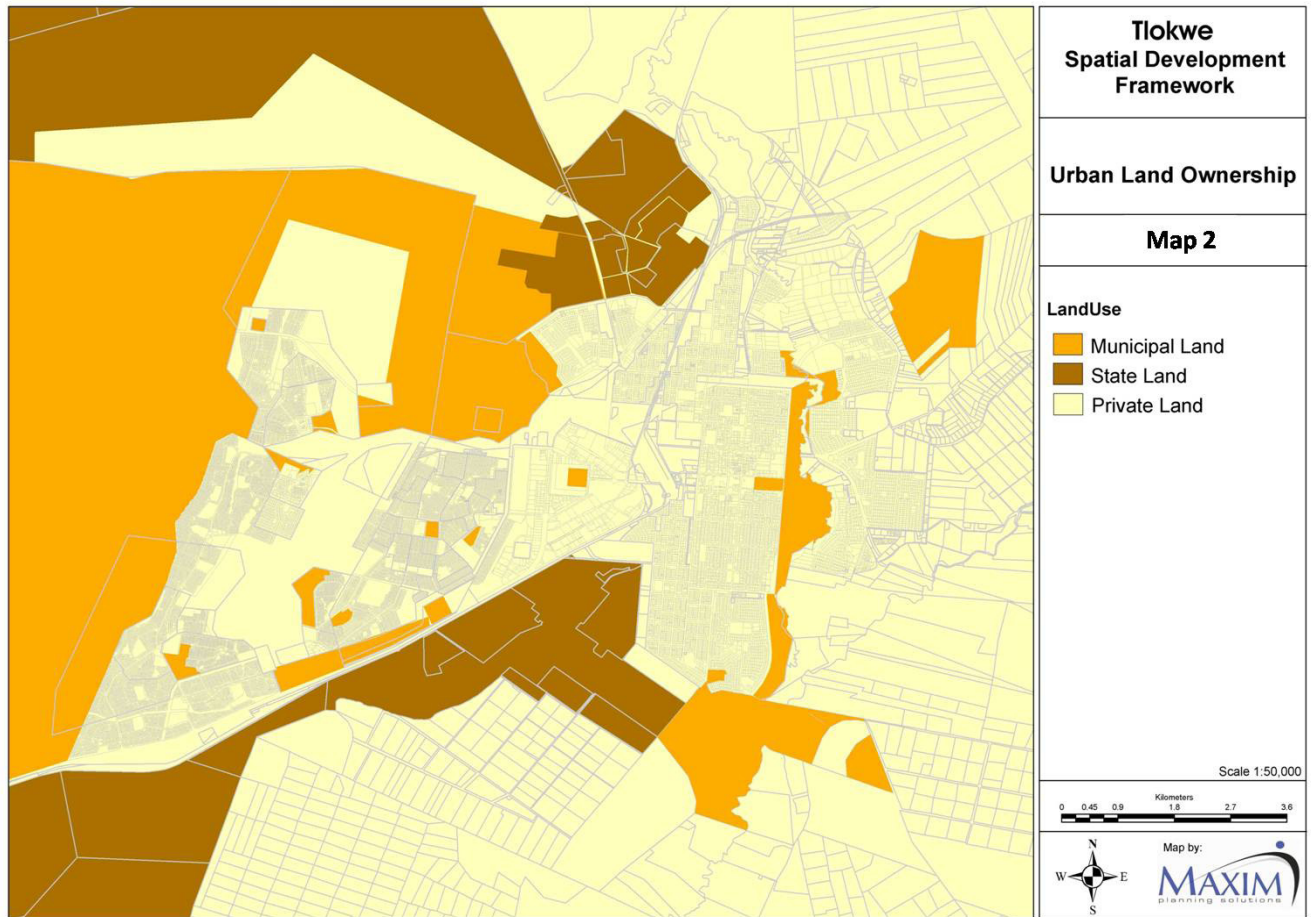
#### **B.13.2. NATIONAL HOUSING PROGRAMMES**

The National Housing Code 2007 sets the understanding, policy principles, guidelines and norms and standards which apply to government's various housing assistance programmes introduced since 1994 and updated in 2007.

## Overview of intervention categories, definitions and national housing programmes

Intervention category	Definition	National housing programmes
1. Financial	Programmes that facilitate immediate access housing goods and services creating enabling environments and providing implementation support	1.1 Individual Housing Subsidies: Credit and Non-credit linked R0 - R3 500 1.2 Enhanced Extended Discount Benefit Scheme 1.3 Primary public, social and economic facilities 1.4 Operational Capital Budget (OPS/CAP) 1.5 Housing Chapters of IDPs 1.6 Rectification of pre-1994 housing stock.
2. Incremental Housing	Programmes that facilitate access to housing opportunities through a phased process	2.1 Integrated Residential Development Programme 2.2 People's Housing Process 2.3 Informal settlement upgrading 2.4 Consolidation subsidies 2.5 Emergency Housing Assistance
3. Social and rental housing	Programmes that facilitate access to rental housing opportunities, supporting urban restructuring and integration	3.1 Institutional subsidies 3.2 Social housing 3.3 Community residential units
4. Rural housing	Programmes that facilitate access to housing opportunities in rural areas	4.1 Rural subsidy: communal land rights

*(Refer to National Housing Code 2007 or Sustainable Human Settlement Planning – A Resource Book on Housing Chapters for detail)*



#### B.14. PRIORITY ISSUES

In terms of answering the question of “What are the issues we face? ” the following were noted and identified as part of the IDP namely:

PRIORITY	ISSUE	SECTION IN THE IDP
1	Economic Development	SECTION F2
2	Integrated Service Delivery	SECTION F1
3	Social Facilitation and Development	SECTION E & F
4	Institutional and Governance	SECTION F3 & F6
5	Municipal Planning	SECTION F4
6	Spatial Development Framework	SECTION F

### **B.14.1. OPPORTUNITIES**

#### **“What opportunities do we offer?”**

The following areas of growth potential have been identified in the IDP namely:

- Thusong Service Centre
- Extension of the air strip runway at the military base (1.½ km.) completed in 2009/2010 financial year
- Mooirivier Mall Shares
- Construction of a new Hotel and Conference Centre
- Construction of Tlokwe Cultural Village
- Neighbourhood Development Project
- The development of housing projects as part of the implementation of the Housing Plans for the Municipality
- Construction of formal taxi rank
- Development of proposed residential units at the Dube Hostel
- The development of Potch Dam and Poortjie Dam
- The Construction of Council Chambers and Offices
- Vredefort Dome World Heritage Site supported by policies such as a strategic environmental assessment (SEA), sense of place study (SOP – a study that tells us how landowners, workers and tourist (in the area experience the dome area) and integrated management plan (IMP)
- Upgrading of the Disaster Management Centre
- Highveld National Park, which is supported by retail and informal trade opportunities in and adjacent to the park at identified nodes.
- Provision of commercial, industrial and retail development nodes along the N12 as part of the Dr Kenneth Kaunda District Growth and Development Strategy.
- A number of zones in the rural area are indicated as potential environmental protection areas, based on their topography, biodiversity, and geology and floodplain proximity. A municipal open space system (MOSS) is proposed and the SDF is being finalized to incorporate these issues. This plan and the integrated waste management plan for the Dr KK District are the key components of the environmental management plan (EMP) of the municipality.
- The N12 (as the ‘development corridor’) and the main roads connecting Potchefstroom to Parys, Ventersdorp, Carletonville and Viljoenskroon (as ‘activity spines’) should be used for major new developments that are dependent on a high



degree of accessibility and which make provision for a range of mixed land uses, especially business, commercial, institutional uses as well as medium density residential use.

- Industrial Park at the eastern entrance to Potchefstroom.
- A Techno Park close to the university adjacent to Mooiriver Avenue.
- An educational node (NW University) and military node in the northern section of the town.
- A node in the area of the railway station and the PUK McArthur sport complex.
- Provision for a hierarchy of business nodes consisting of the CBD, suburban centers (such as the Bult Centre), neighbourhood centers and local centers. New development nodes are indicated at the intersection of Sarafina Road intersection with the N12 as well as the intersection west of Ikalafeng.
- The future spatial expansion of Potchefstroom is proposed within the area demarcated by the 'urban edge', which anticipates growth over the next ten to fifteen years.
- The major component hereof is residential development and provision is made for a more compact, affordable and integrated city through the provision of high-, medium- and low-density residential development with average respective densities of 33-, 22- and 12 units per hectare. Rental housing is included in the medium density category. This is in alignment with a general tendency towards higher residential densities in Potchefstroom. Housing and township development must be done in terms of an integrated land, housing and infrastructure program and is reflected in the strategic scorecard of the IDP.

#### **B.15. SECTOR PLANS**

**In terms of answering the question of “What are we doing to improve ourselves”, the following is noted:**

Consultants for the **Water Services Delivery Plan (WSDP)** were appointed in December 2009 with the financial support of DWAF. The first draft report was delivered in June 2010.

### **B.15.1. Integrated Transportation Plan.**

#### ***EXECUTIVE SUMMARY***

##### ***a) The Study:***

Aganang Consulting Engineers was appointed during 2007 to perform Detailed Transport Plans for Potchefstroom in Support of the Southern District Integrated Transport Plan (ITP). The focus of the Transport Plans was on the road network within Tlokwe City Council municipal boundary with specific emphases on private and freight transport.

The Tlokwe City Council identified specific issues which required due consideration. The following transport issues were therefore included in the Transport Plans:

- **Institutional Structures**
  - Status Quo and recommendations
- **Road Transport Network**
  - Identification of mobility and access function of PCC roads
  - Condition of roads and maintenance requirements
  - Paving of urban gravel roads
- **Freight Transport**
  - Routes and weigh bridge
  - Dangerous Good
  - Truck Stops
- **Private Transport**
  - Traffic volumes, roads and intersection capacities
  - Safety
- **Non-motorised Transport**
  - Strategy and recommendations
- **Land Use and Transport Integration**
  - Support and additional transport infrastructure requirements

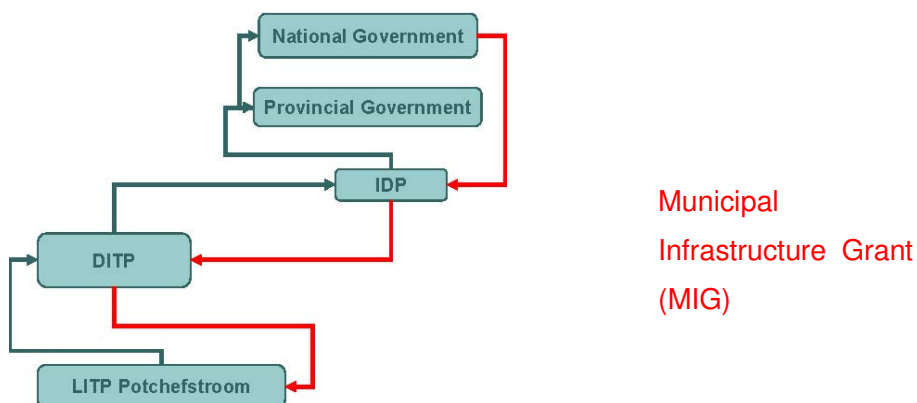


Consortiums of other consultants were appointed by the Southern District Municipality (SDM) to prepare an ITP for the District. This work included amongst others the preparation of:

- Current Transport Records (CPTR) – Recording of taxi ranks, routes, vehicles, passenger demand and supply etc.
- Operating Licences Strategies (OLS's) – Would more taxi operating licences on a specific route be appropriate depending on the demand and supply of public transport, amongst others.
- Rational Plans (RATPLANS's) – Would the introduction of more subsidized bus public transport on specific routes is appropriate, amongst others.

The focus of the SDM appointment was therefore on public transport (it is mainly the taxi operations)

***b) The Process:***



The ITP and Integrated Development Plan (IDP) process is summarised in the Figure below. The Local-ITP for Potchefstroom informs the SMD-ITP, who in turn informs the IDP's. These are submitted to Provincial and National Government Institutions who allocate Government Grants based on the submissions and other factors, to support and/or add funds for PCC projects. The Government Grants include amongst others:

- Municipal Infrastructure Grant (MIG)
- Neighbourhood Partnership Development Grant (NPDG)

Significant presentation and information exchange meetings which supported the compilation of the Transport Plans for Potchefstroom included

- PCC Senior Management Meeting No. 1: (08/08/2007)
- PCC/Aganang Working Group: (21/08/2007)
- PCC Senior Management Meeting No.2: (06/09/2007)
- Inter-Governmental Coordination Committee: (11/10/2007)
- PCC Mayoral Committee: (date to be determined)

The Table below records the total identified requirements grouped and summarised under appropriate headings. The Figure following shows the distribution of the identified projects.

***c) Proposed Priority Project and Estimated Costs:***

Project	Estimate (Rm)
Paving of Gravel Roads	R 344
Maintenance of road infrastructure	R 81
New Roads and Intersections	R 62
Public Transport Projects	R 40
Public Transport Rank Facilities	R 8
Capacity and Safety Improvements	R 3
Planning Work	R 2
Upgrade Disaster Management Centre	R 2
Manage Freight Traffic and Damage to Road Infrastructure	R 1
<b>Sub Totals</b>	<b>R 543</b>

The prioritisation of projects depends mainly on the availability of funds from the PCC as well as Provincial and National Grants.

A balanced approach is proposed where the relative allocation per group of projects could be adjusted. Excessive paving of gravel roads should for example not be performed in expense of road maintenance.

Smaller projects could add significant value and could be considered for implementation. These include amongst others:

- Mobile heavy vehicle weighing equipment. High quality portable weigh bridges can currently be purchased at around R120 000.
- Capacity and Safety Improvements: a) Synchronisation of and new traffic signals where necessary on the N12 Intersections. b) Traffic circle study and implementation program, Lekhele, Kynoch, Steve Biko (Tom), Thabo Mbeki, Meyer, and other streets

The detail of the Public Transport requirements is repeated herewith in the Table below, from the SDM – ITP for reasons of completeness. Public transport issues will be handled in totality by the SDM with the PCC giving input where required.

The table below records priority planning projects identified for consideration.

			Estimate (R million)			
Project	Proposed funding source	Listed IDP, included ITP SD 2007	Capital Budget Overview (MIG)	IDP Priority	Transport Plan Potchefstroom 2007	Sub Totals
<b>New Roads and Intersections</b>						
Access road to Matlwang village		3.8		3.8		
Botha/Parys avenue extension and crossing Mooirivier	LM	8.5				
Carltonville/N12 Connection	LM	11.5				
Machavie access road (5km)	LM	3.8				
Govan Mbeki (Moorivier)/N12 Connection	LM	7.5				62.2
Plan and build new Collector Roads	LM	11.5				
Sarafina Streets and signalised N12 intersection	MIG	3.6	3.6			
Botha Avenue/N12 interchange					6.0	
New Roads Links in Western suburbs					4.0	
Ross/Louis le Grange Connection					2.1	
<b>Maintenance</b>						
Drikus Malan Bridge Upgrade (World Cup District ITP)	LM & SD & DOT	6.0		6.0		
Retro-fit traffic lights with LED's	LM	0.2				81.2
Road Maintenance Plan (resurfacing, paving management)	LM	20.0			73.0	
Road Signal/Signs compliance audit, management plan and replacements					2.0	
<b>Paving of Gravel Roads</b>						
Paving of 124km Urban Roads	MIG & SD	130.6	6.6		280.0	
Paving steep gradients	MIG	13.0	5.0	8.0		343.6
Upgrading of 200km of Roads	SD	200.0				
<b>Planning Work</b>						
Transportation Plan	NDOT	1.0				2.2
Update roads in GIS format		1.2				
<b>Upgrade Disaster Management Centre</b>						
Upgrading of Disaster Management Centre		2.2				
<b>Manage Freight Traffic and Damage to Road Infrastructure</b>						
Mobile heavy vehicle weighing equipment, by laws, law enforcement implementation					0.8	0.8
<b>Capacity and Safety Improvements</b>						
Synchronisation and new signals on N12 intersections					2.5	
Traffic Circles study and implementation program, Lekele, Kynoch, Steve Biko (Tom), Thabo Mbeki, Meyer, and others					0.6	3.1
<b>Sub Totals</b>		<b>424.2</b>	<b>15.2</b>	<b>17.8</b>	<b>371.0</b>	

Project	Proposed funding source	ITP Southern District 2007	Transport Plan 2007
<b>Public Transport Projects</b>			
<b>Management</b>			
Appoint Public Transport and Operating Licence Officials	LM	R 1.5	
Demand responsive mini bus taxi pilot service	LM	R 1.0	
Public Transport Law Enforcement	LM & Prov	R 0.5	
<b>Public Transport Other Facilities</b>			
Develop multi-modal facility at Potch Train Station	LM/SARCC	R 10.0	
Provide Public Transport Facilities at Schools	LM	R 5.0	
<b>Public Transport On-Route Facilities</b>			
Develop Public Transport facilities along Special Public Transport Route	LM	R 5.0	
Public Transport routes and services on Special Public Transport Route	LM & Prov	R 1.0	
<b>General Services and Infrastructure at Ranks</b>			
Facilities of People with Special Needs - main ranks	LM	R 2.0	
Safety and security measures at main ranks	LM	R 2.0	
Provide metered taxi facilities	LM	R 2.0	
<b>Non Motorised Transportation</b>			
Non-motorised facilities to 2010 training stadia	LM	R 5.0	
Provide Walk and Bicycle Ways to and from Schools	LM	R 5.0	
<b>Sub Totals</b>		R 40.0	
<b>Public Transport Rank Facilities</b>			
Ikageng - Kanana	LM	R 0.6	
Ikageng	LM	R 0.5	
Ikageng 2	LM	R 1.0	
Potchefstroom Hospital	LM	R 0.5	
Potchefstroom Industrial Site	LM	R 0.2	
Potchefstroom Military Camp	LM	R 0.5	
Potchefstroom CBD	LM	R 0.5	
Promosa	LM	R 0.3	
Public Transport Facilities (Rail and Airport)	PTIF	R 0.5	
Sarafina Ext 6.	LM	R 0.6	
Sarafina Ext 7.1	LM	R 0.6	
Sarafina Ext 7.2	LM	R 0.5	
Sarafina	LM	R 1.3	
Van der Hoff Park	LM	R 0.5	
Lekele Street			R 1
Sarafina/N12			R 1
Steve Tshwete			R 1
<b>Sub Totals</b>		R 7.9	
<b>TOTAL</b>		<b>R 47.9</b>	<b>R 2</b>



The table below records priority planning projects identified for consideration.

Priority No.	Project description	Budget
1	Implementation Study: Mobile heavy vehicle weighing equipment, adjustments of bylaws, law enforcement	TBT
2	Implementation Study: Traffic Circle study and implementation program, Lekhele, Kynoch, Steve Biko (Tom), Thabo Mbeki, Meyer and others for reasons of Safety and to increase road capacity.	TBT
3a	Pavement Management System	TBT
3b	Synchronisation of Signalised Intersections on Nelson Mandela Street/N12	TBT
3c	Non Motorised Transport Strategy (Bicycle Implementation/Pilot Study, bicycle lanes)	TBT

## **16. STATUS OF DISASTER RISK MANAGEMENT IN TLOKWE LOCAL MUNICIPALITY 2009/APRIL**

### **16.1. INTRODUCTION**

The purpose of this report is to clearly outline the current status of Disaster risk management in the Tlokwe Local Municipality. It will present aspects/activities of disaster management as outlined in the Disaster Management Act 57 of 2002 and the National Disaster Management Framework. The Disaster Management Center or function is currently located in the Department Public Safety.

### **16.2. INTEGRATED INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT**

Disaster risk management is a shared responsibility which must be fostered through partnerships between the various stakeholders and co-operative relationships between the different spheres of government, the private sector and civil society. In order to achieve this, the Act requires that certain structures must be established at all spheres of government. In this regard the Tlokwe Disaster Management Center has established or is part of the following structures;

#### **16.2.1. Disaster Management Inter-departmental Committee**

This committee was established in 2008 and the members attended three day training on the basics of disaster management. According to the Act, this structure is expected to meet quarterly and has been meeting as required. Assistant managers and other key officials in various departments of the municipality are part of this committee.

#### **16.2.2. Disaster Management Technical committee**

The inter-governmental nature of the function requires ongoing interaction between the district and the local municipalities. In this regard the Dr. K.K. Kaunda District Disaster management center has in collaboration with all local municipalities established a District Coordinating Committee for disaster management. The Tlokwe Local Municipality is an active participant of this structure which meets on a monthly basis to ensure effective coordination of activities between the district and all local municipalities.

### **16.2.3. Disaster Management Advisory Forum**

The Act calls for the active participation of all stakeholders, including the private sector, NGOs, technical experts, communities, traditional leaders and volunteers in disaster risk management planning and operations. The structure that can be utilized for achieving this objective is the Advisory Forum. The District has established a viable and vibrant advisory forum which meets quarterly as stipulated in the Act and Tlokwe Disaster management is an active participant in this forum. All local municipalities in the district are currently assisting the district in the consolidation of this forum and are using it to achieving the purpose as mentioned above.

### **16.2.4 DISASTER RISK ASSESSMENT**

Disaster risk assessment is the first step in planning an effective disaster risk reduction programme. It examines the likelihood and outcomes of expected disaster events. This would include investigating related hazards and conditions of vulnerability that increase the chance of loss. The Tlokwe Local Municipality has undertaken a macro-risk assessment in preparation of the disaster management plan level 1. This was carried out with the assistance of the African Center for Disaster Studies who are procured by the District to assist the entire district to comply with the provisions of the disaster management legislation.

### **16.2.5 DISASTER RISK REDUCTION AND DISASTER RISK MANAGEMENT PLANNING**

The framework requires that municipalities must ensure all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved frameworks. The Act further requires that all spheres of government must develop disaster risk management to ensure coordinated actions during disasters. These plans are divided into three categories of which only the level 1 will be briefly discussed.

#### **• Level 1 Disaster Risk Management Plan**

This level of plan focuses primarily on establishing foundation institutional arrangements for disaster risk-management, putting in place contingency plans for responding to known priority threats as identified in the initial stages of disaster risk assessment, identifying key governmental and other stakeholders. Currently the Tlokwe City Council has a level 1 Disaster risk management plan and contingency plans for all known priority threats. The plan and the contingency plans has been recently been finalized and a workshop will be held with the Disaster management Inter-departmental Committee of the municipality. The African

Center for Disaster Studies has been contracted to assist all local municipalities within the District to comply with the provisions of the Act. The service providers together with the municipalities are in the process of developing the other levels of plans as required by the Act. The Disaster Management Center of the municipality has also participated in a research project that was aimed at reducing the vulnerability of teenage girls to disasters. This project was carried out here in Sonderwater community with the assistance of the Boitshoko High school. It was funded by the Dr. K.K. Kaunda and the World Bank and a researcher from Jamaica was leading the project and the African Center for Disaster Studies provided the overall supervision of the project. The project involved about twenty teenage girls from Sonderwater and lasted for the whole year in 2008. It was later selected by the United Nations as one of the best practice in the world. This project forms part of the municipality risk reduction programs. The other programs or activities are part of the Public awareness programs which will be discussed below.

#### **16.2.6 DISASTER RESPONSE AND RECOVERY**

The center currently has the capacity to respond to major incidences. This is made possible through our partnerships with other role-players in the municipality's area of jurisdiction. The District has also developed a uniform disaster/incident report template that is used to report all incidences. Disaster response and recovery is an ongoing activity and improvements are still required to ensure quick and effective response to disasters.

#### **16.2.7 INFORMATION MANAGEMENT AND COMMUNICATION**

The Act requires disaster management centers to establish information and communication capabilities. This includes the ability to operate a 24hour emergency communication for purposes of early warning dissemination and other related matters. The Center has already established a 24 hour center which is fully operational. The availability of resources and personnel will enable the center to function at its optimal Level.

#### **16.2.8 PUBLIC EDUCATION, AWARENESS AND RESEARCH**

The center has developed a public awareness strategy in the form of Public Information Education and Relations (PIER) through this strategy, the center has visited more than 15 000 school learners and community members. The municipality has significantly increased the budget for Public education and the number of incidences and lives lost has been substantial reduced.

### **16.2.9 DISASTER MANAGEMENT FUNDING ARRANGEMENTS**

The Disaster management Division currently has seven fulltime personnel and four reservists. The total operational budget for the function is about 1.5 million. These include funds for public awareness, response and other operational activities. The Center has recently completed a project to upgrade its emergency dispatching system and to establish a center to the tune of 2.15 million and funded by the Municipality.

### **16.2.20 VELD FIRE MANAGEMENT STRATEGY**

The Greater Potchefstroom area is prone to veldfires. Partnerships have been developed to assist the municipality in dealing with the veldfires. The Municipality has a Fire Protection Association (FPA) as required by the National Veld and Forest Fire Act 101 of 1998. The functioning of the FPA is not optimal and improvements are required. The Center however has a large contingent of volunteers who are landowners and who have resources to management veldfires in the area. The district is busy registering these teams into its database as required by the Act.

## **17. IMPLEMENTATION OF THE PROPERTY RATES ACT.**

The implementation of a new property register and valuation list became mandatory in July 2009. The implementation of property rates based on a new general valuation of property, which was successfully completed in terms of the Municipal Property Rates Act. The basis of valuation has changed from only rating land on market value to one of full market value of land and buildings. The last general valuation was conducted in 2001, overall the increase in value for all properties amounted to R20 662 576 190. The total value of all properties amounts to R21 508 110 800 in the 2009 Valuation Roll. The total valuation of all properties in the 2001 valuation roll amounted to R845 534 610.

The tendering process for the development of a GIS-based property register and valuation list is currently underway.

Council need to approve the final version of the Sector Plans that is done by consultants

## **18. THE SPATIAL DEVELOPMENT FRAMEWORK**

**In terms of answering the question” What can you expect from us over the next five years?” the Tlokwe SDF summarizes key LED projects as well as areas for capital project investment in terms of the settlement hierarchy.**

The Tlokwe SDF was reviewed and rewritten during this round of the IDP Review. It needs to be approved by Council. The Council's first SDF was approved as part of the IDP in May 2002.

The review process of the SDF started in October 2004 and it is about to be finalized in June 2008, but due to funding constraints only gained momentum during 2005/2006. The Spatial Development Framework forms an integral part of the IDP, which provides high-level guidelines for development in the municipal area of Potchefstroom and also serves as an enabling framework for development policies.

The draft IMP for the Vredefort Dome World Heritage Site was completed on 14 May 2008 and will further inform this SDF in terms of spatial development in the south-eastern and southern portion of the municipal area.

Sections 1 to 5 of the report contain an introduction to the report and an analysis of the spatial area of Potchefstroom, its inhabitants, land-uses and its physical and natural resource environments. Sections 1 to 3 provide a background to the study as well as the legislation that is relevant to the SDF. Particular emphasis is based on the spatial development principles in Section 3. Sections 4 and 5 refer to the actual spatial analysis of Potchefstroom, which reveals important insights such as:

- An estimated population of 191 499 in 2003.
- An average annual population growth rate of 6% between 1996 and 2003.
- A positive economic growth potential.
- A backlog of over 18 600 households still living in informal houses.
- Backlogs in basic services and bulk infrastructure provision for water, sanitation and electricity.
- A total land requirement of 754 ha of land over the next five years to accommodate the backlogs and projected demand growth for high-density housing.

- Many environmentally sensitive areas including 4 formally protected areas, 5 conservancies, 15 registered game farms and 5 wetland areas (rivers and dams).
- Most of the agricultural land is classified as 'prime agricultural land'.
- Strong demand for private township establishment.
- Most land is in private ownership.
- There is only one formal taxi rank in Potchefstroom.
- Rural Areas, villages (Matlwang and Leliepan/Baitshoke, other farms
- Land claims on 9 farm portions.

The N12 provides important development opportunities for the urban area and the municipal area as a whole.

## **19. RURAL SPATIAL DEVELOPMENT GUIDELINES**

### **Corridor Development**

- Provision of commercial, industrial and retail development nodes along the N12 as part of the Dr Kenneth Kaunda District Growth and Development Strategy.
- Highveld National Park, which is supported by retail and informal trade opportunities in and adjacent to the park at identified nodes.
- Vredefort Dome world heritage site supported by policies such as a strategic environmental assessment (SEA), sense of place study (SOP – a study that tells us how landowners, workers and tourists in the area experience the dome area) and integrated management plan (IMP). These studies will be concluded by the end of June 2008.

### **Nodal Development**

- Concentration points for rural development have been identified at Boskop Dam, Buffelsvlei, New Machavie and Schoemansdrift. These points make provision for essential social services such as pension and municipal pay points, facilities for mobile clinics, satellite police stations and post office facilities. A rural development policy is in the process of being compiled as part of the Land Use Management System.

## Development Zones

- A number of zones in the rural area are indicated as potential environmental protection areas, based on their topography, biodiversity, and geology and floodplain proximity. A municipal open space system (MOSS) is proposed. This plan integrated waste management plan for the Dr KK District and are the key components of the environmental management plan (EMP) of the municipality.

## **20. URBAN SPATIAL DEVELOPMENT GUIDELINES**

### Corridor and 'Activity Spine' Development

- The N12 (as the 'development corridor') and the main roads connecting Potchefstroom to Parys, Ventersdorp, Carletonville and Viljoenskroon (as 'activity spines') should be used for major new developments that are dependent on a high degree of accessibility and which make provision for a range of mixed land uses, especially business, commercial, institutional uses as well as medium density residential use.

### Nodal Development

- Industrial Park at the eastern entrance to Potchefstroom.
- Extension of the current industrial area northwards, subject however, to a full environmental impact assessment study.
- A Techno Park close to the university adjacent to Mooiriver Avenue.
- An educational node (NW University) and military node in the northern section of the town.
- A node in the area of the railway station and the PUK McArthur sport complex.
- Provision for a hierarchy of business nodes consisting of the CBD, suburban centres (such as the Bult Centre), neighborhood centres and local centres. New development nodes are indicated at the intersection of Sarafina Road intersection with the N12 as well as the intersection west of Ikalafeng.

## Development Zones

- The future spatial expansion of Potchefstroom is proposed within the area demarcated by the 'urban edge', which anticipates growth over the next ten to fifteen years.
- The major component hereof is residential development and provision is made for a more compact, affordable and integrated city through the provision of high-, medium- and low-density residential development with average respective densities of 33-, 22- and 12 units per hectare. Rental housing is included in the



medium density category. This is in alignment with a general tendency towards higher residential densities in Potchefstroom. Housing and township development must be done in terms of an integrated land, housing and infrastructure program and is reflected in the strategic scorecard of the IDP.

Other reports that have been completed and in support of the SDF are indicated below:

- Industrial Park Feasibility Study.
- CBD Revitalization Study, which contains urban design and environmental management principles as well as proposals for Rental Housing.
- Feasibility Report on the Techno Park.
- Proposed policy on the alienation of municipal land.

The Spatial Development Framework also provides the framework for the compilation of specific land use policies regarding issues such as:

- Land for the expansion of housing, business development, industries and social infrastructure.
- CBD revival strategy.
- Alienation of municipal land.
- Urban integration and densification.
- Open space planning.
- Vredefort Dome as a World Heritage Site.
- Rural development policy.
- Land use management.

## SECTION C

### VISION

The **Vision** of the municipality is:

“A transformed Potchefstroom municipality striving for economic, social and human development through good governance.”

## SECTION D

### MISSION

The **Mission** of the municipality is contained in the strategic focus areas (strategic KPA's) indicated below, divided under the four perspectives of the Balanced Scorecard model.

Strategic KPA's

(Development Outcome Perspective)

- Sustainable economic growth, investment and black economic empowerment.
- Job creation, poverty alleviation and community satisfaction.
- World Cup Soccer 2010.
- Maintenance and upgrading of the N12 PPP initiatives.

(Service Delivery Perspective)

- Reduction of basic service backlogs.
- Provision of new infrastructure for growth.
- Maintenance of infrastructure and core services.
- Eradication of housing backlogs.
- Provision of rental housing stock.

(Governance Perspective)

- Expansion of customer-care initiatives.
- Improve workflows and the organizational structure.
- Project management capacity and budget spending rate.
- Ensure environmental health and safety and sustainable environmental practices in the municipality.
- Legal compliancy.
- Ensure an integrated and well-functioning city structure and land-use management.
- Expansion and enhancement of public participation and co-operative governance.
- Promote e-governance and knowledge sharing.

(Resource perspective)

- Endeavor to make Tlokwe City Council a preferred employer.
- Skills Development Plan and Equity Plan of Council.
- Debt reduction and debt management.
- Expansion of the tax base.

# **SECTION E**

## **Strategic Objectives**

### **E.1. DEVELOPMENT OBJECTIVES:**

The development objectives are statements of which the municipality would like to achieve in a medium term in order to address the priority issues that were identified and contribute towards the realization of the vision. The objectives should thus breach the gap between the current reality and the future vision.

### **E.2. DEVELOPMENT STRATEGIES:**

Once the municipality knows its vision and what it needs to achieve to realize the vision (objectives), it must then develop strategies. Development strategies provide answers to the question of how the Municipality will reach its objectives. They are strategic decisions about the most appropriate ways and means to achieve the objectives.

### **E.3. OBJECTIVES AND STRATEGIES PER PRIORITY ISSUE**

Section 26(c) of the Municipal Systems ACT 2000 (Act No. 32 of 2000) stipulates that an Integrated Development Plan must reflect, The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs". The Objectives and Strategies need to be drafted per priorities issue as identified in Section B (Situational Analysis) of this document.

The under-mentioned Priority issues were identified and listed according to priorities and aligned to five key performance areas; these priorities, objectives and strategies are derived from the strategic planning session held in December 2008 and they are intended to be achieved during 2009 / 2010 financial year. The information below is compounded within the broader Local Government Development Objectives

- Municipal Transformation and Institutional (capacity) Development
- Local Economic Development
- Basic Service Delivery and Infrastructure Development
- Municipal Financial Viability and Management
- Corporate Governance, Public Participation and Ward Committee Systems

#### **1. The Strategic Direction of Council**

In the process of maturation, three over-arching and closely related goals of the IDP have emerged, both implicitly and explicitly.

##### **1.1 Service delivery**

This goal is related to the core functions of local government and specifically to the provision of infrastructure such as water and sanitation, electricity, roads and stormwater, public open spaces and libraries and community halls.

## **Strategies**

- Improve the rate of spending of the approved budget.
- Expand and improve the project management capacity in Council.
- Source external funds for critical service backlogs and bulk physical and social infrastructure.

### **1.2 Sustainable development**

This goal is related to being mindful of environmental care and thinking in the development planning and growth of sustainable human settlements, economic growth, service provision, the conservation of ecologically sensitive areas and scarce resources, public safety risk minimization, reduction of pollution and carbon emissions and environmental legal compliancy.

### **1.3 Integration.**

‘Integration’ is the main idea behind the concept of sustainable development that can be seen from various perspectives.

#### **1.3.1 Horizontal integration:**

the coordination of land use and spatial systems with sectoral activities such as housing, transport, education and health and infrastructure.

## **Strategies**

- Ensure continuous alignment of the SDF with other sector plans and development policies pertaining to transportation, LED, environmental protection, water provision and disaster management.
- Coordinate and synchronize the planning and development of sustainable urban settlements especially with regard to urban planning, infrastructure provision and housing.
- Support the marketing and branding of the municipality through cross-cutting initiatives that focuses on the maintenance and upgrading of physical and social infrastructure.

- Investigate the feasibility of a local urban telecom network for the benefit of the whole community.

### **1.3.2 Vertical integration:**

the coordination of national, provincial, regional, local and neighborhood policies and programmes.

#### **Strategies**

- Align the IDP with ASGISA, the Provincial Growth and Development Strategy and the district IDP.
- Align the SDF with the National Spatial Development Plan, the provincial SDF and the district SDF.
- Obtain district and provincial leverage for the upgrade of the N12 route.
- Maximize leverage of Potchefstroom as a training venue for the World Cup 2010 for infrastructure and local economic development.

### **1.3.3 Environmental integration:**

the coordination of developmental policies programmes and projects within a strategic environmental framework.

#### **Strategies**

- Advocate the incorporation of environmental thinking into all development plans and policies of Council based on Local Agenda 21 principles.
- Ensure compliance with environmental legislation by both the private and public sector.
- Monitor key environmental indicators especially water and air pollution.
- Promote the 'green city' theme.

### **1.3.4 Supply-demand integration:**

consideration of both supply-side and demand-side policies and programmes for water, electricity, housing, transport, land and others.

### **Strategies**

- Continue and expand electrical demand-side management initiatives that can prevent sharp increases in costs to consumers, reduce the load on existing bulk electricity supply and contribute to reduced carbon emissions as part of the Cities against Climate Change Programme.
- Identify and use financial incentives of ESCOM and other potential agencies related to electrical demand-side management.
- Monitoring and reduction of water and electrical leakages.
- Completion of the Water Services Development Plan.

#### **1.3.5 Time integration:**

consideration of longer-term trends and issues, which cannot readily be captured within the five-year planning horizon of the IDP

### **Strategies**

- Compilation of a City Development Strategy with a strategic horizon of 15 to 20 years.

#### **1.3.6 Political integration:**

the promotion of public participation in development processes and decision making.

### **Strategies**

- Promote inter-governmental coordination through structures such as the district-wide Executive Mayor- and Municipal Manager Forums, the North West Provincial Coordinating Committee, the local Inter-governmental Forum and the Inter-governmental Forum between the Free State Province and North West Province, for the Vredefort Dome World Heritage Site.
- Continue to promote public participation in planning and decision-making processes.

### **1.3.7 Institutional integration:**

consideration of the forming of internal and external partnerships for service delivery and development.

#### **Strategies**

- Complete the review and restructuring of the organizational structure of Council to improve service delivery, productivity and community satisfaction.
- Investigate the opportunities for PPP's.
- Promote skills development and equity, and the attraction and/or retention of scarce skills.

### **1.3.8 Resource integration:**

coordination regarding funding resources for the achievement of goals and objectives.

#### **Strategies**

- Optimize use of existing grant funding sources, such as MIG and new sources, such as the Neighborhood Partnership Development Grant (NPDG).
- Establish and maintain select international linkages and cooperation agreements.
- Expand the tax base through the promotion of economic growth.



**PART C: STRATEGIC OBJECTIVES – ANNUAL PERFORMANCE PLAN (SDBIP)**
**Community Services**

Strategic goal	Strategic objectives	Performance indicator/ measure	Baseline	Annual target	Q1	Q2	Q3	Q4	Projects/ Initiatives
Improve access to basic services	Improving access to refuse removal Services	<ul style="list-style-type: none"> <li>Number of households that have access to house hold refuse removal services</li> </ul>	43 000 backlog 6 500	43 000 backlog 6 000	43 000 backlog 6000	43 000 backlog 6000	43 000 backlog 6000	43 000 backlog 6000	<ul style="list-style-type: none"> <li>Provide refuse removal services with increased capacity and required equipment.</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Institutions that have access to refuse removal Services</li> </ul>	5000	5020	5020	5020	5020	5020	<ul style="list-style-type: none"> <li>Provide refuse removal services with increased capacity and required equipment</li> </ul>
		<ul style="list-style-type: none"> <li>Number of businesses that have access to Refuse Removal</li> </ul>	5000	5020	5020	5020	5020	5020	<ul style="list-style-type: none"> <li>Provide refuse removal services with increased capacity and required equipment</li> </ul>
		<ul style="list-style-type: none"> <li>Submission of business plans</li> </ul>							
	Facilitate sourcing of additional funds to address backlogs	<ul style="list-style-type: none"> <li>Number of street litter bins emptied</li> </ul>	New project	3	0	1	1	1	<ul style="list-style-type: none"> <li>Facilitate the development and submission of business plans to access funding.</li> </ul>
	Improving access to clean street litter bins	<ul style="list-style-type: none"> <li>% of allocated funds spend to develop cell 3 of the landfill site</li> </ul>	6500	6550	6550	6550	6550	6550	<ul style="list-style-type: none"> <li>Provide clean street litter bins with increased capacity and required equipment</li> </ul>
	Extending the capacity of the Landfill site		New Project	100%	0%	25%	50%	100%	<ul style="list-style-type: none"> <li>Implement the tender process and appoint a contractor to develop cell 3 at the landfill site.</li> </ul>
Implement community work programs	Establish Eco Circles for the municipality areas	<ul style="list-style-type: none"> <li>Number of Eco Circle Clusters established and replants at households/ institutions</li> </ul>	5000	5500	1350	1350	1350	1350	<ul style="list-style-type: none"> <li>Implement Eco circle projects and educate and train beneficiaries.</li> </ul>
	Establish Cleaning Projects within the Wards	<ul style="list-style-type: none"> <li>Number of Cleaning projects established in wards</li> </ul>	1 project per	8	2	2	2	2	<ul style="list-style-type: none"> <li>Implement Ward cleaning projects.</li> </ul>

	Implement Ward Based Tree Planting Programmes	<ul style="list-style-type: none"> <li>Number of trees planted per ward</li> </ul>	100 trees per identified ward	750	250	250	250	0	<ul style="list-style-type: none"> <li>Implement Ward Tree planting projects</li> </ul>
	Implement Refuse Removal Community Programmes	<ul style="list-style-type: none"> <li>Number of refuse removal cleaning Project</li> </ul>	2	2	2	2	2	2	<ul style="list-style-type: none"> <li>Implement Refuse Removal Ward cleaning projects</li> </ul>
	Implement Arts & Culture Community Programmes	<ul style="list-style-type: none"> <li>Number of exhibitions held</li> </ul>	12	12	3	3	3	3	<ul style="list-style-type: none"> <li>Involve artists and implement Arts and Culture (Museum) exhibitions.</li> <li>Implement arts and crafts skills development projects</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Arts and Crafts skills development programmes implemented</li> </ul>	12	12	3	3	3	3	
	Render comprehensive library services	<ul style="list-style-type: none"> <li>Number of Library Users</li> </ul>	110 000	110 000	32 083	13 750	32 083	32 083	
	To implement outreach programmes in the community	<ul style="list-style-type: none"> <li>Number of Outreach programmes implemented</li> </ul>	8	8	2	2	2	2	<ul style="list-style-type: none"> <li>Implement comprehensive library services.</li> </ul>
	To implement library book displays	<ul style="list-style-type: none"> <li>Number of book displays implemented</li> </ul>	30	30	8	8	8	6	<ul style="list-style-type: none"> <li>Implement outreach programmes.</li> </ul>
	To spend the total allocated budget to repair torn books and keep books in good condition	<ul style="list-style-type: none"> <li>% of allocated funds spend to repair and maintain books</li> </ul>	100%	100%	25%	50%	75%	100%	<ul style="list-style-type: none"> <li>Implement library book displays at all libraries.</li> </ul>
	To spend the total allocated funds to purchase new books	<ul style="list-style-type: none"> <li>% of allocated funds spent to purchase new books</li> </ul>	100%	100%	25%	50%	75%	100%	<ul style="list-style-type: none"> <li>Repair and maintain books.</li> </ul>
	To purchase furniture and	<ul style="list-style-type: none"> <li>% of allocated</li> </ul>	0						

	equipment for the extended and new libraries	funds spent to purchase library furniture and equipment		100%	25%	50%	75%	100%	<ul style="list-style-type: none"> <li>Purchase books according to community needs.</li> </ul>
	Provide clean and maintained Rest rooms to the community	<ul style="list-style-type: none"> <li>Number of Cleaning sessions executed per qtr</li> </ul>	1080	1080	270	270	270	270	<ul style="list-style-type: none"> <li>Purchase furniture and equipment for extended and new libraries.</li> </ul>
		<ul style="list-style-type: none"> <li>% of allocated budget spent to maintain rest rooms</li> </ul>	100%	100%	25%	50%	75%	100%	
	Provide world class Sport and Recreation Facilities.	<ul style="list-style-type: none"> <li>% of allocated Budget used to maintain and upgrade Sport &amp; Recreation Facilities</li> </ul>	85%	100%	20%	50%	80%	100%	<ul style="list-style-type: none"> <li>Implement cleaning projects at rest rooms.</li> </ul>
		<ul style="list-style-type: none"> <li>Number of Sport events and Activities accommodated</li> </ul>	120	35	15	35	35	35	<ul style="list-style-type: none"> <li>Implement maintenance projects with allocated funds at rest rooms.</li> </ul>
	Provide high standard accommodation and recreational facilities at the Lakeside Resort.	<ul style="list-style-type: none"> <li>% of budgeted revenue collected at the Lakeside Recreation Resort</li> </ul>	54%	100%	5%	44%	44%	7%	<ul style="list-style-type: none"> <li>Implement maintenance and upgrading projects with allocated funds at Sport and Recreation facility.</li> </ul>
									<ul style="list-style-type: none"> <li>Facilitate and liaise with Sport Federations to plan &amp; implement sports events and activities.</li> </ul>
									<ul style="list-style-type: none"> <li>Implement marketing strategies and promotional activities to increase Resort utilisation and revenue.</li> </ul>
Improve municipal Administration & financial capability	Strategic Planning in line with National Strategic Outcomes and goals	<ul style="list-style-type: none"> <li>Number of strategic planning sessions organized and strategic plan developed and approved.</li> </ul>	1	1	1	1	1	1	<ul style="list-style-type: none"> <li>Conduct a Departmental strategic plan and develop an annual performance plan.</li> </ul>
	Comprehensive								

	Reporting (Quarterly, Section 46, Annual)	<ul style="list-style-type: none"> <li>Number of quarterly, section 46 and annual reports submitted within the prescribed deadlines.</li> </ul>	6	6	1	2	1	2	<ul style="list-style-type: none"> <li>Implement and enforce performance management policy..</li> </ul>
	Human resource Management & Development	<ul style="list-style-type: none"> <li>Number of vacancies filled</li> <li>% of approved training budget spent on Skills Development (Number of employees trained)</li> </ul>	100 0	50 100%	10 100%	20 100%	15 100%	5 100%	<ul style="list-style-type: none"> <li>Fill critical vacant posts</li> <li>Implement skills development initiatives for the department.</li> </ul>
	Plan, Approve & Manage Budget (Operational, Capital)	<ul style="list-style-type: none"> <li>% of approved funds spend according to SDBIP</li> </ul>	58%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Develop and implement SDBIP of the Department.</li> </ul>
Implement a single window of coordination	<ul style="list-style-type: none"> <li>Review &amp; Monitoring Policies and By-laws according to Legislation</li> <li>Review Delegated Powers</li> <li>Establish a PMU</li> </ul>	<ul style="list-style-type: none"> <li>Number of Policies &amp; By-laws reviewed in line with legislation</li> <li>Review and update delegated powers 2x per annum</li> <li>Establish 1 Performance Management Unit in the office of the MM</li> </ul>	0 1 New project	5 2 1	1 0 0	1 1 0	2 0 0	1 1 1	<ul style="list-style-type: none"> <li>Audit, review and monitor policies and by laws according to legislation.</li> <li>Review delegations of powers and implement accordingly.</li> <li>Review and align the structure of PMU</li> </ul>

Environmental assets and natural resources that are well protected and continually enhanced	<ul style="list-style-type: none"><li>Enhance quality and quantity of water resources</li><li>Reduce greenhouse gas emissions, climate change impacts and improved air/atmospheric quality</li><li>Aesthetic and Green City</li><li>Sustainable environmental management</li><li>Ensure the protection of biodiversity</li><li>Provide Composting Services</li><li>Provide Recycling</li></ul>	<ul style="list-style-type: none"><li>Established and capacitated fully functional water quality Monitoring system</li><li>Established and capacitated fully functional Environmental Management system</li><li>Number of times the Greening &amp; Maintenance Programme is implemented per ward</li><li>Developed and Implemented Environmental Management Systems to comply with Legislation</li><li>Developed and implemented Register to protect Biodiversity</li><li>Develop and establish a Composting Plant</li><li>Developed and established Recycling services in all wards</li></ul>	0   12  0  0  New project	1   12  1  1  1	1   3  1  1  0	1   3  1  1  0	1   3  1  1  0	1   1  1  1  1	<ul style="list-style-type: none"><li>Implement a project on enhancing quality and quantity of water resources</li><li>Implement projects to reduce greenhouse gas emissions, climate change impacts and improved air/atmospheric quality. Fill critical and vacant positions in the EM Unit.</li><li>Implement greening and maintenance projects.</li><li>Implement sustainable development projects.</li><li>Implement and enforce the land</li></ul>

	Services		New project	8	2	2	2	2	<ul style="list-style-type: none"> <li>use policy, SDF, and EMF.</li> <li>Develop and implement a biodiversity monitoring register.</li> <li>Investigate and implement a composting project</li> <li>Investigate and implement recycling projects</li> </ul>
implement actions to support human settlement outcomes	<ul style="list-style-type: none"> <li>Alignment of basic refuse removal services with planned developments</li> </ul>	<ul style="list-style-type: none"> <li>Number of new households, institutions and businesses provided with refuse removal Services</li> </ul>	0	Depends on new houses and developments	Depends on new houses and developments	Depends on new houses and developments	Depends on new houses and developments	Depends on new houses and developments	<ul style="list-style-type: none"> <li>Provide refuse removal services with increased capacity and required equipment at new developments</li> <li>Implement EPWP Projects</li> </ul>
	<ul style="list-style-type: none"> <li>Alignment of maintenance of sidewalks and planting of street trees with planned developments</li> </ul>	<ul style="list-style-type: none"> <li>Number of new sidewalks maintained and number of street trees planted at new developments.</li> <li>Number of new parks established and maintained at new developments.</li> </ul>	<div>0</div> <div>0</div>	<div>6</div> <div>0</div>	<div>2</div> <div>0</div>	<div>2</div> <div>0</div>	<div>2</div> <div>0</div>	<div>0</div> <div>0</div>	<ul style="list-style-type: none"> <li>Implement EPWP Projects</li> <li>Establish and maintain parks at new developments.</li> </ul>

## Infrastructure

Strategic goal	Strategic objectives	Performance indicator/ measure	Baseline	Annual target	Q1	Q2	Q3	Q4	Projects/ Initiatives
Improve access to basic services	<ul style="list-style-type: none"> <li>Provide bulk electricity infrastructure</li> <li>Provide electricity connections</li> <li>Provide bulk sanitation infrastructure</li> <li>Provide sewer connections</li> <li>Provide bulk water infrastructure</li> <li>Provide water connections</li> <li>Provision of roads &amp; storm water</li> </ul>	<ul style="list-style-type: none"> <li>Provision for an additional 15 MVA bulk supply</li> <li>Number of Installation new electrical connections</li> <li>Extension of waste water treatment plant by 22 MI/day</li> <li>Number of Installation new sewer connections</li> <li>Extension of water treatment plant by 30 MI/day</li> <li>Number of Installation new water connections</li> <li>Construction of roads and storm water 261 km</li> </ul>	93 MVA  800  45 MI/day  689  63 MI/day  689  440 km	140 MVA substation & power line  800  Completed feasibility study  500  Completed feasibility study  500  5 km of roads	Earth works  200  Draft specifications  50  Draft specifications  40  Procure consultant & complete design	Civil works  200  EIA  80  EIA  90  Procure contractor/ construction	Construct ion of 13 km of overhead line  200  Feasibilit y study complete d  170  Feasibilit y study complete d  150  Construct ion in progress	Complete substatio n and overhead line  200  Draft design  200  Draft design  220  Construct ion complete d	<ul style="list-style-type: none"> <li>1 CBD substation - Spruit Street &amp; 14 km of 132 kV lines from Eskom DS to CBD</li> <li>Procurement process completed construction in progress</li> <li>Complete feasibility study</li> <li>Provide 500 sewer connections</li> <li>Complete feasibility study</li> <li>Provide 500 water connections</li> <li>Construct 5km of roads &amp; storm water</li> </ul>

## Housing and planning

Strategic Goal	Strategic Objective	Performance Indicator	Baseline	2011-2012	Targets			
					1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
9.1. Implement a Differentiated approach to Municipal Planning	Rectification of Pre -1994 properties	Business Plan completed and approved by the Council.	New Project	Identification of beneficiaries	Registration of 500 beneficiaries	Registration of 500 beneficiaries	Registration of 500 beneficiaries	Registration of 500 beneficiaries
9.1. Implement a Differentiated approach to Municipal Planning	Application and qualification of Municipal Accreditation Process	Accreditation Certificate awarded by the provincial MEC.	Municipality not accredited	Development and approval of the Business plan for Level (1)One Accreditation	Appointment of Service Providers and approval of the project programme	Finalization of the Draft Business Plan for the Level One Accreditation	Public Participation and Approval of the Business Plan by the Council	Approval of the Business Plan by the Province and the Awarding of the Accreditation Certificate by the MEC.
9.4. Actions Supportive of the Human Settlements outcomes	Development of the Integrated Human Settlement Development.	Finalized Business Plan and the signed Tri-Partite Agreement	New Project	Finalization of the comprehensive Business Plan	Signing of the Tri-Partite Agreement by the Province	Finalization and Approval of the development Business Plan by the Council	Finalization of the Draft Lay-out Plan	Approval of the Lay-out Plan by the Council.
9.4. Actions Supportive of the Human Settlements outcomes	Review of the Land Use Management Scheme. (Town Planning Scheme)	Land Use Management (Town Planning Scheme) reviewed and approved by the Council.	Old (1980) Land Use (Town Planning Scheme)	Finalization of the Draft Land Use Management Scheme (Town Planning) Scheme	Appointment of the Service Providers	Finalization of the Draft Land Use (Town Planning) Scheme	Public Participation of the Draft Land Use (Town Planning) Scheme	Approval of the Land Use (Town Planning) Scheme by the Council
9.4. Actions Supportive of the Human Settlements outcomes	Development of policies that Increases Densities	New Densification policies developed and approved by the Council.	Old and out-dated development policies.	Finalization of the Draft Densification policies.	Appointment of the Service Provider	Finalization of the Draft Densification Policies	Public Participation of the Draft Densification Policies	Approval of the Densification Policies by the Council.
9.4. Actions Supportive of the Human Settlements outcomes	Development of Strategies and Policies that facilitates the acquisition of well located public land for development.	Acquisition policies reviewed and approved by the Council	2008 Acquisition Policy in existence.	Identification of potential Land portions for Acquisition.	Approval of Land Acquisition Strategy	Approval of the identified Land portions by the Council	Submission of acquisition proposals to Land Owners	Approval of Acquisition of land portions for development by the Council.
9.4. Actions Supportive of the Human Settlements outcomes	Township Establishment (Proclamation and Township Register Opened)	Proclamation finalized and the Township Register opened.	Five (5) un-proclaimed townships.	Proclamation and the Opening of the Township Register of Ikageng Extension 8 and	Appointment of Service Providers	Finalization and approval of the Draft Layout Plan	Public Participation process of the proposed development	Proclamation and Opening of Register of Ikageng Extension 8 and Promosa



				Promosa Extension 3				Extension 3
9.4. Actions Supportive of the Human Settlements outcomes	Facilitation and Provision of good quality houses and secured tenure.	Good quality houses completed and the security of tenure granted.	Undeveloped stands and incomplete houses.	Finalization of the empty stands (new developments)	Finalization of Phase 1 of the empty stands	Finalization of Phase 2 of the empty stands	Finalization of Phase 3 of the empty stands	Finalization of Phase 4 of the empty stands
9.4. Actions Supportive of the Human Settlements outcomes	Provision of good quality rental accommodation.	Good quality rental accommodation constructed.	Old dilapidated hostel units.	Complete construction of hundred (100) rental units	Submission and Approval of detailed Building Plans as well as the clearing of sites.	Construction of Block "A" of the Community Residential Units in Ikageng	Construction of Block "B" of the Community Residential Units in Ikageng	Construction of Block "C" of the Community Residential Units in Ikageng
9.4. Actions Supportive of the Human Settlements outcomes	Review of the Spatial Development Framework (SDF)	Amended Spatial Development Framework finalized and approved by the Council.	2006 Spatial Development Framework	Finalization of the Draft Spatial Development Framework	Appointment of the Service Providers	Finalization of the Draft Spatial Development Framework	Public Participation of the Draft Spatial Development Framework	Approval of the Spatial Development Framework by the Council
9.4. Actions Supportive of the Human Settlements outcomes	Review of the Housing Sector Plan (HSP)	Amended Housing Sector Plan finalized and approved by the Council.	2009 Housing Sector Plan	Finalization of the Housing Sector Plan.	Appointment of the Service Providers	Finalization of the Draft Housing Sector Plan.	Public Participation of the Housing Sector Plan	Approval of the Housing Sector Plan by the Council
9.4. Actions Supportive of the Human Settlements outcomes	Facilitation the Construction of good quality houses and secured tenure.	Good quality houses completed and the security of tenure granted.	Incomplete houses by Aobakwe Louw, Keewaves and Go-Direla.	Completion of the construction of houses in Ikageng Extension 11.	Facilitate the Completion of 1000 houses by Go-Direla	Facilitate the Completion of 1000 houses by Aobakwe Louw	Facilitate the Completion of 1000 houses by Keewaves	Closing –Off of the housing Projects by Go-Direla, Aobakwe Louw and Keewaves
9.4. Actions Supportive of the Human Settlements outcomes	Facilitation of excess of the stakeholders to the GIS system	Inter-net excess of the GIS	Intra-net excess	Application for Funds	Identification of potential funders	Preparation of Business Plans	Submission of Applications	Follow-up on the submitted Business Plans

## Public safety

Strategic goal	Strategic objectives	Performance indicator/ measure	Baseline	Annual target	Q1	Q2	Q3	Q4	Projects/ Initiatives
Combat corruption within the Justice, Crime Prevention and Security Cluster to enhance its effectiveness and its ability to serve as deterrent against crime	Citizens in the jurisdiction of Tlokwe city council through good governance by means of public safety services through the provision of Traffic Management, emergency and security services	• number of fire safety inspection conducted	1184	1300	325	325	325	325	• Implement Fire brigade Act
		• number of pier programs conducted	55	150	38	38	38	38	• Implement disaster management act 57/2002
		• respond to the number of calls received	11878	0	0	0	0	0	
		• mitigate hazards (dm plan 1,2,3)	Level 1	Level 2	25% drafting	25% risk identification	25% consolidate all inputs		• Implement disaster management act 57/2002
		• number applicants examined							
		• number of vehicle examined	14384	14500	3625	3625	3625	3625	• Implementation of the national road traffic act.
		• number motor vehicle registered and licensed	488	550	138	138	138	138	• Implementation of the national road traffic act.
		• training of a number of private students	48000	69000	17250	17250	17250	17250	• Implementation of the national road traffic act.
			96	128	32	32	32	32	• Implement Fire brigade Act
		• Number of Traffic citations issued on law enforcement	160 690	180 000	45 000	45 000	45 000	45 000	• Implementation of the national road traffic act.
		• Reduced number of criminal incidents comparatively against the previous financial year	8	0	0	0	0	0	

## Corporate Services

Strategic goal	Strategic objectives	Performance indicator/ measure	Baseline	Annual target	Q1	Q2	Q3	Q4	Projects/ Initiatives
Ensure proper Human resource management and development within the municipality	Facilitate the provision of Human Resource Management Services	<ul style="list-style-type: none"> <li>Number of HR Policies reviewed</li> <li>Institutional Structure finalized</li> <li>Number of vacant positions filled</li> <li>Human Resource Strategy developed</li> </ul>	6  Soft structure in place  136 vacant posts Strategy developed	8  Approved Organ-gram  86  Strategy implemented					
	Facilitate the provision of Training and Development within the municipality	<ul style="list-style-type: none"> <li>75% of Employees trained and training projects for community members (??)</li> <li>Reviewed HRD Policies</li> </ul>	WSP in place  5 policies	20% for employees ; 5 Learnerships programs  Review and develop 5 policies					•
	Facilitate the implementation of EE processes	<ul style="list-style-type: none"> <li>Achieved targets outlined in the EE plan</li> </ul>	EE plan in place	80% achieved					•

	Facilitate Employee Health and wellness for the municipality	<ul style="list-style-type: none"> <li>• Number of employees utilizing EAP services</li> <li>• Decreased number of absenteeism and sick leave of staff</li> <li>• Developed HIV&amp;AIDS and TB management strategy</li> <li>• Safety, Health, Environment and Quality Management conducted</li> </ul>	<p>106</p> <p>4 Depts. Reached</p> <p>HIV&amp;AIDS and TB policy in place</p>	<p>35</p> <p>Developed strategy</p> <p>80% compliance to SHEQ</p>						•
	Promote sound employer and employee relations	<ul style="list-style-type: none"> <li>• Number of grievances resolved</li> <li>• Number progressive disciplinary measures implemented</li> <li>• Number of collective agreements signed</li> <li>• Number of collective bargaining engagements held</li> </ul>								
Ensure business processes, systems, decision rights and accountability management	<ul style="list-style-type: none"> <li>• Establish an IT Risk &amp; Internal control framework</li> <li>• Oversee operations of appointed IT</li> </ul>	<ul style="list-style-type: none"> <li>• % decrease in risk exposure</li> <li>• % compliance to agreed SLAs</li> </ul>		<p>1</p> <p>100%</p>						

	<ul style="list-style-type: none"> <li>service providers</li> <li>Ensure information security within the municipality</li> <li>Ensure disaster recovery and Business continuity mechanisms for the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Information security policy implemented</li> <li>Disaster recovery and business continuity plan developed</li> </ul>		100%						
				100%						

## Local Economic Development

KPA	NATIONAL KPA	CRITERIA	OBJECTIVES	STRATEGIES	PROJECTS	OTHER STAKEHOLDERS	CORE RESPONSIBILITY	CRITICAL SUCCESS FACTORS	KPI	BASELINE	Q1	Q2	Q3	Q4	RP
Economic Development	LED	Economic Growth Rate	3% growth (3 years staying in line with District Growth and Development Strategy)		Develop Economic Strategy.	Dr KK DM, Consultants	Enterprise Development	Inadequate budget and human resource	Adoption of Strategy by Council	Draft strategy with amendments to be submitted to Council	25%	25%	25%	25%	Enterprise Dev. Manager
Economic Development	LED	Job Creation	Facilitate creation of 500 local, sustainable jobs (= not less than one year's full-time employment) per annum		Keep an up to date SMME Database.	Infrastructure, Community Services and Housing.	Enterprise Development	Failure by SMMEs to inform whenever their details have changed.	An up to date SMME database kept.	Database available but not up-to-date	25%	25%	25%	25%	Enterprise Dev. Manager

Economic Development	LED	Absence of livestock in residential areas and Highveld Nature Reserve	To relocate small-scale livestock from residential areas and Highveld Nature Reserve to council's commonage land in the short term		Livestock relocation project	DACERD, NWPTB, Barolong Boo-Modiboa CPA, DLA, DR KK DM, NDT, DEA	Enterprise Development	Co-operation of small-scale livestock owners	Number of small-scale livestock relocated to commonage land	Discussion on relocation with all stakeholders ongoing and draft policy in existence	50%	50%	0%	0%	Enterprise Dev. Manager
Economic Development	LED	Approved Industrial Development Strategy	To facilitate the development of a local Industrial Development Strategy within the financial year.		Local Industrial Development strategy	Dr KK DM, Consultants	Enterprise Development	Inadequate budget and human resource	existence of an adopted Industrial strategy	Draft copy available - to be reviewed	15%	35%	25%	25%	Enterprise Dev. Manager
Economic Development	LED	Approved Local Economic Development Action Plan	To develop the annual Local Economic Development Action Plan within the 1st quarter after approval of the LED Strategy		Local Economic Development Action Plan.	NW Dept. Economic Development and Tourism	Enterprise Development	Inadequate budget and human resource	Existence of an adopted Economic Development Plan.	Implementation plan to commence after adoption of LED Strategy	100%	0%	0%	0%	Enterprise Dev. Manager
Economic Development	LED	Successful capacity building workshops	To facilitate 4 capacity building workshops per annum for SMMEs		SMME Capacity building programmes	Operational Budget and External departments. E.g. SEDA	Enterprise Development	Inadequate budget and human resource	Number of SMMEs transformed from informal to formal businesses	Quarterly workshops as per target	25%	25%	25%	25%	Enterprise Dev. Manager

Economic Development	LED	Successful capacity building workshops	To facilitate 4 capacity building workshops per annum for cooperatives and emerging farmers.		Cooperatives and emerging farmers capacity building programmes	DACERD and Land Bank.	Social Economic Development	Inadequate budget and human resource	Number of emerging farmers & cooperatives assisted.	Quarterly training / workshops ongoing	25%	25%	25%	25%	Manager: Social Economic Development
Economic Development	LED	Subsistence farmers transformed to emerging farmers	To facilitate the provision of agricultural development services offered by other stakeholders to the agricultural sector in the long term		Agricultural Development Project	Dr KK District Municipality, DARD, AGR & Rural Dev, DLRA, COGNA, PLAS	Enterprise Development	Inadequate budget and human resource	Transformation of subsistence farmers to emerging farmers	Quarterly training / workshops ongoing	25%	25%	25%	25%	Enterprise Dev. Manager
Economic Development	LED	Regulated formal and informal businesses	To Regulate formal and informal business		Business Licenses and hawkers permits	DEDT	Enterprise Development	Inadequate budget and human resource	Up-to-date register of businesses licenses	Draft Regulations - ongoing as and when businesses licenses are approved	25%	25%	25%	25%	Enterprise Dev. Manager
Economic Development	LED	Number of successful SMMEs in services and manufacturing sector	To facilitate development of competitive SMMEs in services and manufacturing sector in the long term		Promotion of Industrial Parks	MIR - Motor Industry Regulator (SETA)	Enterprise Development	Inadequate budget and human resource	Number of successful SMMEs in services and manufacturing sector	Projects established and training of beneficiaries ongoing	10%	10%	10%	10%	Enterprise Dev. Manager

Economic Development	LED	Functioning Monitoring System	To monitor number of jobs created per annum.		Monitoring System of jobs created through given instruments.	Infrastructure, Community Services and Housing.	Enterprise Development / Social Economic Dev.	Obtaining figures from other relevant departments.	An up to date register of jobs created.	Inter-dept web-based reporting in place. Prov MIS (= MIG)	25%	25%	25%	25%	Enterprise Dev. Manager / Social Econ. Dev. Manager
Economic Development	LED	Number of PGDS meetings	To monitor the implementation of PGDS projects in the municipality		NDGP, Science park, Light Industrial Park ect	DEDT, NEF, IDC, NWDC, Invest NW	Enterprise Development	Regular Monitoring and evaluation of projects	Number of projects implemented	Provincial Growth and Development Strategy	10%	10%	10%	10%	Manager Enterprise Development.
Economic Development	LED	Regulated Informal and formal Businesses	To monitor implementation of the NW Business Act		To participate in the provincial regulators Forum	DEDT, Municipalities, Gambling Board and Liquor Board	Enterprise Development	Regular Monitoring and evaluation of projects	Six meetings to be attended per annum	North West Business Act	10%	10%	10%	10%	Manager Enterprise Development
Economic Development	LED	Number of successful women owned businesses	To facilitate empowerment of women through projects and training in long term		Women Empowerment	Dept women, youth and disabled of Council, Dept vulnerable children (Prov), NYDA, SAWENA (DTI), NDA	Social Economic Development	Inadequate budget and human resource	Number of successful women owned businesses	Projects established and training of beneficiaries ongoing	10%	10%	10%	10%	Socio-Economic Development Manager



Economic Development	LED	PGDS	To serve in the Working Groups of the PGDS in the office of the Premier		Tourism, SMME, Agricultural development, etc	DEDT, NWPTB, Stakeholders, Product owners, NWPG	Social Economic, Enterprise, Tourism and Marketing Development	Active Participation	PGDS	Projects of Council to be included in the PGDS	25%	25%	25%	25%	Manager: Enterprise Dev, Social Economic Dev, Tourism and Marketing
Economic Development	LED	Transformed Local Tourism Industry	To facilitate transformation of the Tourism Industry in the long term		Township tourism	Potchefstroom Tourism Association, Dr KK District Tourism Ass, NWPTB	Tourism Development	Inadequate budget and human resource	Tourism promotion & Job Creation.	Ongoing	10%	10%	10%	10%	Manager: Tourism & Marketing
Economic Development	LED	Completed Tourism Profile	To finalise research on tourism profile in the city within first quarter		Tourism Research Project	Consultants (NWU), local tourism product owners	Tourism Development	None	Tourism awareness and promotion	Final document to be delivered by NWU before end March 2011	100%	0%	0%	0%	Manager: Tourism & Marketing
Economic Development	LED	Stakeholders Engagements	To support the NWPTB on development of Highveld Park.		Highveld Nature Reserve	NWPTB, Barolong Boo-Modiboa	Tourism Development	Proclamation of Park and relocation of live-stock and illegal residents from park	Positioning the park as primary tourism attraction place in the Province.	Ongoing	25%	25%	25%	28%	Manager: Tourism & Marketing

Economic Development	LED	Stakeholders Engagements	To support DACERD on development of the Vredefort Dome World Heritage Site		Vredefort Dome World Heritage Site	DACERD, NDT, Fezile Dabe DM, Dr KK DM	Tourism Development	Approval of Integrated Management Plan	Marketing of Vredefort Dome, Tourism Training and Awareness Programs	Ongoing	25%	25%	25%	25%	Manager: Tourism & Marketing
Economic Development	LED	Stakeholders Engagements	To assist NWPTB to develop the Boskop Nature Reserve as a tourist attraction		Boskop Nature Reserve	DR KK DM, NWPTB,	Tourism Development	Inadequate budget and human resource	Positioning the reserve as primary tourism attraction place in the Province.	Ongoing	25%	25%	25%	25%	Manager: Tourism & Marketing
Economic Development	LED	Stakeholders Engagements	To Market the N12 Road as the alternative road to the N1 to Cape Town linking City to City		N12 Treasure Route SDI	All Municipalities on N12 Road, NDT, DEDT, Tourism Authorities, SANRAL, NWPTB	Tourism Development	Revival of Board of Directors as well as Stakeholders Committee in order to apply for funding for phase 2 of project	Position the N12 Road as the alternative road to the N1 to Cape Town linking City to City	Ongoing	25%	25%	25%	25%	Manager: Tourism & Marketing
Economic Development	LED	Successful capacity building workshops	To facilitate 4 Tourism Capacity Building Workshops per annum		Tourism Capacity building programmes	Operational Budget and External departments. E.g. DEDT, NWPTB, DR KK DM, TEP	Tourism Development	Inadequate budget and human resource	Number of SMMEs transformed from informal to formal businesses	Quarterly workshops as per target	25%	25%	25%	25%	Manager: Tourism & Marketing

Economic Development	LED	Successful capacity building workshops	To facilitate 4 Tourism Awareness Programs per annum		Tourism Awareness programmes	Operational Budget and External departments. E.g. DEDT, NWPTB, DR KK DM, TEP	Tourism Development	Inadequate budget and human resource	Increase Tourism Awareness in Community	Quarterly programmes as per target	25%	25%	25%	25%	Manager: Tourism & Marketing
Economic Development	LED	Improvement of tourism quality and service	To enhance Tourism Service Excellence		Annual Tourism Awards	DEDT, NWPTB, PTA, Dr KK DM, Prov dept Recreation, Sports, Arts and Crafts	Tourism Development	Quality Entries	Tourism Service Excellence Awards	1 per annum	0%	0%	0%	100%	Manager: Tourism & Marketing
Economic Development	LED	Number of marketing campaigns	To market the city at Tourism Events and Shows, participate in marketing & promotional committees & events		Tourism Marketing at e.g. Getaway Show, Tourism Indaba, Aardklop National Arts Festival, SATourism events, etc	SA Tourism, NWPTB, Dr KK DM, PTA, Dr KK District Tourism Association, N12 Treasure Route Association, DACERD	Tourism Development	Inadequate budget and human resource	Marketing Campaigns	4 per annum	25%	25%	25%	25%	Manager: Tourism & Marketing

Strategic goal	Strategic objectives	Performance indicator/measure	Baseline	Annual target	Q1	Q2	Q3	Q4	Projects/ Initiatives
Implement a differentiated approach to municipal financing, planning and support	Ensure enhanced Revenue for the municipality	<ul style="list-style-type: none"> <li>90% collection rate implemented</li> <li>Total number of consumer account billed and posted for the current consumers and the new ones</li> <li>90% reading of conventional electricity meters and water meters per month for the current consumers &amp; the new ones implemented</li> <li>Financial activities conducted in accordance with the legislation</li> </ul>	<ul style="list-style-type: none"> <li>87% collection rate</li> <li>55 000 billing</li> <li>85% reading</li> </ul>	90% collection rate 55 000	89%  55 000	91%  55 000	87%  55 000	93%  55 000	
	Ensure Good Financial Management	<ul style="list-style-type: none"> <li>90% reading of conventional electricity meters and water meters per month for the current consumers &amp; the new ones implemented</li> <li>Financial activities conducted in accordance with the legislation</li> </ul>	<ul style="list-style-type: none"> <li>85% reading</li> </ul>	90%	90%	85%	93%	92%	
		<ul style="list-style-type: none"> <li>Supply Chain Management checklist implemented</li> </ul>	<ul style="list-style-type: none"> <li>Non compliance to MFMA</li> <li>Non compliance to SCM checklist</li> </ul>	90%	90%	90%	90%	90%	
					4 reports	1	1	1	
	<ul style="list-style-type: none"> <li>A realistic municipal budget according to the legislated formats</li> </ul>	<ul style="list-style-type: none"> <li>Budget Timetable ready for tabling in council by end of August of each year</li> <li>Annual report ready for tabling by end of January of each year</li> <li>Adjustment Budget ready for approval by end of January</li> <li>Draft Budget ready for tabling by end of March</li> <li>Annual Budget ready for approval by end of May</li> </ul>	Please revisit your baseline, it cannot be the same as the measure	1 report  1 report  1 report  1 report	1 report      1 report	  1 report  1 report	    1 report	    1 report	

Administrative and financial capability	<ul style="list-style-type: none"> <li>Ensure the achieve Unqualified Audit Opinion</li> <li>Appoint and retain competent Financial Staff and continuous training</li> </ul>	<ul style="list-style-type: none"> <li>Clean Audit Report</li> <li>Training of 50% of staff members per annum</li> </ul>	<ul style="list-style-type: none"> <li>Disclaimer</li> <li>Unstructured training</li> </ul>	1 report  50%	0%	25%	25%	0%	
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## Office of the Speaker

Strategic goal	Strategic objectives	Performance indicator/ measure	Baseline	Annual target	Q1	Q2	Q3	Q4	Projects/ Initiatives
Administrative and financial capability	Provide administrative support to Council and institution	<ul style="list-style-type: none"> <li>Administrative support to Council and institution provided</li> </ul>	Electronic systems as well as operational procedures in place	<ul style="list-style-type: none"> <li>R</li> <li>Offices compliant to Occupational Health and Safety Standards acquired,</li> <li>emergency power generator acquired</li> </ul>	Procurement	Installation and training			
Deepen democracy through a refined Ward Committee model	Provide support in the establishment and functioning of governance structures relating to the Ward Committees and Council	<ul style="list-style-type: none"> <li>Effective and efficient governance structures in place</li> <li>Councilor orientation and support provided</li> <li>Admin and legal support to Speaker on transgressions i.r.o Code of Conduct by Councilors,</li> </ul>	By-law in place, administrative systems in place	System of Delegations revised, Councillors, Ward Committee and CBP members inducted and capacitated					

**Office of the Municipal Manager**

Strategic goal	Strategic objectives	Performance indicator/ measure	Baseline	Annual target	Q1	Q2	Q3	Q4	Projects/ Initiatives
Implement differentiated approach to municipal financing, planning & support	<ul style="list-style-type: none"> <li>Increased public participation through development and maintenance of constant communication with all stakeholders</li> <li>Support to MM and managers on achievement of objectives and discharge of duties</li> <li>Established an effective and efficient mechanism for the monitoring and evaluating of implementation of the strategic objectives</li> <li>Strategic plan created to address the needs of the community</li> </ul>	<ul style="list-style-type: none"> <li>Number of responses received from public</li> <li>Number of corrective actions implemented</li> <li>Section 46 report implemented</li> <li>Approved IDP document</li> </ul>	Tlokwe Newspaper		34 000	34 000	34 000	34 000	
Improve municipal & financial capability	<ul style="list-style-type: none"> <li>Providing Council with a yearly updated tax base</li> <li>Provide Council with revised and updated tax base</li> <li>Enhancement of GIS capability</li> </ul>	<ul style="list-style-type: none"> <li>1 supplementary roll per annum</li> <li>General revaluation roll by January 2013</li> <li>Supply updated satellite images of municipal area</li> </ul>	1	1					
			1	1					
				1					
				0					
				0					
Business processes, systems, decision rights and accountability management	Compliance to all relevant legislation	Number non-compliance findings in AG regularity audit	5	0	1	1	1	1	•

Tackling corruption in the municipality	Anti fraud and corruption mechanisms implemented	Timeframe from occurrence to detection % Decrease in risk exposure	4	0	0	0	0	0	•
	Cultivate risk management culture in Council								





# **SECTION F**

## **SPATIAL RATIONAL**

### **STATUS QUO REPORT**

#### **1. INTRODUCTION**

According to chapter 5 of the Municipality Systems Act (Act 32 of 2000), an Integrated Development Plan is required to include a spatial development framework also comprising guidelines for a land use management system. The aim of a Spatial Development Framework is to guide future development of an area. It serves as the common background upon which the physical, social, economic and institutional development strategies of a municipality are designed. It is also a manifestation of the vision of an area in terms of spatial and spatial components and is the basis for an integrated planning.

Tlokwe previously known as Potchefstroom was promulgated as a Category B-Local Municipality in 2000 in the Government Gazette, designated NW402, in terms of the Municipal Structures Act (117 of 1998).

The broad purpose of this document is to align spatial development between and within municipalities, whether it be local or district municipalities. The document will further serve as a vehicle for the implementation of Integrated Development Plans (IDPs) and localized spatial policies such as precinct development plans and policies.

The revision of the Tlokwe SDF follows on the first SDF drafted in 2002. Since then, all the surrounding municipalities and the relevant district municipalities have revised their SDFs. A provincial SDF has also been compiled since and all these policy documents will be integrated – where relevant – into the revised SDF for Tlokwe.

#### **2. SCOPE OF STUDY**

##### **2.1 BACKGROUND**

One of the core components of the IDP process is the compilation of a Spatial Development Framework (SDF). Most Local Municipalities (Category B) surrounding the study area have revised their IDPs during 2004/5, including the Spatial Development Frameworks for their areas of jurisdiction. The District Municipality (Category C), has also compiled a revised SDF during 2004/5, after consultation with the four relevant local municipalities.

The aim of this revised (SDF) is to identify spatial constraints and opportunities from various sectoral and geographic perspectives. Secondly, this SDF aims to formulate guidelines for spatial planning within the study area. Thirdly it aims to formulate a spatial framework to guide the future development of the region.

##### **2.2 DIRECTIVE PRINCIPLES**

#### **SPATIAL PLANNING / LAND USE MANAGEMENT / LAND DEVELOPMENT**

- **EQUALITY**

- be treated equally by the law
- equal protection and benefit of the law

- not to be unfairly discriminated against except as permitted in terms of the Constitution
- **EFFICIENCY**
  - ensure the best use of available resources
  - develop and promote compact human settlements and discourage low density sprawl
  - secure proximity between residential and work places taking into account the health and well-being of affected persons
- **INTEGRATION**
  - promote efficient functional and integrated settlement patterns
  - be functionally co-ordinated, aligned with, and take into account related policies and programmes including transportation systems
  - promote integration of communities from diverse backgrounds
  - facilitate appropriate mixed land use development
- **SUSTAINABILITY**
  - ensure that land is used or developed only in accordance with the law
  - take into account disaster management
  - create synergy between economic, social and environmental concerns
  - protect natural, environmental and cultural resources
  - preserve the use of prime agricultural land and permit a change only in public interest
- **FAIR AND GOOD GOVERNANCE**
  - be lawful, reasonable and procedurally fair
  - comply with the right to just administrative action
  - take into account and promote the need of affected persons to understand its nature and effect
  - promote efficient administration including:
    - the provision of adequate notice of details of officials who may assist the public
  - inviting affected persons to forums at which spatial planning, land development and land use management decisions are taken

### **Land Use Management Bill (2002)**

Spatial Development Framework of a municipality published in terms of this Act and included in the municipality's integrated development plan in terms of section 26(3) of the Municipal Systems

Act must:

- give effect to the directive principles
- be consistent with the national spatial development framework
- be consistent with the provincial spatial development framework of the province in which the municipality is located
- be consistent with any applicable national or provincial legislation on environmental management
- give effect to any national and provincial plans and planning legislation.

A municipal Spatial Development Framework must reflect at least:

- a status quo report on land use in the municipality including any spatial dysfunctionalities that exist
- a conceptual framework reflecting desired spatial growth patterns in the municipality
- a multi-sector based spatial plan, at an appropriate scale, sufficiently formulated to achieve the desired spatial development goals including-
  - (i) the correction of past spatial imbalances and the integration of disadvantaged persons or categories of persons
  - (ii) linkage between settlement development and appropriate transport infrastructure and systems
  - (iii) vacant land analysis comprising-
    - (aa) ownership of such land
    - (bb) current zoning of such land
    - (cc) value of the land
    - (dd) surrounding land use
    - (ee) geotechnical conditions
    - (ff) most suitable use (suitability index)
- a multi-sector driven resource plan for implementation of the spatial development framework.

### **Municipal System Act, 2000 and Municipal Planning Performance Management Regulations 2001**

A Spatial Development Framework must:

- give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995)
- set out objectives that reflect the desired spatial form of the municipality
- contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (c) which strategies and policies must:
  - (i) indicate desired patterns of land use within the municipality
  - (ii) address the spatial reconstruction of the municipality
  - (iii) provide for decision-making processes relating to the location and nature of development within the municipality
- set out basic guidelines for a land use management system in the municipality
- set out a capital expenditure framework for the municipality's development programmes
- contain a strategic assessment of the environmental impact of the spatial development framework
- identify programmes and projects for the development of land within the municipality
- be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities
- provide a visual representation of the desired spatial form of the municipality, which representation:
  - (i) must indicate where public and private land development and infrastructure investment should take place
  - (ii) may indicate desired or undesired utilisation of space in a particular area
  - (iii) may delineate the urban edge
  - (iv) must identify areas where strategic intervention is required
  - (v) must indicate where priority spending is required.

The Spatial Development Framework (SDF) for Tlokwe Municipality forms an integral part of the Integrated Development Plan and process. It is intended to realize the long term vision of the municipality. In doing so, the SDF also provide the spatial dimensions for a growth and development strategy for Tlokwe: integrating urban and rural development in order to establish a sustainable relationship between urban settlements and their surrounding natural environments; promoting urban forms that will enhance the principles of more effective, economic viable and compact cities; and finally to satisfy human needs and improve the standard of living of inhabitants.

The SDF is informed by national and provincial planning guidelines (top-down approach), while the consultative process and stakeholder involvement followed represent “development from below”. To ensure that the future urban and rural development will meet the parameters of sustainability, the SDF is informed by a strategic environmental assessment (SEA) which was handled in an integrated manner and as part of the compilation of the SDF. Both the SEA and SDF will be used as inputs for the Environmental Management Plan (EMP). For the purpose of this document, when referring to the SDF, it includes the environmental assessment and guidelines emanating from it.

# **SECTION F1**

## **BASIC SERVICE DELIVERY**

### **1. INTRODUCTION**

These issues were identified from ward meetings held with Councillors. Other issues emanate from community participation process undertaken by the municipality in a form of mayoral Izimbizo and IDP community and stakeholder participation meetings; while certain issues came from the Community Based Planning processes (CBP) currently being implemented in conjunction with Dr KK District Municipality. The CBP process has not being completed because there are some of the wards which have not been attended to, this process will be completed and the final product (ward profiles) will inform this review document.

This section presents brief services delivery information as per consultations we had with various stakeholders through interactive processes outlined above; it is according to the most prevalent need per ward. A detailed account of basic service delivery will be outlined once consultation with all stakeholders is concluded towards the development of a final document.

#### **1.1 Water and Sanitation**

Some wards raised the issue of poor access to portable water. Only certain sections are affected by lack or shortage of water and that was attributed to amongst others: poor maintenance of provided water stand pipes and insufficient underground water supply.

The municipality does not have problems of bucket system but provision of proper sanitation facilities is still a major need in some wards.

#### **1.2 Electricity**

This development imperative seemed not to be a major challenge but an essential basic service. However, problems identified in terms of electricity included shortage of household electricity in some areas. This shortage is being attributed to newly built houses in the municipality.

There is also a concern with regards to the manner at which the power cut during light rains and winds. An in-depth analysis study needs to be commissioned to investigate the possible cause of such power cuts.

The challenge that faces the municipality on the provision of electricity is that, ESKOM is the electricity authority and provider; the municipality plays the facilitation role in the provision of electricity,

#### **1.3 Sports and Recreation**

This aspect has been identified as a challenge throughout the municipality. Educational facilities do not have sports programmes and proper sport and recreational facilities to satisfy the diverse needs of school children, lack of necessary sports and recreation infrastructure impacts negatively on the development of sport since youth are faced with loitering around and easily exposed to bad influence.

## 1.4 Housing delivery

This entails the need for provision of housing in the form of low cost housing, emergency houses and in-situ upgrading. All rural wards and few of urban wards which consist of both rural and urban areas had identified housing as a priority. This includes construction and completion of low cost housing which have funds secured from the Department of Provincial Local Government and Housing. Housing delivery is delayed by the fact that the housing function has been taken away from the municipality by the department and the department delay appointment of consultant to expedite construction of new houses.

## 1.5 Economic Development

- ***Skills development:*** local people needs to be equipped with skills and training to can be able to create job themselves than depending on government for employment opportunities.
- ***Agricultural initiatives:*** an exploration of farming as the alternative income generating activity; community faming projects, fresh produce and flee markets are identified as one of such income generating activities for Local Economic Development
- ***Enhancement of Tourism Potential*** – this include capacitating people and expose them to participate in tourism activities to earn a living.

# SECTION F2

## LOCAL ECONOMIC DEVELOPMENT

### 1. LOCAL ECONOMIC DEVELOPMENT

Tlokwe Local Municipality is faced by development problem in that a mix of urban and rural economies characterizes the municipal area of jurisdiction, thus ranging from a relatively strong economic performance to relatively isolated rural settlements with high levels of poverty. As a municipality, it has a specific coordination and facilitation responsibilities, which need to be addressed in an innovative manner to initiate and promote integrated and sustainable LED as well as to attract investments.

The role of local government in tourism in South Africa is conditioned by the obligations of local government and provides a context for intervening in tourism. Tourism development is a joint responsibility of local government with the private sector. It is predominantly a private sector business whilst public sector facilities, services and amenities are complementary to successful tourism. The role of local government is therefore to attract investors with their capital, undertake planning and provide leadership while the private sector is to attract customers with its capital and the quality of its tourism offering. It is also important to note that tourism is not a community service, but rather a commercial industry with a clear intent to attract visitors so that they spend their money at destination businesses and services. It is also a highly competitive industry, and customers have to be attracted and encouraged to stay and spend their money locally. Tourism is an important industry in terms of potential job creation and enterprise development.

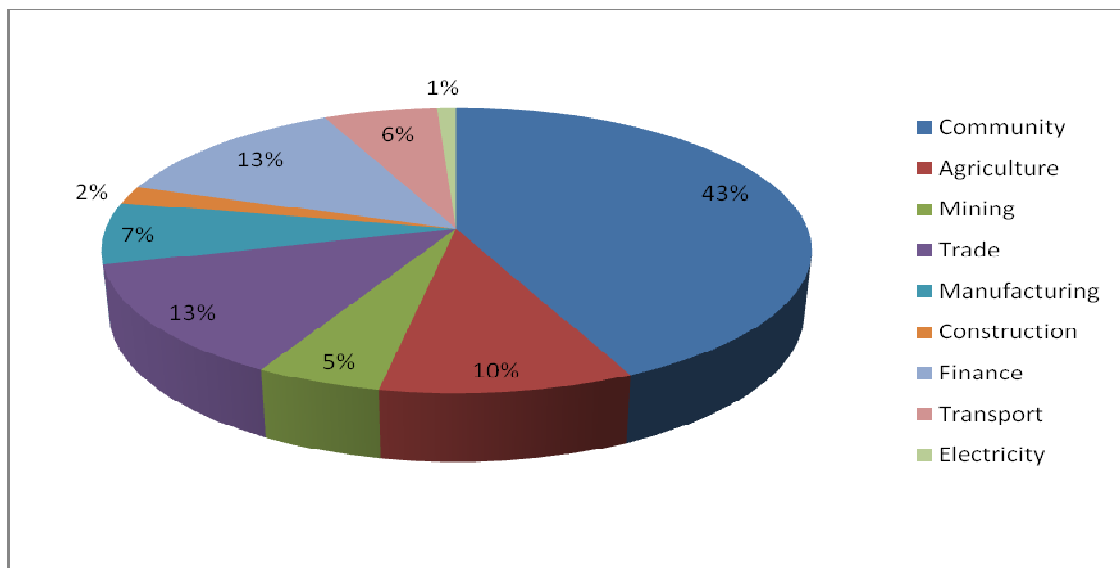
### 2. ECONOMIC POTENTIAL ANALYSES

#### 2.1 Economic Growth and Development Opportunities

Based on the inputs obtained from various stakeholders, some of the key opportunities identified in the external environment to be leveraged in order to grow and develop the economy of Potchefstroom in the period, between 2008 and 2014 include the following: The opportunity to capitalize on the abundant expertise, knowledge and skills resident at the University of the North West, which could be utilized to make the economy of Potchefstroom one of the strongest in the North West and the most attractive to both local and foreign investors. The University of the North West could be utilized as a spring board or catalyst for the establishment of a thriving Knowledge Economy in Potchefstroom.

## 2.2 Economic Potential Analysis

### Structure of the Economy of Potchefstroom



### Community Services

As shown above the Community Services sector contributes 43 % to the economy of Potchefstroom. The sector includes the University, SANDF, SAPS, and a number of Government departments around which most of the economic activities in Potchefstroom revolve. The University is one of the strengths of Potchefstroom in terms of the availability of skills, knowledge and expertise required to realize the goals and objectives of the economic development strategy. Most of the sectors in Potchefstroom exist as a result of providing Services and products to the University and other Government institutions. The Government sector should use as a springboard to transform diversifies and enhances the competitiveness of the economy.

### 2.3 Agriculture

Potchefstroom boast one of the best Agriculture Colleges in the North West, and the College has been instrumental in the advancement, development and promotion of the Agriculture sector in Potchefstroom. The Agriculture sector contributed close to 10 % of the GGP of Potchefstroom, but however, the contribution of the Agriculture sector to the economy of Potchefstroom has been declining due the changes currently taking place in the industry including, the impact of the labour legislation ,the high input costs as well as the low prices of maize and sunflower. The shift in focus by Government in terms of encouraging agro processing rather than exporting raw commodities has also contributed to the demise of the industry. A number of farms have converted to game farms and this is evidenced by the increasing number of game farms around Potchefstroom. However, a number of well established companies have still continued to prosper in the sector against all the odds the industry is currently facing. The promotion of agro processing in the Agriculture sector would contribute to sustaining economic growth in future. The skills, knowledge and expertise at the University as well as the Agriculture College could be leveraged to transform the nature of activities in the Agriculture industry of Potchefstroom.



## **2.4 Agriculture in Potchefstroom**

Tlokwe Local Municipality is a key strategic marketing agricultural linkage and inter provincial hub. This is illustrated by the strength of agri-business in the area such as King Food, Tlokwe breweries, Josh Levy which all has a strong buying power. This could provide small scale growers with secure market while developing capacity managerial skills.

## **2.5 Development Potential**

- ❖ Barolong community could provide both communal and commercial agricultural development for the entire Dr KK DM.
- ❖ Broiler Production
- ❖ Hydroponics Vegetable Production
- ❖ Sorghum Production
- ❖ Dry Bean Production

## **2.6 Mining**

There is little or no Mining activities taking place in Potchefstroom, except for quarrying activities meant to supply sand for the manufacture of bricks.

## **2.7 Retail and Trade**

The sector includes Retailers as well as Wholesalers. The sector contributes more than 13 % to the economy and has been one of the sectors which performed well over the past three years in Potchefstroom. The sector has performed well because of the consumption boom driven by low inflation and interest rates. The sector has benefited from the construction of a new shopping mall which will make Potchefstroom a regional shopping destination. The Tourism sector in Potchefstroom has contributed to boom in the Retail sector taking into account the amount of money spent by tourist at Restaurants and money spent on shopping for gifts and presents. Over the past three years Potchefstroom has seen a large number of car dealerships entering the market including garages for both new and second hand cars. The growth of the car sales sector is also attributed to the low interest rates that were prevalent in the past period. The past four year period has also seen an increase in the number of Retailers of Information Communication Technology accessories in the market including Retailers of electronic goods and gadgets. The construction of new shopping centre in Potchefstroom has created space in the CBD, and this has lead to the entry of a range of unbranded or non traditional Retail shops in the CBD. The new shops have contributed to the growth of the Retail sector in the past few years. However, given the current changes in the economy, the Retail sector will be depressed in the coming years as such other sectors should be promoted and targeted for support in order to sustain growth in future. In terms of the Informal sector, an important trend has been the increase in the number of General Dealers and Tuck Shops rented to foreign nationals in the Townships. Informal trading is also on the increase especially within the vicinity of the taxi rank. Other activities in Trade include the sale of Arts and Crafts that takes place during the Aardklop festival, once in a year.

## **2.8 Manufacturing**

The Manufacturing sector plays a significant role in the economy of Potchefstroom even though some of the major actors in the industry such as the fertilizer plant are no longer operational. Potchefstroom has a number of major manufacturing entities including, brick manufacturers, manufacturers of engineering equipment for the mines, special soya protein processing plant, breweries, bakeries and food processors. The manufacturing sector in Potchefstroom benefited from the consumption boom and the low interest rates in the past three years. On the basis of data from Quantec Easy Data, the manufacturing output for Potchefstroom was the third highest in the Province in 2004 at a contribution of 7.3% to the Provincial economy. The average annual growth in manufacturing was 5.7% in 2006. The number of people employed in the manufacturing sector was 4421 in 2006 and represented 6.2% to the total employment in manufacturing in the NW Province. The manufacturing sector is not expected to perform well in the near future given the high input costs, high interest rates, load shedding, and pending increases in electricity tariffs. However, manufacturing activities can still be promoted in terms of efforts to diversify the economy and developing the export market for firms in Potchefstroom given the strategic geographical position of Potchefstroom just next to Gauteng and the expertise available at the University.

## **2.9 Brick Making Project**

Economic Development Department applied for funding from Anglo Gold Ashanti for the implementation of a Brick Manufacturing Project which was approved to the value of R318 000.00.

Ten beneficiaries were sourced from the Department's unemployed database and a Project Manager was appointed to ensure the smooth running of the project but also invest in the project and become a partner. Department of Labour was approached for training which was carried out and included Business Management, Quality Control and Production. The quality control is a vital aspect of the success of the project as the quality of the product will guarantee that it is well marketed. The beneficiaries received training on the following:

- a. Basic Business Skills
- b. Managing Relationships
- c. Quality Management
- d. Brick Making

The Project will be launched as soon as preparations have been finalized.

## **2.10 Construction**

The construction industry in Potchefstroom has been playing a very insignificant role in the economy until recently when growth has mainly been driven by the construction of commercial as well as social infrastructure. A number of major construction projects have been completed and this has lead to an increase in the contribution of the Construction sector to the economy. The construction of a R700 million shopping mall in Potchefstroom has created more than 1000 jobs part time jobs during construction and 1000 permanent jobs post construction. One of the major challenges in terms of the Construction sector in Potchefstroom is the shortage of land for commercial and industrial property. This has put pressure in terms of rezoning residential properties for business or farming areas for business and residential purposes. There has been an increase in the demand for existing homes especially around the University as a result of the high cost associated to new

developments. Other construction projects in the past three years included the construction of new student flats, the expansion of the high income residential area, the new housing estate on the way to Carletonville, new buildings in the light industrial area, new RDP houses in the Township. Given the huge backlog in terms of the Government's infrastructure programs, the construction industry is a good candidate for job creation and poverty relief. The low levels of skills amongst most of the aspiring contractors from the previously disadvantaged communities have resulted in only a few individuals benefitting from most of the opportunities presented in the construction industry in Potchefstroom. Empowering the aspiring Entrepreneurs in the industry will result in the promotion of Broad Based Black Economic Empowerment.

### **2.11 Finance and Services**

The Financial and Business Services sector plays a major role in the economy of Potchefstroom and contributes close to 13 % to the GGP. The sector is dependent on the activities of the University, and a range of businesses supplying Services to other bodies corporate and the public including, Health and Medical Services, Legal Services, Engineering Services, Financial Services, Real Estate and Property Services, and Office Support Services. The surge in housing demand because of greater affordability and low inflation and interest rates has contributed to the growth of the sector over the past three years. The residential property boom in Potchefstroom contributed to the growth in the Finance and Business Services sector. The property boom in Potchefstroom lead to an increase in the number of new entrants in the real estate sector. In addition to the property boom, the activities in the Real Estate sector have also been influenced by the increase in the demand for student accommodation around the vicinity of the University. The shortage of land for new property development in Potchefstroom has resulted in most of the houses near the University being destroyed to create space for student accommodation. The increase in the student roll at the University has contributed to the growth of the Real Estate industry in Potchefstroom. Another major trend in the Services sector has been the entry of IT Consultants in the market. The Banks also play a major role in the Services sector in Potchefstroom and all the four major Banks including some of the medium tier Banks are present. The Financial and Business Services sector plays a major role in the economy of Potchefstroom and would be a good candidate for the promotion of Black Economic Empowerment given the current complexion of the sector.

### **2.12 Transport**

The Transport sector in Potchefstroom is mostly dependent on activities in other sectors including manufacturing, construction, Agriculture and trade. Tourism also contributes to transportation activities in Potchefstroom. The activities in the transport industry mainly increased as a result of the boom in the construction, manufacturing and trade sectors. The industry also benefited from the low interest rates which made the cost of capital affordable to a number of new entrants. The growth of the Services sector also had a positive influence on transport in terms of the new transporters entering the market in Potchefstroom. However, given the regime of high interest rates and the high oil and petrol prices, the transport sector is not expected to perform well in the next few years as such it should not form part of the strategic focus for the period 2008 to 2014 other than some consideration related to events of the 2010.

### **2.13 Electricity**

The contribution of the Electricity sector to the economy of Potchefstroom has increased given the increase in the number of households receiving electricity in Potchefstroom.

## **2.14 Other areas with developmental potential**

### **a) Game Farming**

Highveld National Park: As soon as the Highveld National Park is completed and operational, investment opportunities e.g. accommodation, etc will be created. Tourism Product development and job creation, e.g. Tourist Guiding and Operators, Site Guides, staff at accommodation and other facilities.

Game Parks surrounding the municipal area of Tlokwe City Council and in the Vredefort Dome World Heritage Site includes linkages to agribusiness, e.g. venison products and tourist influx. Potchefstroom has excellent existing and potential Game Farm Development.

The increase in the number of Game farms around Potchefstroom is in support of evidence of the growing market for Tourism in Potchefstroom. The growth of the Tourism sub sector directly influences the demand for Arts and Crafts, which warrants the development and promotion of Arts and Culture activities. Currently the Arts and Culture sub sector is not very well developed in Potchefstroom and it could be developed as a way of diversifying the Tourism sector. The development and promotion of the Arts and Culture sub sector could also contribute to the alleviation of poverty amongst the youth and women in the disadvantaged communities.

### **b) Tourism Marketing and Hospitality**

Marketing and Communication of the programs and projects are key components of Economic Development. Decisions to be made in this respect include identification of the intended target market in terms of who to communicate with. The target market includes Community Members and Organizations, the Investor Community, Tourists and Government Departments. The level of crime in Potchefstroom is minimal compared to other towns in the vicinity and this factor can also count towards the attractiveness of Potchefstroom as a destination for investors and tourists.

- Implementation and appropriate marketing and hospitality actions to optimise the tourism potential of Potchefstroom;
- Marketing of Potchefstroom to the broader region surrounding Potchefstroom and
- Marketing of Potchefstroom to the rest of South Africa and to international tourism markets

## **4. TOURISM OVERVIEW**

Tourism is a local economic development directive that is mandated by the South African Constitution, 1996; and the Tourism Act, 1993.

- a) Local government has a significant impact on natural and cultural resources in and around tourism destinations. Local government impacts on tourism products in how they manage their environment and provide services to their communities. Local government has a mandate to plan for, impact upon, improve and monitor tourism development. (NEMA, 1998) Tourism, among other industries, relies on having these resources in a healthy state.
- b) Local government provides the core utilities and infrastructure on which the tourism industry is based. This includes district and municipal roads, lighting, water and sewerage, public transport systems, signs and, at times, airports and ports. Local government has a role to play in the operation of attractions such as museums, art galleries, sports stadia, convention centres, parks, gardens, events, tours, and other amenities.
- c) Collectively, this represents a multi billion rand investment of public money. It also

means that local government is perhaps the largest 'tourism operator' in the country

- d) Local government alongside other governmental actors enable regional marketing and provides visitor information by cooperating with Provincial Tourism Authorities (PTA) and providing visitor information desks.

Guidelines for 'Sustainable Tourism Development' as proposed by tourism planning literature (Hall, 1997; Hall, 2000) indicate that:

- 1) Local government planning should be strategic
- 2) Local government's tourism planning should ensure a quality visitor experience
- 3) Local government's tourism planning should be co-ordinated with management efforts of other sectors and with community stakeholders
- 4) Local government planning should ensure tourism development respects the scale and character of the host location
- 5) Local government's tourism planning should facilitate stakeholder participation and be accountable to stakeholders
- 6) Local government's tourism planning should be efficient and effective
- 7) Local government's tourism planning should include monitoring and be adaptive and educational

#### **4.1 Why Tlokwe City Council Should Invest In Tourism**

Local government has several reasons for investing in Tourism. Firstly, tourism provides local communities with important opportunities to nurture celebrate and present their culture to the world. This, in turn, adds differentiation to South Africa as a destination. Tourism improves the value of, and benefits from, national parks and other protected natural areas. It helps drive local government investment in infrastructure and leisure facilities. This investment helps meet the needs of residents and visitors alike, creates jobs and improves business viability

#### **4.2 Why Government Invests in Tourism (Tourism Growth Strategy, 2008)**

International and domestic tourism statistics indicate the scale and growth of the industry from year to year. It is clear that that local government should invest in Tourism in order to benefit from this industry.

Specific areas of tourism which Council's Economic development activities can include:

- Adventure Tourism
- Community Based Tourism (CBT)
- Cultural tourism
- Eco Tourism
- Educational Tourism
- Events Tourism
- Game Parks
- Local tourism agencies
- MICE (Meetings, Incentives, Conferences and exhibitions)
- Paleo Tourism
- Sports and Recreational Tourism – Base Camp for 2010 Soccer World Cup
- Tourism promotion and attraction, etc

#### **4.3 Potential Benefits of Tourism**

Tourism can benefit many sectors of the community.

#### **4.3.1 Economic**

- A significant catalyst for economic growth and employment
- Increases demand for other non tourism businesses
- Provides supplementary incomes to those seeking second jobs, part time hours, unsocial hours
- Encourages upgrading and re-use of derelict land and buildings
- Brings expenditure from external sources into the local market
- Can be a source of foreign exchange earnings

#### **4.3.2 Social/Cultural Environment**

- Protects and provides a source of income for natural and built heritage
- Enhances the image of an area, attracting commercial investment outside the tourism industry as well, by demonstrating to potential investors that the place is a good and viable location
- Leads to the creation and maintenance of local amenities
- Draws attention to the need to protect the natural environment and encourages a more rigorous analysis of the importance of the local eco-system
- Supports and helps to maintain local services, such as shops and restaurants
- Provides re-skilling, training and employment opportunities
- Encourages residents to stay and spend leisure time
- Supports a programme of events, arts, sports and other culture
- Helps to build distinctive communities, thus increasing local pride and self confidence
- Provides opportunities for social inclusion
- Encourages cultural diversity

### **5. TOURISM DEVELOPMENT IN TLOKWE CITY COUNCIL**

The Tourism Unit promotes Tourism activities including facilitating workshops for players in the sector, organization of Tourism awards, promoting activities of the Tourism Association. Economic Development supports the Community in job creation through the establishment of Community based projects and promotion of the cooperative movement in the Townships. The Tourism unit also provides information to members of the public on the tourist facilities and opportunities in the City.

### **6. IMPLEMENTATION**

#### **Critical Success Factors to Optimise the Tourism Potential of Potchefstroom**

- Commitment on the part of the Potchefstroom Tourism Association and its members to make tourism a success for Potchefstroom and environs.
- Clear and continuous co-ordination and communication among all tourism stakeholders.
- Involvement of the wider spectrum of communities and stakeholders in the tourism process in Potchefstroom.
- Avoidance of duplication of effort. Rather providing complementary attractions, facilities and experiences, also within the regional and provincial context.
- Harnessing appropriate funds to undertake needed activities (e.g. focus on cost-effective marketing, strategic alliances, public/private partnerships and commercialisation of initiatives where possible).

#### **6.1 Tourism Grading**

- Only the grading system for tourism-related businesses by the official Tourism Grading Council of South Africa (TGCSA) be supported.
- Only graded establishments may be promoted and utilised by the City Council.
- The City Council can assist establishments to apply for grants, e.g. the Tourism

Enterprise Programme (TEP) for grading of tourism products.

## **6.2 Potchefstroom Tourism Association (PTA)**

- The Potchefstroom Tourism Association (PTA) is the advisory body to City Council on tourism related activities and development.
- Tourism product owners are encouraged to obtain membership of the PTA.
- Tourism related associations are encouraged to obtain membership of the PTA.
- The PTA is encouraged to obtain corporate membership of national and international Institutions and associations in order to improve benefits of membership.

## **7. DISSEMINATION OF INFORMATION**

- Information to be disseminated effectively and efficiently by means of the following:
- At the Tourism Information and Development Centre
- Touch Screen to provide 24-hours information service at the Tourism Centre
- City maps and info boards erected at the entrances of Potchefstroom.
- Training must be provided to indirect information officers, e.g. petrol attendants to supply correct tourism information.
- The City Council must link with organisations such as the North West Parks and Tourism Board, Provincial Tourism Association, FEDHASA, SATSA and the Institute for Tourism and Leisure Studies at the North West University, Potchefstroom Campus, etc.

## **8. TOURISM ATTRACTIONS IN POTCHEFSTROOM**

Existing tourism attractions in Potchefstroom and further development of potential tourism attractions must be optimally utilised.

Potchefstroom has to be promoted as a Tourism Destination for -

- Adventure Tourism
- Community Based Tourism (CBT)
- Cultural tourism
- Eco Tourism
- Educational Tourism
- Events Tourism
- Game Parks
- Local tourism agencies
- MICE (Meetings, Incentives, Conferences and exhibitions)
- Paleo Tourism
- Sports and Recreational Tourism – Base Camp for 2010 Soccer World Cup
- Tourism promotion and attraction, etc

### **8.1 Eco Tourism**

- Eco-tourism, adventure and bird-watching packages developed and marketed in collaboration with the PTA and product owners.
- Assistance must be rendered in the development of the Vredefort Dome Bergland as a tourism destination.
- Routes in Potchefstroom and environs that have appeal for certain target markets must be packaged and promoted.
- Appropriate signage for respective trails must be developed.
- The PTA has to promote these initiatives
- Key special interest opportunities in Potchefstroom and environs must be

- packaged and positioned.
- Special Potchefstroom and environs packages, linking to surrounding areas must be developed.

## **8.2 Cultural Tourism**

- Township tours be promoted in order to market the previously disadvantaged industry.
- A Potchefstroom Township Route has been developed in collaboration with the community, including all attractions of the area together with the history of each attraction.
- A Shebeen Route must be developed in Ikageng in collaboration with the community, in order to promote tourism to the broader community.
- A Potchefstroom cultural tourism brochure must be developed.
- The Potchefstroom Township and Shebeen Routes to be marketed at Tourism Exhibitions and Shows.
- All tourism routes marketed as part of the N12 Treasure Route.

## **8.3 Adventure Tourism**

- Adventure packages developed and marketed in collaboration with the PTA and product owners.

## **8.4 Game Parks**

- Packages/brochures on game, river and mountain lodges around Potchefstroom offering hiking, canoeing, mountain biking, sailing, mountain climbing, river rafting, fly fishing, team building and other tourism activities developed and marketed in collaboration with the PTA and product owners.
- The Tlokwe City Council is one of the key role players in the development of the Highveld National Park.
- Farm holidays and farm-related tourism activities developed and promoted in collaboration with the product owners and PTA.

## **8.5 Paleo Tourism**

Packages and brochures on e.g. the Vredefort Dome World Heritage Site with its great archaeological significance developed and marketed in collaboration with the PTA and product owners.

## **8.6 Conference Tourism**

- The wide spectrum of complementary educational institutions, which individually and jointly offer various conferences packaged and promoted in collaboration with the PTA and institutions.
- A database on all facilities and calendar of conferences and other events presented by the institutions developed and marketed in collaboration with the PTA, product owners and institutions.

## **8.7 Sports and Recreational Tourism**

- Potchefstroom marketed in collaboration with the PTA and relevant institutions as a sport destination for training and sport events.
- Sports events and opportunities in Potchefstroom packaged, in collaboration with the PTA and relevant institutions, in an events marketing calendar – particularly for surrounding areas.



## **8.8 Event Attractions**

- Tourism brochures to be distributed before and during events must be developed and printed in collaboration with the PTA and the organisers.
- Only tourism establishments that are registered and graded by the TGCSA may be promoted for such events.
- The Tlokwe City Council to exhibit in collaboration with the PTA and tourism product owners at Tourism Shows and Events and promote Potchefstroom Tourism.
- Current events packaged and further events with tourism potential must be arranged in order to establish a clear tourism identity for Potchefstroom.

## **8.9 Educational Attractions**

- The wide spectrum of complementary educational institutions which individually and jointly offer various educational tourism experiences be packaged and promoted in collaboration with the PTA and institutions.
- Educational institutions (and all their offerings) as a unique tourism product of Potchefstroom that has definite appeal to certain target markets be packaged and promoted in collaboration with the PTA and institutions.
- Educational tour opportunities to Potchefstroom to be expanded in collaboration with the PTA and institutions.

## **8.10 Community Based Tourism (CBT)**

Community Based Tourism to be planned, developed, implemented and managed. The role of the Tlokwe City Council and PTA in supporting CBT include the following:

- Building tourism awareness in communities.
- Education of communities on tourism opportunities/assets.
- Build a "tourism culture" in communities.
- Assistance to the community in becoming responsible participants in the tourism industry.
- Assistance to communities to investigate project feasibility.
- Assistance in the implementation of projects.
- Assistance to communities to identify funding opportunities.
- Promoting community-to-community exchange.
- Encourage a sense of ownership in the community.

## **8.11 Heritage and Cultural Sites**

Potchefstroom has a large number of Heritage and Cultural Sites and this is a major strength of the City in terms of Tourism promotion.

## **9. BRANDING FOR POTCHEFSTROOM**

- The branding of Potchefstroom as City of Expertise, North West Home of Sports, Cultural Heartbeat of the North West, etc to be aggressively marketed at Tourism Exhibitions, Shows and Events.
- Potchefstroom to be branded as a dynamic rural tourism destination for domestic and international tourists.

## **10. N12 TREASURE ROUTE**

- The Tlokwe City Council to participate actively in the N12 Treasure Route Forum in

order to establish and promote the N12 Treasure Route and ensure the sustainability thereof.

## **11. TOURISM GROWTH AND DEVELOPMENT**

The Tourism Section and PTA facilitate and render assistance to emerging tourism product owners, and provide training assistance on -

- Tourism product development.
- Service Delivery.
- Tour Guiding
- Tour Operator.
- Game Farm Management.
- Starting of an own business.
- Indirect Tourism related people, e.g. Petrol attendants to be tourism-friendly and to Assist people with correct information.
- Other related courses.
- Facilitate and interact between possible funders and emerging and existing tourism product owners.

## **12. INFRASTRUCTURE AND SERVICES**

- Tourism infrastructure and services in Potchefstroom to be adequate and where necessary developed/improved to meet future tourism needs.
- Tourism development to be an integral part of the I D P.
- Potchefstroom to have appropriate tourist friendly signs on all access routes.
- Tourist facilities and services must be monitored on a regular basis (specifically those in the business centres and mid-city). Those that are not adequate or appropriate (e.g. toilet facilities) must be addressed with the parties concerned.
- Tourism security aspects in Potchefstroom (including awareness campaigns, possible problem areas, and guidelines for stakeholders, etc) must be co-ordinated and monitored.
- Tourism-related signage in Potchefstroom must be evaluated and based on the evaluation, possible gaps identified, proposals be made for future tourism signage in Potchefstroom and environs.
- Current public transport barriers/opportunities that could impact on the future tourism drive in Potchefstroom to be investigated.

## **13. TOURISM INFRASTRUCTURE PROJECTS**

- Highveld National Park
- Vredefort Dome World Heritage Site
- Tlokwe N12 Cultural Village
- N12 Treasure Route SDI
- Fleamarket Establishment
- Tourism Information and Development Centre

## **14. TOURISM MARKETING AND HOSPITALITY**

### ***14.1 Implementation and appropriate marketing and hospitality actions to optimise the tourism potential of Potchefstroom:***

- Potchefstroom to be marketed to the people of Potchefstroom
- Local awareness on the benefits of tourism and the role of everyone in Potchefstroom to optimise the benefits of tourism to Potchefstroom and its entire people to be promoted.
- The Tlokwe City Council and the PTA must focus on the importance of close co-

ordination and partnerships and utilize local media opportunities e.g. regular articles, publicity opportunities, etc.

- Tlokwe City Council and the PTA to implement special community involvement tourism projects, e.g. BEE exhibitions at Tourism Exhibitions/Events/Festivals, school projects, etc. and all the communities in Potchefstroom must be involved.
- The Tlokwe City Council and the PTA to capitalise on current events taking place in Potchefstroom as a base for disseminating information and as a base for further marketing Potchefstroom as a tourist destination.
- The Tlokwe City Council and the PTA to utilise promotional billboards, promotional opportunities at petrol stations, taxi ranks and touch screens to spread the message of tourism in Potchefstroom and environs. The diary of events and promotional pamphlets to be disseminated widely.
- The Tlokwe City Council and the PTA to promote the benefits of membership of the PTA to all prospective members through a concerted and targeted membership drive.
- The Tlokwe City Council and the PTA to package and promote the various practical opportunities for cross-cultural experiences among the communities of Potchefstroom.
- Various cost-effective communications media, e.g. Tlokwe Newspaper of Council to be utilised as a base for communicating to the communities of Potchefstroom on tourism-related issues.

#### ***14.2 Marketing of Potchefstroom to the broader region surrounding Potchefstroom***

- The Tlokwe City Council and the PTA to promote an awareness of an interest in the events/happenings/experiences taking place in Potchefstroom to the broader surrounding region, including utilisation of local and regional media extensively in this regard.
- Tourism partnerships/alliances with Business Chambers and other appropriate tourism-related organisations in the region to be promoted.
- Relevant tourism information at all key points in the region (e.g. accommodation facilities, restaurants, information centres, etc) be identified and provided.
- The Tlokwe City Council and the PTA to investigate and address key signage/information barriers/constraints experienced by product owners that constrain the marketing of their tourism products.

#### **14.3 Marketing of Potchefstroom to the rest of South Africa and to international tourism markets**

- The tourism database and research programme to get key information (e.g. tourism products/facilities, market trends, tourism experiences in Potchefstroom, etc) for future planning and marketing strategy development must be improved and sustained.
- The Tlokwe City Council and PTA in collaboration with product owners to evaluate existing brochures and posters etc and develop an appropriate and integrated set of tourism marketing tools for Potchefstroom.
- All key events/activities (e.g. sporting, cultural, etc) as marketing tools/platforms to be utilised optimally. The annual events calendar must be utilised effectively and co-ordinated with relevant sports/events organisers. Participate in key trade and consumer events that reach the target markets for Potchefstroom (e.g. Getaway Show, Tourism Indaba, etc).
- Potchefstroom marketing initiatives to be integrated with the marketing opportunities/platforms provided by the North West Parks and Tourism Board.
- Key tourism information on tourism opportunities/experiences to be disseminated to all key information points (e.g. Information Centres, airport information points,

etc.

- The Tlokwe City Council and the PTA to explore joint marketing opportunities and complementary tourism experiences with other areas and product owners with a view on integrating experiences in Potchefstroom into broader tour itineraries.
- The Tlokwe City Council and the PTA to investigate the cost benefit of participation in the latest technology marketing opportunities and co-ordinate the efforts of product owners in the region. Product owners to be encouraged to link to the Internet.
- The Tlokwe City Council and PTA in collaboration with tourism product owners to facilitate visits to Potchefstroom and environs for key travel agents, tour operators, media personalities, etc to showcase what Potchefstroom has to offer in terms of tourism and also to generate publicity for the tourism experiences in the region.
- The Tlokwe City Council and the PTA to compile a list of key products and inspire Tour Operators to bring tourists to Potchefstroom.

## **15. FUNDING SOURCES FOR TOURISM DEVELOPMENT**

The following possible funding sources to be evaluated and those with merit be implemented by the Tlokwe City Council, PTA and relevant institutions:

- Commercialising several of the tourism functions and facilities (e.g. reservation system, selling information tools, Touch Screens, etc).
- Creating strategic partnerships (and joint funding) between Potchefstroom Tourism Association and private sector stakeholders.
- Sponsorship for specific events/marketing platforms, etc.
- Utilise expertise from e.g. the educational institutions in Potchefstroom for market research, evaluation studies, etc.
- Explore funding opportunities with funding agencies, e.g. DBSA, Lottery Fund, DEAT, etc.
- Generate support from indirect tourism stakeholders, e.g. banks, fuel companies, etc
- Explore subsidy opportunities from relevant public sector bodies.
- Embark on an active membership drive for the Potchefstroom Tourism Association (focussing on the benefits of membership).

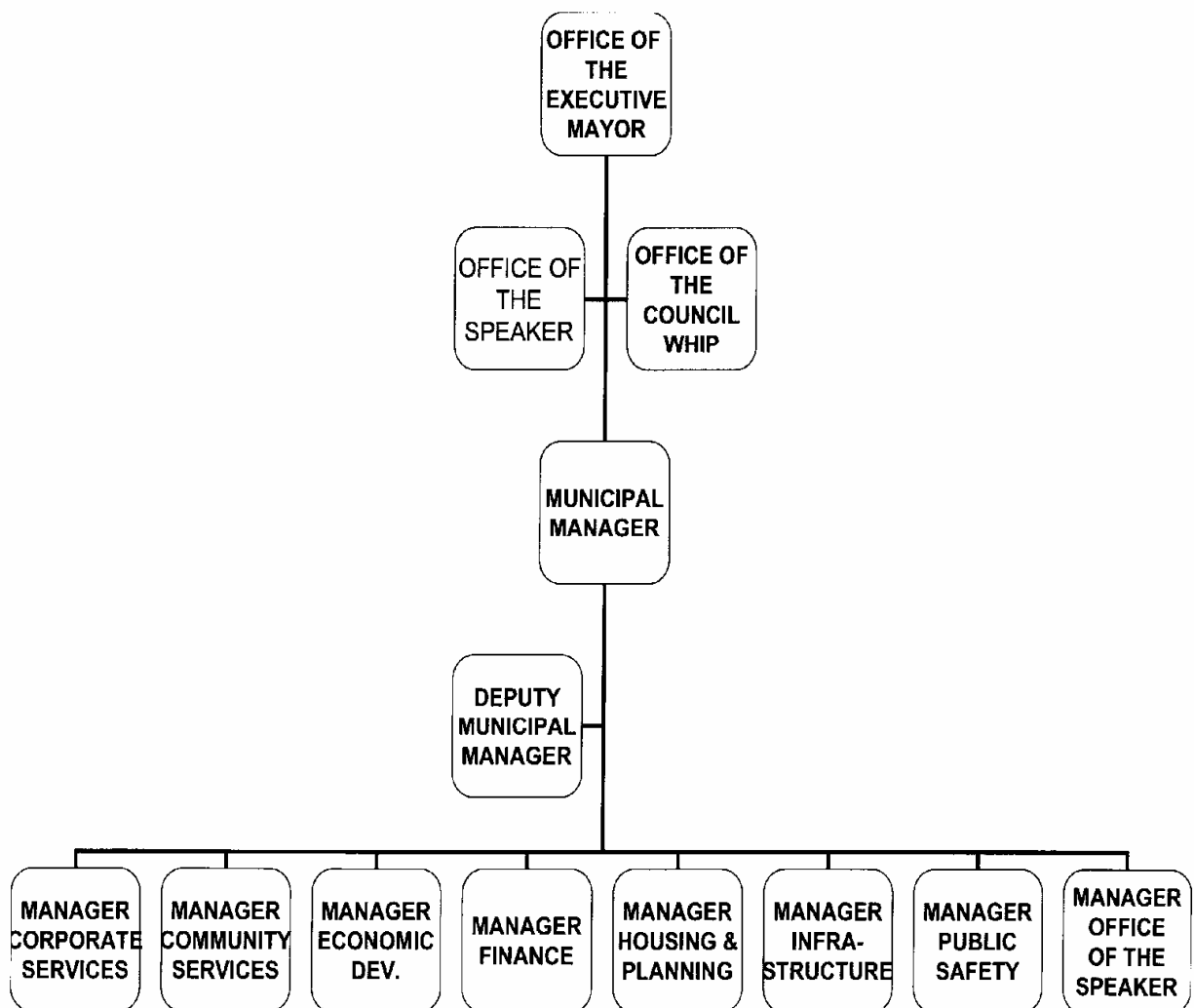
## **16. CONCLUSION**

The Tourism Development Section of Tlokwe City Council is regarded as the role-model in North West by the North West Province and North West Parks and Tourism Board and the Tourism Sector an important part of Economic Development. The importance of growth in the tourism is not only limited to employment and product creation, but also as a central player in the marketing of Potchefstroom as an attractive investment environment and Tourist Destination.

# SECTION F3

## MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### INSTITUTIONAL STRUCTURE



# DEPARTMENTS

1. Office of the Executive Mayor
2. Office of the Speaker
3. Office of the Council Whip
4. Office of the Municipal Manager
5. Department: Corporate Services
6. Department: Finance
7. Department: Community Services
8. Department: Public Safety
9. Department: Economic Development
10. Department: Housing & Planning
11. Department: Infrastructure

#### 4.1 INSTITUTIONAL PREPAREDNESS: HUMAN RESOURCES

The municipality has filled seven positions for section 57 Managers. One position still needs to be filled. The institutional organogram is still being reviewed and all other budgeted positions in the old organogram are filled. (Managers and their Unit Managers and other staff personnel).

#### 4.2 ORGANISATIONAL ANALYSIS (High level Section)

Operational Strategies with implementable timeframes have been developed in order to deal with the results of the SWOT Analysis and will be revised from time to time.

#### 4.3 SWOT ANALYSIS INSTITUTIONAL

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Availability of Infrastructure / facilities</li> <li>• Municipal management knowledge</li> <li>• Political stability and leadership</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Business leadership</b> <ul style="list-style-type: none"> <li>○ Organisation culture</li> <li>○ Business performance management</li> <li>○ Strategic positioning</li> <li>○ Business processes / procedures</li> <li>○ Organisation structure</li> </ul> </li> <li>• <b>Resource management</b> <ul style="list-style-type: none"> <li>○ Financial management</li> <li>○ Human capital management</li> </ul> </li> <li>• <b>Risk management</b></li> <li>• <b>Policy development</b></li> <li>• <b>Corporate relations (marketing communications)</b></li> <li>• <b>Contract management</b></li> <li>• <b>Service delivery</b></li> <li>• <b>Programme management</b></li> <li>• <b>Project management and Implementation</b></li> <li>• <b>ITC Resources</b></li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Revenue generation</li> <li>• Inter Governmental support</li> <li>• Resource availability</li> <li>• International events specifically Soccer World Cup 2010</li> <li>• Tourism Facilities (Attractions and Partnerships)</li> <li>• Constitution / Local Government legal framework</li> </ul>	<ul style="list-style-type: none"> <li>• Negative supplier perceptions</li> <li>• Theft and vandalism of municipal assets</li> <li>• Non payment culture in community</li> <li>• Absence of SLA's amongst spheres of Government</li> <li>• Informal settlements</li> <li>• Financial constraints</li> <li>• Municipal planning still based on statistics of Census 2001- infrastructure backlog baseline is provided by technical departments and</li> </ul>

	<p>outdated ward profiles from CDWs</p> <ul style="list-style-type: none"> <li>• Inadequate resources (human and financial) and training for all municipal employees to deliver services according to National, Provincial and District target: <ul style="list-style-type: none"> <li>➤ Millennium Development Goals (MGD`s)</li> <li>➤ National Growth Development Strategy (NGDS)</li> <li>➤ Provincial Growth Development Strategy (PGDS)</li> <li>➤ District Growth Development Strategy (DGDS)</li> <li>➤ Accelerated and Shared Growth Initiatives of South Africa (ASGISA)</li> <li>➤ Joint Initiative on Priority Skills Acquisition (JIPSA)</li> </ul> </li> <li>• Legislative compliance</li> </ul>
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#### **F.4.4 Vulnerabilities**

- HIV/AIDS
- Declining local economy
- Unfunded mandates
- Geological condition
- Poverty / unemployment
- Indigents (Total 6 500)



# SECTION F4

## ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

### Chapter 2 Performance Management and Measures at Various Levels

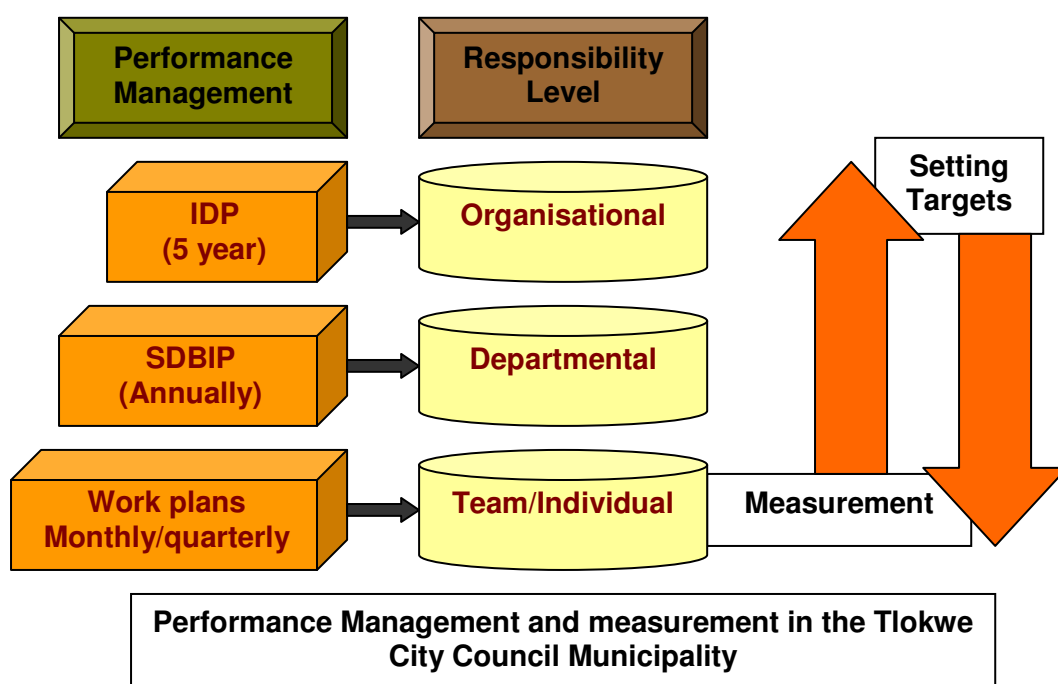
Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in the municipality including strategic (sometimes also referred to as municipal, organisational or corporate) level, operational (also referred to as services, departmental or section/team) level and lastly, individual level.

At strategic level the five-year IDP of the municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. A SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The measures set for the Tlokwe Municipality at strategic level are captured in a strategic council (municipal/organisational/corporate) scorecard structured in terms of the preferred performance management model of the Municipality). The measures at operational level are to be captured in the SDBIP of the Municipality and the SDBIPs of the various Departments in the Municipality, further translated into departmental strategic performance scorecards. These SDBIPs provides the basis for the annual work plans for individuals and functional teams in the organisation and will serve as the principle individual monitoring and evaluation tool for all individual staff members.

By cascading performance measures from strategic to operational level, both the IDP and the SDBIP, forms the link to individual performance management .This ensures that performance management at the various levels relate to one another which is a requirement of the Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

The following diagram indicates the performance management at various levels:



## Chapter 3 5. Objectives of the Performance Management System

As indicated in the previous chapter the Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The objectives for any municipal performance management system is guided and regulated by the relevant legislation and policy guidelines. The Planning and Performance Management Regulations informs the objectives to a great extent. The PMS for the Tlokwe Municipality includes the following objectives that the system should fulfill:

### Meeting IDP Objectives

To ensure that the priorities as contained within the IDP are achieved, by measuring the success of meeting these

### Facilitate increased accountability

The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team as well as all other officials.

### Facilitate learning and improvement

The PMS should facilitate learning in order to enable the Municipality to improve delivery.

### Provide early warning signals

It is important that the system ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary.

## Facilitate decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

## Best practice and shared learning

The Municipality's PMS should contribute towards creating a culture of best practice and encouraging shared learning among municipalities

## Improved Service Delivery

The improvement and development of the performance management system should improve service delivery in the municipality.

**It is also anticipated that the Tlokwe Municipality PMS must be practiced in such a way that it:**

- **Is developmental and not punitive in nature as employees will be provided with career opportunities and allowed to be creative and innovative in improving their performance;**
- **Provides a clear and detailed framework for:**
  - **Agreement on performance contracts,**
  - **Clear measures of agreed upon standards, and**
  - **A balance between organisational needs and employee rights**
- **Allows for joint responsibility and accountability based on mutual trust and respect;**
- **Is cost-effective and practical as it enhances improvements in quality;**
- **Is applied consistently and documents formal and informal feedback;**
- **Is applied equitable and fairly;**
- **Allows honesty and transparency in application;**
- **Provides clear linkages between performance and recognition system; and**
- **Focuses on critical work activities.**

The functions listed above are not exhaustive, but summarise the intended benefits of the system. These intended functions should be used to evaluate and review the performance management system on a regular basis.

## Chapter 4 6. Principles Governing the Tlokwe Performance Management System

The principles that should govern the Tlokwe Municipal PMS are developed to ensure that the PMS is relevant, especially in attaining its objectives and legislative requirements. The said principles are the following:

**effective** utilization of financial and human resources

**simplicity** so as to facilitate implementation given any current capacity constraints,

**politically acceptable** to all political role-players,

**administratively managed** in terms of its day-to-day implementation,

**implementable** within any current resource constraints,

**transparency and accountability** both in terms of developing and implementing the system,

**efficient and sustainable** in terms of the ongoing implementation and use of the system,

**objectivity** based on credible information

**reliability** of the information provided on the progress in achieving the objectives as set out in its IDP.

**Alignment** with other municipal initiatives, like IDP, Budget, but also with national and provincial policy and guidelines.

## Chapter 5 7. Tlokwe Performance Management Model

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such a model provides a common framework for what aspects of performance is going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

A performance management model is a choice about what aspects or dimensions of performance will be measured. The Tlokwe Municipality has chosen an adaptation of the spreadsheet model, as proposed by the North West Provincial Department of Developmental Local Government and Housing's Municipal Organisational Performance Management Guide. This adapted model will be described later in this section

### 7.1 What Is The Value Of Performance Measurement Model?

The following reasons postulate the importance of models in performance management:

- It simplifies otherwise long lists of indicators by organising them into a set of categories chosen to sufficiently represent effective performance.
- Different models differ enormously on what they see as the key aspects of performance and can help us make our own decisions that are right for our context.
- Models can help us see the relationship between areas of performance when planning & evaluating. And reporting.
- Models help align strategic planning and PM by directly linking key performance areas to priority areas of the strategic plan, in particular the IDP and Budget.
- Building an own model allows municipalities to agree on what areas of performance should be integrated, managed and measured and what values should inform our indicators and standards of achievement.

Why do we need a model? A model in Performance Management assists with the following:

- Balance
- Simplicity
- Mapping of inter-relationships
- Alignment to strategic planning methodology (IDP)

### 7.2 Criteria of a good performance model

The following characteristics should guide the choice of a model:

- Simplicity

- Relevance
- Holism and integration
- Alignment to the IDP
- Objectivity and reliability
- Diagnostic
- Replicability

### 7.3 The Tlokwe Performance Model

As already indicated, the Tlokwe Municipality has chosen to utilize an adaptation of the Spreadsheet model. The Model utilizes simple spreadsheet as the basis for performance management. The adaptations that are part of the Tlokwe version of this model, takes it a step further by grouping the various performance measures (Key Performance Indicators – KPI's) into perspectives that are directly linked to the IDP priority issues, at the highest, or organisational level. These perspectives are the following:

1. Economic Development
2. Integrated Service Delivery
3. Social Facilitation and Development
4. Institutional and Governance
5. Municipal Planning
6. Spatial Development Framework (Environmental management and sustainable human settlement)

These perspectives also link in very closely with the 5 National Key Performance Areas (with a 6<sup>th</sup> one added recently), which are:

1. Spatial Analysis and Rationale
2. Basic Service Delivery
3. Local Economic Development
4. Municipal Transformation and Organisational Development
5. Municipal Financial Viability and Management
6. Good Governance and Public Participation

The model attempt to address all the required reporting requirements by role players, including the criteria determined by the following institutions/role players:

The IDP of the Tlokwe City Council highlights the following link between the National KPA's and the Priority Issues of the Municipality:

Table 1:

Key performance Areas (KPA's)	IDP
Basic Service Delivery	Integrated Service Delivery; Economic Development; Social Facilitation; Institutional and Governance;
Municipal Institutional Development and Transformation	Institutional and Governance; Economic Development
Local Economic Development	Economic Development; Intergrated Service Delivery
Municipal Financial Viability and Management	Institutional and Governance
Good Governance and Public Participation	Institutional and Governance; Social Facilitation; Environmental Management; Municipal Planning
Spatial Development Framework	Environmental management and sustainable human settlement

The following priorities per municipal perspectives and national KPA's are identified in the IDP (pages 59 to 68) with specific objectives and strategies for addressing these

Table 2:

<b>National KPA</b>	<b>Priority Issue - IDP</b>	<b>IDP Perspective</b>
Basic Service Delivery	<b>Water &amp; Sanitation</b>	Integrated Service Delivery
Basic Service Delivery	<b>Roads &amp; Stormwater</b>	Integrated Service Delivery
Municipal Institutional Development and Transformation	<b>Housing Development</b>	Spatial Development Framework
Local Economic Development	<b>Local Economic Development</b>	Local Economic Development
Basic Service Delivery	<b>Electricity</b>	Integrated Service Delivery
Municipal Institutional Development and Transformation	<b>Institutional Development</b>	Institutional and Governance
Good Governance and Public Participation	<b>Community Participation and Communication</b>	Social Facilitation and Development
Local Economic Development? (As per IDP)	<b>Health Care Facilities</b>	Integrated Service Delivery
Local Economic Development? (As per IDP)	<b>Community Safety and Security</b>	Integrated Service Delivery
Basic Service Delivery	<b>Education</b>	Integrated Service Delivery
Local Economic Development	<b>Multipurpose/Sports &amp; Recreation</b>	Local Economic Development
Local Economic Development	<b>Disaster Management</b>	Local Economic Development

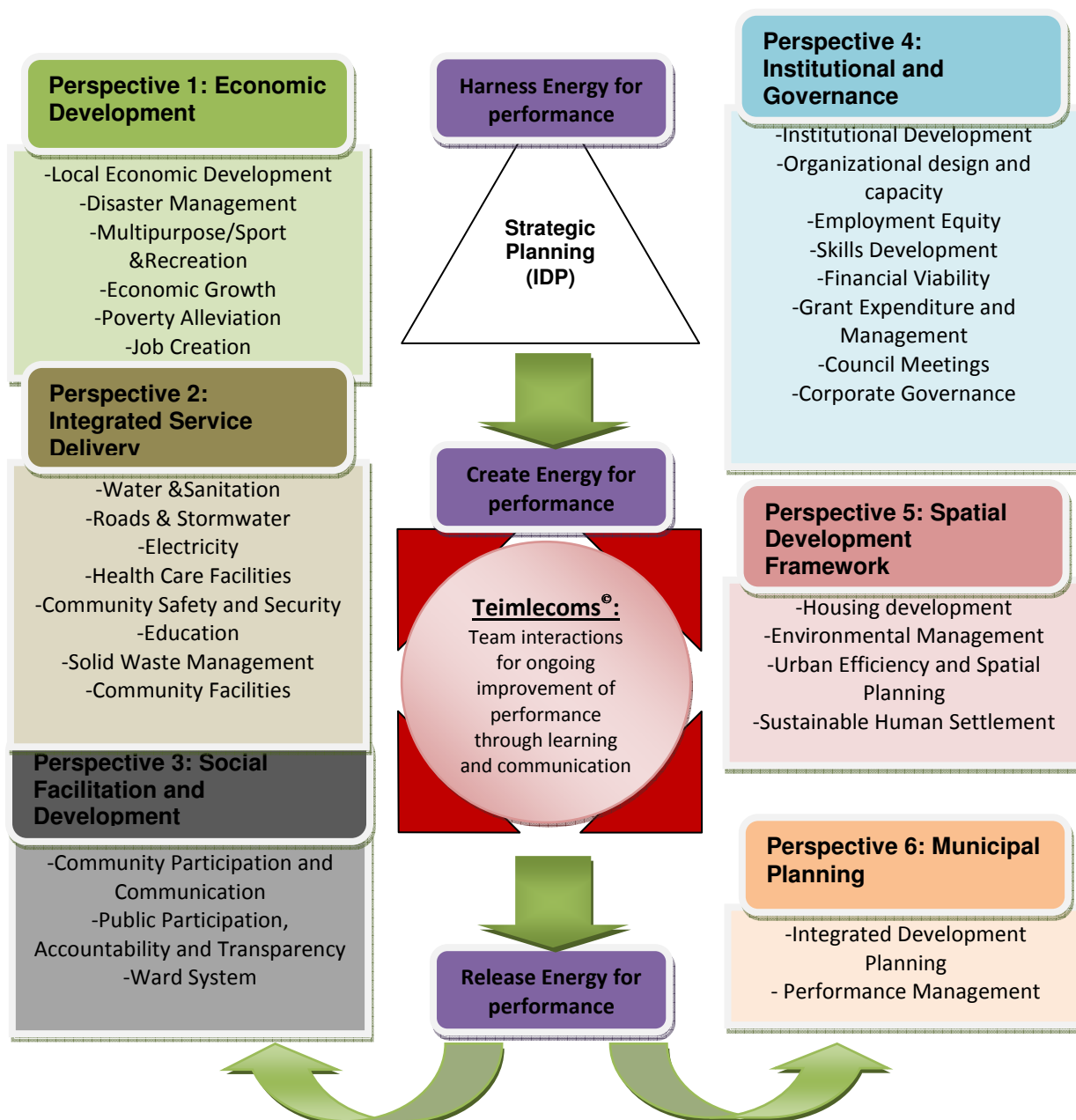
It is also important for the Tlokwe PMS Model to be able to relate to the Vuna Criteria, as this will be required when producing an annual performance report to the MEC and to be tabled at a public meeting by en February of each previous financial year. The Vuna Criteria/perspectives are linked to the 5 National KPA's and are as follows:

Key performance Areas (KPA`s)	Vuna Criteria/perspectives
Basic Service Delivery	Water Services Electricity Solid Waste Management Environmental Management Roads Housing Urban Efficiency and Spatial Planning Community Facilities
Municipal Institutional Development and Transformation	Organizational design and capacity Employment Equity Skills Development Integrated Development Planning Performance Management
Local Economic Development	Economic Growth Poverty Alleviation Job Creation
Municipal Financial Viability and Management	Financial Viability Grant Expenditure and Management
Good Governance and Public Participation	Public Participation, Accountability and Transparency Ward System Council Meetings Corporate Governance
Spatial Development Framework	Not yet included in latest Vuna Criteria?

The Tlokwe Performance Management Model Has 6 Perspectives that determines the balance of performance within the municipality. These perspectives are determined through the IDP process of the Municipality and form the core of the **Organizational Performance Management**. The Premise is that these perspectives are in no particular order of importance, but that the municipality needs to balance performance between them, so as to ensure a holistic approach to developmental local government.

Also Introduced in the Model is the linkage between the **Organizational and Individual Performance** through the **Teimlecoms®**. This concept will be elaborated on further, under the section dealing with **Individual Performance Management**.

Considering all of the above hierarchies and criteria for performance reporting that has a bearing on the Tlokwe City Council, the Tlokwe City Council Performance Management Model can be illustrated as follows:



The Principle reporting Mechanisms that would be utilized for reporting on the performance of the organization is the **Organizational Scorecard**, which forms part of the **PMS Toolkit**.

#### 7.4 Individual Performance Management

The Model Also Introduces the **Individual Performance Management** in the Municipality, through a combination of Section 57 requirements, including Annual Performance Contracts and related Annual Work plans, and the Teimlecoms® for the management of individual performance of all other municipal employees. The Next Section deals with the process and provisions for managing individual Performance in detail.



### 8.1 Performance Management for Municipal Manager and Top Managers Reporting to the Municipal Manager (Section 57 Managers)

The efficacy of a performance management system is dependent on committing staff to the attainment of targets. This is done ensuring that staff signs performance instruments or agreements. Performance agreements are designed in partnership with management and those actually performing the work to a process for measuring performance and therein establish accountability. The agreements would state expectations for each party signing the agreement. They help improve communication with employees and stakeholders and make transparent the conduct of the municipality and individuals.

The highest level of individual performance management is dictated by the Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Managers (2006), attached as **Annexure C**.

The management of performance on this level is documented to include a number of requirements. These will be briefly indicated here and includes:

#### ***Employment Contracts:***

The Employment contracts for municipal managers and managers directly accountable to municipal managers all need to sign performance contracts in terms of the MSA Section 57. The 2006 regulations has a standardized performance contracts linked to it and this is included in the PMS Toolkit (These should be standardized, or Council can reserve the right to negotiate these with the individual managers).

#### ***Employment Agreements:***

The performance agreements between council and municipal managers and managers directly accountable to municipal managers need to be attached to the performance contracts. The **purpose** of such an agreement includes:

- ≈ Compliance with Section 57(1)(b), (4A) & (4B) and (5) of the MSA
- ≈ Expectancy of employer of performance and accountability of employee in alignment with the IDP, SDBIP and budget
- ≈ Specify accountabilities and objectives and targets for individual) contained in performance plan, being an annexure to the performance agreement
- ≈ Award employee for outstanding performance
- ≈ Focus on performance orientated relationship between employer and employee

#### **Performance objectives**

- ≈ These are detailed in the performance plan with targets and the related time frames
- ≈ These are set by the employer in consultation with employee to IDP, SDBIP and Budget
- ≈ It needs to include key objectives, KPI's , target dates and weightings
- ≈ Key objectives describe the main tasks that need to be done
- ≈ Key Performance indicators provide details of the evidence to show that the objective has been achieved
- ≈ Target refers to the timeframe (quantity subdivision)
- ≈ Weighting shows relative importance of Key objectives to one another

Section 25 (4) of the regulations states: “The employee’s performance will, in addition, be measured in terms of contribution to the goals and strategies set out in the employer’s Integrated Development Plan”. The standard format of **Performance Agreements** is included in the **PMS Toolkit**.

The Performance Agreements of Individual Section 57 Managers need to be signed annually, before the end of July of the financial year on which it will be applicable. Linked to these performance agreements will be each manager’s **Annual Work Plan**, which is designed to link in directly with the **SDBIP** format as well as the Municipal Council’s **Organizational Scorecard**.

### ***Evaluating Performance:***

The Performance Agreements with senior management should include mechanisms for evaluating performance of these managers. These evaluation mechanisms need to address the following:

- The employee must agree to participate in the PMS of the municipality
- Performance standards must be part of the system and is to assist the employer, management and staff
- Employee should focus on projects that are part of the Key Performance Areas (KPA’s) within the local government framework
- Employee will be assessed on an 80:20 principle, 80% weighting allocated to KPA’s and 20% to CCR’s (Core Competency requirements)
- KPA’s and its respective weightings are to be negotiated for managers directly accountable to the MM

National KPA’s on which a manager will be evaluated:

Key Performance Areas (KPA’s) for Municipal Managers	Weighting
Basic Service Delivery	
Municipal Institutional Development	
Local Economic Development	
Municipal Financial Viability	
Good Governance and Public Participation	
<b>Total</b>	<b>100%</b>

The CCR’s must be selected from the following (those that are deemed most critical and as agreed to into needed proficiency level)

Core Competency Requirements for Employees (CCR)		
Core Managerial and Occupational Competencies	Indicate Choice	Weight
<b>Core Managerial Competencies</b>		
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	Compulsory	
Change Management		
Knowledge Management		
Service Delivery Innovation		

Problem Solving Analysis		
People Management and Empowerment	Compulsory	
Client Orientation and Customer Focus	Compulsory	
Communication		
Honesty and Integrity		
<b>Core Occupational Competencies</b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of developmental local government		
Knowledge of performance management and reporting		
Knowledge of global and South African specific political, social and economical context		
Competence in policy conceptualization, analysis and implementation		
Knowledge of more than one functional municipal field/discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
<b>Total Percentage</b>		<b>20%</b>

The performance plan must set out the standards and procedures for evaluation of employee's performance and intervals for these evaluations. A Personal Development Plan (PDP) which must form part of this, must document any growth and development needs of employee

The annual performance appraisal which outcomes will be indicated in more detail later in this section must involve:

- Assessment of achievement of results outlined in performance plan (5 point scale scoring system for all KPA's)
- Assessment of CCR's (5 point scale scoring system also applicable)

Annual Performance Appraisals:

An applicable assessment-rating calculator is used to determine outcome of performance appraisals

- The following scale for assessment will be used:

5 = Outstanding performance  
4 = Performance significantly above expectations  
3 = Fully effective  
2 = Performance not fully effective  
1 = Unacceptable performance

- Percentage scores are calculated by applicable assessment-rating calculator

1 = 33%  
2 = 66%  
3 = 100%  
4 = 133%  
5 = 166%

- Unacceptable performance, employer must provide systematic remedial development and support
- Termination of contract may be considered if no improvement takes place, after appropriate counseling and guidance and reasonable time for improvement

The annual performance evaluation panel for MM's must include:

- Executive Mayor or Mayor
- Chairperson of the performance audit committee or audit committee in the absence of PMS audit committee
- MAYCO or EXCO member
- Mayor and/or municipal manager from another municipality
- Ward committee member as nominated by Executive Mayor or Mayor

The annual performance evaluation panel for managers directly accountable to the MM

- Municipal Manager
- Chairperson of the performance audit committee or audit committee in the absence of PMS audit committee
- MAYCO or EXCO member
- Municipal manager from another municipality

The municipality is to ensure that secretariat services must be provided by human resources manager of the municipality.

## 8.2 Performance Management for all Other Employees

The approach of working in functional teams has been adopted by the Tlokwe City Council. The Council need very strong team spirits within the organization. If one even a single person is not functioning correctly, the whole system will collapse. Goal setting is done for teams, not for individuals. Recognition is also carried out in teams. This will make people to think in teams.

The principle of team interactions for ongoing improvement of performance through mutual learning and communication (Teimlecoms) is based on the advantages of team work in an organization, and these include the following:

- a combination of strengths -especially if the team has been chosen carefully, you can get a good range of abilities, fields of expertise and personality types, so for every situation there should be at least one person who can deal with it.
- a range of opinions - if "two heads are better than one," six can be better still - a group meeting is often very useful for ironing out flaws in a plan, testing it out, spotting pitfalls etc. (though if your team is too big, it can be difficult to reach decisions.)
- divided responsibility - while ultimate responsibility rests with the team leader, not much can be achieved without an effective team. The team structure allows those who have strengths in a particular area to take more responsibility for that area
- team spirit - a good team, well led, creates loyalty in its members. Not wanting to let your team-mates down can be a powerful motivating force, as can the sense of pride in being part of a successful group. A little rivalry between the team members is also quite healthy as long as it doesn't get out of hand.
- Team members have the opportunity to learn from each other.
- Potential exists for greater work force flexibility with cross-training.
- Opportunity provided for synergistic combinations of ideas and abilities.
- New approaches to tasks may be discovered.

- Teams membership can provide social facilitation and support for difficult tasks and situations.
- Communication and information exchange may be facilitated and increased.
- Teams can foster greater cooperation among team members.
- Interdependent work flow can be enhanced.
- Potential exists for greater acceptance and understanding of team-made decisions.
- Greater autonomy, variety, identity, significance, and feedback for workers can occur.
- Team commitment may stimulate performance and attendance.

# **SECTION F5**

## **MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

### **6.1 NAME OF THE DEPARTMENT FINANCE (HEADED BY THE CHIEF FINANCIAL OFFICER)**

### **6.2 CORE FUNCTIONS**

The Finance department is responsible to provide budgetary and financial management services the municipality.

Its core functions are:

- Budgeting, Supply Chain Management and Reporting,
- Revenue and Debtor Management services,
- Expenditure and Assets Management Services,
- Information Technology, and
- Financial Accounting

## **1. Executive Summary**

The application of sound financial management principles for the compilation of the City's financial plan is essential and critical to ensure that the City remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The City's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items. Key areas where savings were realized were on telephone and internet usage, printing, workshops, overseas and national travel, accommodation, and catering.

The City has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. A task team is also currently reviewing the Credit Control Policy. Furthermore, the City has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 51, 54 and 55 were used to guide the compilation of the 2011/12 MTREF.

The main challenges experienced during the compilation of the 2011/12 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- Aging and poorly maintained water, roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost of electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2011/12 MTREF process; and
- Availability of affordable capital/borrowing.

The following budget principles and guidelines directly informed the compilation of the 2011/12 MTREF:

- The 2010/11 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2011/12 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;

There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2011/12 Medium-term Revenue and Expenditure Framework:

**Table 1: Consolidated Overview of the 2011/12 MTREF**

<b>R thousand</b>	<b>Adjustments Budget 2010/11</b>	<b>Budget Year 2011/12</b>	<b>Budget Year +1 2012/13</b>	<b>Budget Year + 2 2013/14</b>
Total Operating Revenue	724 576 355	832 369 255	970 757 233	1 087 144 185
Total Operating Expenditure	669 779 332	788 004 754	910 664 052	1 034 813 919
<i>(Surplus)/Deficit for the year</i>	<i>54 797 023</i>	<i>44 365 501</i>	<i>60 093 181</i>	<i>52 330 266</i>
Total Capital Expenditure	111 971 600	118 956 201	97 823 181	99 060 266

Total operating revenue has grown by 24.2% or R162,4 million for the 2011/12 financial year when compared to the 2010/11 Adjustment Budget. For the two outer years, operational revenue will increase by 16.6% and 11.99% respectively, equating to a total revenue growth of R417.2 million over the MTREF when compared to the 2010/11 financial year.

Total operating expenditure for the 2011/12 financial year has been appropriated at R788.0 million and translates into a budgeted surplus of R44.4 million. When *compared* to the 2010/11 Adjustments Budget, operational expenditure has grown by 17.7% in the 2011/12 budget and by 15.6% and 13.6% for each of the respective outer years of the MTREF. The operating surplus for the two outer years steadily increases to R60.1 million and then stabilise at R52.3 million. These surpluses will be used to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R118.9 million for 2011/12 is 6.2% more than the 2010/11 Adjustment Budget. The capital programme decreases to R97.8 million in the 2012/13 financial year and then slightly increase to R99.1 million in 2013/2014. A substantial portion of the capital budget will be funded from borrowing over MTREF. The approved DBSA loan of R75 million will be paid out during the current and next financial year. The balance will be funded from internally generated funds and Government grants and transfers. The repayment of capital and interest (debt services costs) will substantially increase over the next years as a result of the aggressive capital infrastructure programme implemented over the past few years especially the upgrading of the electricity network.

## **1.1 Operating Revenue Framework**

For Tlokwe City Council to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the City and continued economic development;
- Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property



Rates Act, 2004 (Act 6 of 2004) (MPRA);

- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the City.

The following table is a summary of the 2011/12 MTREF (classified by main revenue source):

**Table: Summary of revenue classified by main revenue source**

**NW402 Tlokwe - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description R thousand	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +12012/13	Budget Year +22013/14
<b>Revenue By Source</b>						
Property rates	72,907	72,907	72,907	88,069	92,474	97,098
Service charges - electricity revenue	332,543	342,695	342,695	448,668	549,756	653,646
Service charges - water revenue	68,803	68,803	68,803	63,981	67,938	72,145
Service charges - sanitation revenue	35,649	37,974	37,974	39,410	41,398	43,488
Service charges - refuse revenue	25,326	25,326	25,326	22,073	23,416	24,840
Other revenue	134,753	176,872	176,872	170,960	196,606	196,799
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>669,980</b>	<b>724,576</b>	<b>724,576</b>	<b>833,160</b>	<b>971,588</b>	<b>1,088,016</b>

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the City. Rates and service charge revenues comprise more than two thirds of the total revenue mix. In the 2010/11 financial year, revenue from rates and services charges totalled R 547.7 million or 75.6%. This increases to R 662.2 million, R 774.9 million and R 891.2 million in the respective financial years of the MTREF. A notable trend is the increase in the total percentage revenue generated from rates and services charges which increases from 79.5% in 2011/12 to 81.9% in 2013/14. This growth can be mainly attributed to the increased share that the sale of electricity contributes to the total revenue mix, which in turn is due to rapid increases in the Eskom tariffs for bulk electricity. The above table excludes revenue foregone arising from discounts and rebates associated with the tariff policies of the Municipality.

Property rates is the third largest revenue source totalling 10.1% or R72.9 million rand and increases to R 97.1 million by 2013/14. The second largest sources is 'other revenue' which consists of various items such as income received from permits and licenses, building plan fees, connection fees, transport fee, advertisement fees and grants received. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R82.7 million in the 2011/12 financial year and steadily increases to R 96.6 million by 2013/14. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

**Table : Operating Transfers and Grant Receipts**

	2011/2012	2012/2013	2013/2014
<b>OPERATING GRANTS</b>			
<b>National Government Equitable Share Finance Management Neighbourhood</b>			
	76,801,000	85,191,000	90,788,000
	1,250,000	1,500,000	1,500,000
	2,000,000	2,200,000	3,000,000
	<b>80,051,000</b>	<b>88,891,000</b>	<b>95,288,000</b>
<b>Provincial Government Library Grant Municipal Systems Expended Public Works Programme</b>			
	400,000	400,000	400,000
	790,000	800,000	900,000
	1,449,000		
	<b>2,639,000</b>	<b>1,200,000</b>	<b>1,300,000</b>
<b>District Municipality Other</b>			
<b>Total</b>	<b>82,690,000</b>	<b>90,091,000</b>	<b>96,588,000</b>

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the City.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increase of Eskom tariffs are far beyond the mentioned inflation target. Given that this tariff increase is determined by an external agency, the impact it has on the municipality's electricity tariffs are largely outside the control of the City. Discounting the impact of these price increases in lower consumer tariffs will erode the City's future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity and water, petrol, diesel, chemicals, cement etc. The current challenge facing the City is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the City has undertaken the tariff setting process relating to service charges as follows.

## 2.1. Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Cooperative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0,25:1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R5 000 reduction on the market value of a property will be granted in terms of the City's own Property Rates Policy;
- 50% rebate will be granted to registered indigents in terms of the Indigent Policy;
- For pensioners, physically and mentally disabled persons, a maximum/total rebate of 50% will be granted to owners of rate-able property if the total gross income of the applicant and/or his/her spouse, if any, does not exceed the amount equal to twice the annual state pension as approved by the National Government for a financial year. In this regard the following stipulations are relevant:
  - The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependants without income;
  - The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension; and
  - The property must be categorized as residential.
- The Municipality may award a 100 per cent grant-in-aid on the assessment rates of rate-able properties of certain classes such as registered welfare organizations, institutions or organizations performing charitable work, sports grounds used for purposes of amateur sport. The owner of such a property must apply to the Chief Financial Officer in the prescribed format for such a grant.

The categories of rateable properties for purposes of levying rates and the proposed rates for the 2011/12 financial year based on a 6% increase from 1 July 2011 is contained below:

**Table: Comparison of proposed rates to levied for the 2011/12 financial year**

<b>Category</b>	<b>Current Tariff (1 July 2010)</b>	<b>Proposed tariff (from 1 July 2011)</b>
	<b>c in the Rand</b>	<b>c in the Rand</b>
Residential properties	0.35	0.371
State properties	1.05	1.113
Business & Commercial	1.05	1.113
Agricultural	0.875	0.9275
Municipal service property	0.35	0.371
Industrial	1.05	1.113
Public benefit organisation properties	0.875	0.9275

### **2.1.2 Sale of Water and Impact of Tariff Increases**

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

In addition National Treasury has urged all municipalities to ensure that water tariff structures are cost reflective by 2014.

Tlokwe City Council has undertaken an assessment of its capital infrastructure requirements. The assessment indicates that the current infrastructure regarding the water purification and sewerage works is unlikely to sustain its long-term ability to supply clean water and to clean the sewerage to be released in the Mooi Rivier. A detailed upgrading plan of the water purification and sewerage works will be submitted to Council during the 2011/2012 financial year.

The Tlokwe City Council is striving to retain its Blue Drop Status in the future.

A tariff increase of 6% from 1 July 2011 for water is proposed. In addition 6 kℓ water per 30-day period will again be granted free of charge to all residents.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

**Table : Proposed Water Tariffs**

CATEGORY	CURRENT TARIFFS 2010/11	PROPOSED TARIFFS 2011/12
	Rand per kℓ	Rand per kℓ
<b>RESIDENTIAL</b>		
(i) 7 to 16 kℓ per 30-day period	4.09	4.34
(ii) 17 to 36 kℓ per 30-day period	4.31	4.57
(iii) 37 to 56 kℓ per 30-day period	4.54	4.81
(iv) 57 to 80 kℓ per 30-day period	4.76	5.05
(v) More than 80 kℓ per 30-day period:	5.13	5.44
<b>NON-RESIDENTIAL</b>		
(i) 0 – 5 000 kℓ per 30-day period	4.54	4.81
(ii) More than 5 000 kℓ per 30-day period	4.09	4.34
(iii) Agricultural Holdings over 6 kℓ	5.68	6.02

The following table shows the impact of the proposed increases in water tariffs on the water charges for a single dwelling-house:

**Table : Comparison between current water charges and increases (Domestic)**

Monthly Consumption kℓ	Current amount payable R	Proposed amount payable R	Difference (Increase) R	Percentage change
<b>10 20 30 40 50 80 100</b>	16.36 58.14 101.24 145.26 190.66 332.14 434.74	17.36 61.68 107.38 154.04 202.14 352.20 461.00	1.00 3.54 10.45 8.78 11.48 20.06 26.26	6.11% 6.09% 6.06% 6.04% 6.02% 6.04% 6.04%

The tariff structure of the 2010/11 financial year has not been changed. The tariff structure is designed to charge higher levels of consumption a higher rate, steadily increasing to a rate of R5.13 per kilolitre for consumption in excess of 80 kℓ per 30 day period.

### 2.1.3 Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised bulk electricity pricing structure. A 28.9 per cent increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2011.

Considering the Eskom increases, the consumer tariff had to be increased by an average 20% to offset the additional bulk purchase cost from 1 July 2011. Furthermore, it should be noted that given the magnitude of the tariff increase, it is expected to depress growth in electricity consumption, which will have a negative impact on the municipality's revenue from electricity.

Registered indigents will again be granted 80 kWh per 30-day period free of charge.

The following table shows the impact of the proposed increases in electricity tariffs on domestic customers:

**Table : Comparison between current electricity charges and increases  
(Domestic) – Prepaid Electricity**

Monthly Consumption kWh	Current amount payable R	Proposed amount payable R	Difference (Increase) R	Percentage change
100 250 500 750 1 000 2 000	86.35 215.88 431.75 647.63 863.50 1 727.00	104 260 520 780 1 040 2 080	17.65 44.12 88.25 132.37 176.50 353.00	20.44% 20.44% 20.44% 20.44% 20.44%

**Table : Comparison between current electricity charges and increases  
(Domestic) – Conventional Electricity**

Monthly Consumption kWh	Current amount payable R	Proposed amount Payable R	Difference (Increase) R	Percentage change
100 250 500 750 1 000 2 000	70.00 175.00 350.00 525.00 700.00 1 400.00	104.00 260.00 520.00 780.00 1 040.00 2 080	34.00 85.00 170.00 255.00 340.00 680.00	48.57% 48.57% 48.57% 48.57% 48.57%

A circuit charge was levied in 2011/2012 depending on the demand circuitbreaker (from R30.57 to R383.30 per month).

The new circuitbreaker charge on all conventional meters (irrespective of the type demand circuitbreaker) will amount to R20.00 per month from 1 July 2011 onwards.

It should further be noted that NERSA has advised that a stepped tariff structure needs to be implemented from 1 July 2011. The effect thereof will be that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users (mostly the poor). The City's electricity tariff's structure was amended to include the stepped tariffs. NERSA approval of the new tariffs is still outstanding.

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the City. Most of the suburbs and inner city reticulation network was designed or strengthened in the early 1980's with an expected

20-25 year life-expectancy. The upgrading of the City's electricity network has therefore become a strategic priority, especially the substations and transmission lines. The current and planned capital projects will partly address these shortfalls in the electricity supply in the greater Tlokwe demarcated area.

The approved budget for the Electricity Division can only be utilised for certain committed upgrade projects and to strengthen critical infrastructure (e.g. substations without back-up supply). It is estimated that additional special funding for electricity bulk infrastructure to the amount of +- R 60 million per year for five additional years will be necessary to steer the City out of this predicament.

Owing to the high increases in Eskom's bulk tariffs, it is clearly not possible to fund these necessary upgrades through increases in the municipal electricity tariff – as the resultant tariff increases would be unaffordable for the consumers. It was therefore resolved that the taking up of loans as a strategy for funding of the infrastructure be approved to spread the burden over the life span of the assets. As part of the 2011/12 medium-term capital programme, funding has been allocated to electricity infrastructure but these funding levels will require further investigation as part of the next budget cycle in an attempt to source more funding to ensure this risk is mitigated.

#### **2.1.4 Sanitation and Impact of Tariff Increases**

A tariff increase of 6% for sanitation from 1 July 2011 is proposed. This is based on the input cost assumptions related to water. It should be noted that electricity costs contributes approximately 20% of waste water treatment input costs, but taken the economy in consideration, the increase of sanitation tariffs is capped on 6% for 2011/2012. In the future, these tariffs need to be increased also to fund the upgrading of the sewerage works and sewerage network. The following factors also contribute to the proposed tariff increase:

- The total revenue expected to be generated from rendering this service amounts to R 39.4 million for the 2011/12 financial year.

The following table compares the current and proposed tariffs:

**Table 10: Comparison between current sanitation charges and increases**  
**DESCRIPTION**

<b>CATEGORY</b>	<b>Current Tariff 2010/2011</b>		<b>Proposed Tariff 2011/2012</b>	
Residential	Flat rate	R82.64	Standard Rate	R87.60

#### **2.1.5 Waste Removal and Impact of Tariff Increases**

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The City will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are repairs and maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models. The outcomes of this investigation will be incorporated into the next planning cycle.

A 6% increase in the waste removal tariff is proposed from 1 July 2011. Higher increases will not be viable in 2011/12 owing to the significant increases implemented in previous financial years as well as the overall impact of higher than inflation increases of other services. Any increase higher than 6% would be counter-productive and will result in affordability challenges for individual rates payers raising the risk associated with bad debt.

The following table compares current and proposed amounts payable from 1 July 2011:

**Table : Comparison between current waste removal fees and increases**

DESCRIPTION	Current Tariffs 2010/2011	Proposed Tariffs 2011/2012
	<i>Waste Removal R</i>	<i>Waste Removal R</i>
240 ℓ container removed once a week	70.00	74.20
85 ℓ container removed twice a week	70.00	74.20

### 2.1.6 Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

**Table : Household bills**

<b>Monthly Account Household Valuation R120,000</b>			
		<b>2011/2012</b>	<b>2010/2011</b>
		<b>R</b>	<b>R</b>
Property Rates		4.64	4.38
Electricity Pre-paid			
Electricity Consump. 500units	520.00		431.75
Water Basic	36.91		34.82
Water Consump. 30kl	107.31		101.24
Sanitation	87.60		82.64
Refuse Removal	41.34		39.00
Other	0.00		0.00
<b>Vat</b>	<b>111.04</b>		<b>96.52</b>
<b>Total</b>	<b>908.85</b>		<b>790.35</b>



<b>Monthly Account – Household Valuation –R 350,000</b>			
<b>2009/2010</b>			<b>2010/2011</b>
	<b>R</b>		<b>R</b>
Property Rates	102.03		96.25
Electricity Basic	0.00		0.00
Electricity Consp.700u – 45amp	748.00		650.05
Water Basic	36.91		34.82
Water 45kl	178.04		167.96
Sanitation	87.60		82.64
Refuse Removal	74.20		70.00
Other	0.00		0.00
<b>Vat</b>	<b>157.46</b>		<b>140.77</b>
<b>Total</b>	<b>1384.23</b>		<b>1242.49</b>

	<b>2011/2012 R</b>	<b>2010/2011 R</b>
Property Rates Elec. –	210.231040.00	198.33 863.50
Prepaid 1000units	36.91	34.82
Water Basic		
Water 10kl	17.34	16.36
Sanitation	87.60	82.64
Refuse Removal	74.20	70.00
Other	0.00	0.00
<b>Vat</b>	<b>210.23</b>	<b>198.33</b>
<b>Total</b>	<b>1642.13</b>	<b>1415.07</b>

## 2.5 Operating Expenditure Framework

The City's expenditure framework for the 2011/12 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of *no project plan no budget*. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2011/12 budget and MTREF (classified per main type of operating expenditure):

**Table : Summary of operating expenditure by standard classification item**

<i>Description</i>	<i>2010/2011</i>	<i>2011/2012</i>	<i>2012/2013</i>	<i>2013/2014</i>
PERSONNEL EXPENDITURE	205,181,857	244,997,982	280,670,880	299,094,461
ADMINISTRATIVE EXPENDITURE	106,506,072	118,689,950	126,085,635	137,349,447
GENERAL CONSUMABLES	9,552,893	5,044,473	5,320,399	5,604,777
MAINTENANCE EQUIPMENT	19,374,110	21,632,583	21,903,092	23,185,434
MAINTENANCE BUILDINGS	3,344,954	4,987,672	5,163,353	4,469,584
MAINTENANCE INFRASTRUCTURE	28,247,060	31,830,187	34,129,098	36,447,730
PROFESSIONAL & SPECIAL SERVICES	37,443,077	45,372,346	45,389,790	47,070,565
TRANSFER PAYMENTS - CAPITAL	45,726,947	41,668,362	47,700,549	55,687,237
TRANSFER PAYMENTS - INTER DEPARTMENT	-25,595,818	-25,321,508	-25,462,831	-
TRANSFER PAYMENTS – SPECIAL FUNDS	21,089,000	28,000,000	34,000,000	36,000,000
SEWERAGE SERVICES	0	0	0	0
PURCHASE OF ELECTRICITY	204,988,911	256,192,982	320,108,876	398,685,138
PURCHASE OF WATER	13,920,269	15,700,485	16,485,509	17,730,978
<b>Total</b>	<b>669,779,332</b>	<b>788,795,514</b>	<b>911,494,350</b>	<b>1,035,685,731</b>

The budgeted allocation for employee related costs for the 2011/12 financial year totals R245 million, which equals 31.09% of the total operating expenditure. Based on the three year collective SALGBC agreement, salary increases have been factored into this budget at a percentage increase of 7 per cent for the 2011/12 financial year. An annual increase of 5.3% and 5.5% have been included in the two outer years of the MTREF.

The settlement reached by the SALGBC parties in the salary dispute resulted in a further financial implication on this area of expenditure. A preliminary amount of R 9 million has been included in the 2011/12 MTREF. It should be noted that the total financial implication could not be determined as the applicable municipal wage curve (representing equal pay for equal work at all municipalities in South Africa) has not been finalised.

The cost associated with the remuneration of councillors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the City's budget. The number of councillors increase from 42 to 52 after the 18 May 2011 election due to the new demarcated wards.

The provision of debt impairment was determined based on an annual collection rate of 95 per cent and the Debt Write-off Policy of the City. For the 2011/11 financial year this amount equates to R10 million. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R41.7 million for the 2011/12 financial and equates to 5.3% of the total operating expenditure. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 1.2% (R9,7 million) of operating expenditure excluding annual redemption for 2011/12 and increases to R 15.6 million by 2013/14.

Bulk purchases are directly informed by the purchase of electricity from Eskom and water from Department of Water Affairs. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

General consumables comprises of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals. In line with the City's repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the City's infrastructure. For 2011/12 the appropriation against this group of expenditure has grown by 6.4% (R5.051 million).

Professional and special services has been identified as a cost saving area for the City. As part of the compilation of the 2011/12 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. In the 2011/12 financial year, this group of expenditure totals R45.4 million and has escalated by 21.2%. For the two outer years growth has been limited to 0.1% and 3.7%. As part of the process of identifying further cost efficiencies, a business process reengineering project will commence in the 2011/12 financial year to identify alternative practices and procedures, including building in-house capacity for certain activities that are currently being contracted out. The outcome of this exercise will be factored into the next budget cycle and it is envisaged that additional cost savings will be implemented.

Administrative expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. Growth has been limited to 11.4% for 2011/12 and curbed at 6.3% and 8.9% for the two outer years, indicating that significant cost savings have been already realised. The remuneration of councillors are also included in this expenditure category.

### **2.5.1 Priority given to repairs and maintenance**

Aligned to the priority being given to preserving and maintaining the City's current infrastructure, the 2011/12 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the City. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

During the compilation of the 2011/12 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the City's infrastructure and historic deferred maintenance. To this end, repairs and maintenance was substantially increased by 14.7% in the 2010/11 financial year, from R50.9 million to R58.5 million. As part of the 2011/12 MTREF this strategic imperative remains a priority as can be seen by the budget appropriations over the MTREF. In relation to the total operating expenditure, repairs and maintenance comprises of 7.4%, 6.7% and 6.2% for the respective financial years of the MTREF.

### 2.5.2 Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the City's Indigent Policy.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

## 2.6 Capital expenditure

For 2011/12 an amount of R88.1 million has been appropriated for the development of infrastructure which represents 73.9% of the total capital budget. In the outer years this amount totals R91.7 million, 93.7% and R95.7 million, 96.6% respectively for each of the financial years. Electricity infrastructure received the highest allocation of R50.3 million in 2011/2012 which equates to 42.2% of the total capital budget, followed by roads and stormwater infrastructure of R30.7 million (25.8%).

**Table : Capital as per Municipal Vote**

Municipal Vote/Capital project	Prior year outcomes		2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome 2009/10	Current Year 2010/11 Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
EXECUTIVE MAYOR	83,000		750,000		
OFFICE OF THE SPEAKER	4,984,446	953,787	1,464,500		
MUNICIPAL MANAGER	7,527	43,465	37,760		
BUDGET AND TREASURY OFFICE	104,741	1,745,091			
PUBLIC SAFETY	3,473,010	2,356,477	2,120,000		
CORPORATE SERVICES	111,824	322,468	3,273,000	1,000,000	1,000,000
INFRASTRUCTURE	63,367,332	99,822,139	88,008,266	91,687	95,673
COMMUNITY SERVICES	7,503,933	6,319,409	22,059,410	5,136,090	2,387,175
HOUSING AND PLANNING	173,512	4,000	215,000		
ECONOMIC DEVELOPMENT		396,365	1,028,265		
<b>TOTAL</b>	<b>79,809,325</b>	<b>111,963,201</b>	<b>118,956,201</b>	<b>97,823,181</b>	<b>99,060,266</b>

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

- **Refuse Trucks** – R4.9 million;
- **Grader** – R2.2 million;
- **Upgrading Olienpark Stadium** – R1 million
- **Economic Development Project** – R 1 million

- Fire Fighting and Security Equipment – R 1.8 million
- Sarafina Sport Stadium – R 1.5 million
- Lusaka Community Hall – R 6.9 million
- Mayor Vehicle – R 0.7 million
- Refurbishment and Renewal Electrical Network - R 8.9 million
- Relocation of Motorcycle Testing Area – R 0.3 million
- New Electricity Infrastructure – R 35.9million
- Public Lighting – R 4.8 million
- Automated Meter Reading – R 0.6 million
- Refurbishment and Renewal of Water Network – R 1.9 million
- Backlog eradication of Roads and Stormwater Drainage – R 21.2 million
- Rehabilitation of Roads – R 9.5 million
- Upgrading Felophepa Landfill Site – R 7 million

## **2.7 Annual Budget**

The Budget comprises of the following tables:

- CONSOLIDATED OPERATING AND CAPITAL BUDGET (A1 – A10)
- OPERATING AND CAPITAL BUDGET SCHEDULES (SA1 – SA37)
- BUDGET RELATED CHARTS

# **SECTION F6**

## **GOOD GOVERNANCE**

### **7.1 BACKGROUND**

Good governance is about governing the area, municipality and its citizens in accordance with the spirit of the constitution of the Republic of South Africa. It includes community consultation, participation and empowerment as a central feature. Focus is directed towards strengthening wards, ward based plans and the institution, in order to improve community participation and the governance of the municipality. Consideration was given to the quality and the extent of participation in municipal affairs as prescribed by chapter 4 of the Municipal Systems Act 32 of 2000.

Below is an outline of the legislative framework steps and the process towards reviewing the 2010/2011 IDP of Tlokwe City Council.

### **7.2 THE IDP PROCESS**

#### **7.2.1 BACKGROUND**

In terms of section 25 (1) of the Municipal Systems Act, (Act 32 of 2000), 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:

- Links, integrates and coordinates 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
- Forms the policy framework and general basis on which the annual budget is based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

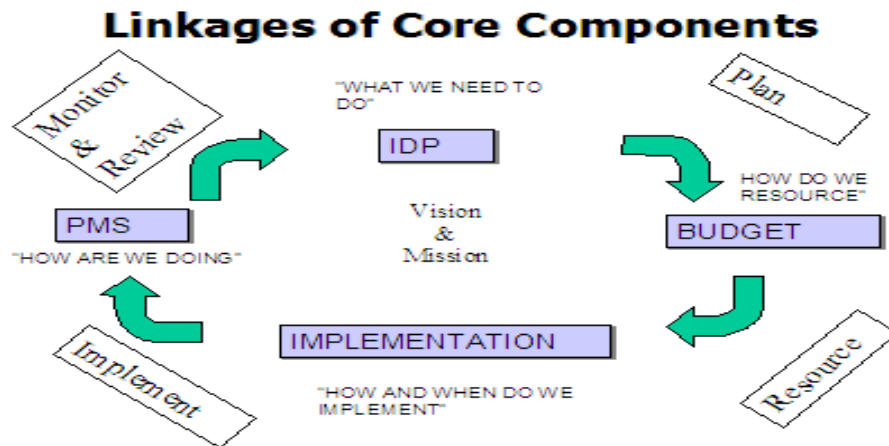
The IDP adopted by a municipal council in terms of these sections of the act remains in force, although it may be amended, until an IDP is adopted by the next elected council. This IDP is the second review of the second cycle of the IDP process and reviews the 2008/2009 IDP.

The IDP is the main principal strategic instrument guiding all planning, management, and development and implementation decisions, based on the participation of all stakeholders in the municipal area.

The IDP promotes the concept of sustainable development and horizontal and vertical integration between spheres of government, departmental line functions and stakeholder groups. It also provides a framework and departure point for the implementation, monitoring and review of development initiatives and the communication thereof to all stakeholders. The diagram below summarises how the three processes link with one another.

## 7.2.2 IDP, Budget and PMS Linkages

### THE TLOKWE IDP



Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

### 7.3 THE TLOKWE PROCESS PLAN

Prior to embarking on the preparation of the IDP, a Process Plan was prepared and adopted by the Tlokwe City Council in terms of the Local Government Systems Act, 32 of 2000. Again for this financial year, every attempt was made to align the IDP, PMS and Budget processes.

### 7.4 THE DISTRICT'S FRAMEWORK PLAN

In terms of Section 27(1) of the MSA, each District Municipality after following a consultative process with the Local Municipalities in its region, must adopt a framework for Integrated Development Planning in the area as a whole. The Framework Plan was aimed at facilitating proper consultation, co0ordination and alignment of the planning process of the district municipality with those of the other local municipalities. Key areas for alignment identified for this round of the review include:

- The integration of the Sector Plans prepared during the 2008/2009 financial year
- The alignment of the Spatial Framework of the other municipalities
- Community participation alignment; and
- Project specific alignment

## 7.5 PROCESS OVERVIEW

### LEGISLATIVE FRAMEWORK STEPS AND IDP REVIEW PROCESS FOR THE 2010/2011 FINANCIAL YEAR

#### 7.5.1 GENERAL APPROACH AND PRINCIPLES

Section 25(1) of MSA (32 of 2000) and section 21 of MFMA (56 OF 2003) compel municipalities to develop and adopt a single, inclusive and strategic process plan for the review of its IDP's.

The process plan is referred to in section 28 of MSA as a 'process set out in writing to guide the planning, drafting, adoption and review' of the Integrated Development Plan. The said plan for the revision of Tlokwe City Council IDP was specifically designed to provide the municipality with the necessary approach and information to achieve planning imperatives as expeditiously as possible. It was then adopted by the municipal Council for the 2010 / 2011 review. It includes the key deadlines and processes for both the IDP and Budget; and also complies with the minimum requirements of the Municipal Systems Act No.32 of 2000 and the Municipal Finance Management Act, 56 of 2003.

#### 7.5.2 Institutional Transformation

In terms of the internal focus, the themes of 'good governance' and 'transformation' and their perspectives, remain prominent features of the IDP.

#### 7.5.3 Political and Administrative Structure

The Council embraces "a municipality with a Mayoral Executive system combined with a ward participatory system." The Executive Mayor has a Mayoral Committee (MAYCOM) consisting of ten MMC's and chaired by the Executive Mayor. Council has also appointed a full-time Whip.

With the 2006 local government elections, the number of wards increased from 20 to 21 wards. The number and representivity is indicated below:

Direct	Proportional	Total	Female	Male
21	21	42	12	30

With the 2011 local government elections, the number of wards will increase to 26 and the number of councilors will increase to 52

With a new Council elected, the political structures are also being reviewed. Currently functioning key standing committees include the Mayoral Committee (MAYCOM), the Senior Management Committee (SMM – chaired by the Municipal Manager), the Audit Committee, the Budget Oversight Committee, and the Land Committee.

In terms of the promotion of inter-governmental cooperation, Council has established a local Inter-governmental Forum, which represents 23 locally based provincial and national departments. Council is also represented in the Dr KK District Municipality's Mayor's Forum and Municipal Manager's Forum.

The Office of the Municipal Manager makes provision for the posts of Municipal Manager and Deputy Municipal Manager, Assistant Manager: Compliance as well as the internal audit function, the municipal valuator's office and IDP/PMS coordination. Besides the Office of the Executive Mayor, Council's Whip and Office of the Speaker, the following seven directorates make up the high-level organogram of Council:

- Infrastructure
- Public Safety



- Community Services
- Local Economic Development
- Housing and Planning
- Corporate Services
- Finance

The functions of primary health care and environmental health are in the process of transfer to North West Province and the Dr Kenneth Kaunda District Municipality respectively

The Position of the Municipal Manager was filled in June 2010. As of the beginning of March 2010, one vacancy exists at strategic management level.

Towards the end of 2010, a vacancy rate of 36% existed within the municipality. The organisational structure and various human resource challenges were reviewed by a strategic workshop, initiated by the new Municipal Manager, during October 2006. Draft restructuring proposals, aimed at improving service delivery, alignment with the IDP and attainment of equity targets, have been submitted to Council and are currently being reviewed.

#### **7.5.4 IDP/Budget/PMS Processes**

The development and integration of the IDP, Budget and Performance

Management processes have been an ongoing exercise over the past five years. Although these processes have their own legal requirements, they cannot readily be separated in practice and need to be seamlessly integrated. The IDP is the 'plan' part of the PMS; the budget forms part of the 'implementation' of the IDP and the SDBIP, which monitors annual operational performance and provides information for the strategic organisational performance monitoring of the PMS.

The IDP has been reviewed annually since 2002 and amendments thereof approved together with the budget on a consistent basis by the end of May each year. The SDBIP was approved for the 2009/2010 financial year. The amended Balanced Scorecard is used as a framework for the organisational PMS. In terms of the individual performance management, the PMS will be cascaded down to the operational level in terms of operational KPI's and performance agreements for Section 57 managers.

A need was also identified to improve public participation in the IDP process, including the expansion of the IDP Representative Forum. The enhancement of the IDP/Budget/PMS processes has also been based on external reviews including:

- MEC Assessments
- Provincial and national DPLG assessments
- North West Province PMS Audit
- Provincial PMS training initiatives
- National Treasury Budget Reform Programme
- MFMA Circulars 12 and 13
- Auditor-General annual reports

## **7.6 E-Governance**

The Council has embarked on a programme for implementing an enterprise-wide GIS as part of a broader E-governance initiative that includes the upgrading of the financial management system (including management information systems for 'customer-care', GRAP compliant financial reporting, semi-automated meter-reading and data capturing and a pre-paid electricity vendor system), upgrading the linkage between the human resource and financial systems, implementation of a GIS-based property valuation management system, development of a Council web-site, camera-linked automation of traffic fines and implementation of the "Solit" paper-free document management system.

The high cost of broad bandwidth remains a major strategic constraint on the further development of E-governance initiatives.



# SECTOR DEPARTMENT PROJECTS

## A. PROJECTS (SECTOR PRIORITIES FOR 2011/12)

### A.1 DEPARTMENT OF EDUCATION

#### 2011/12 INFRASTRUCTURE

Chapter 7 SANITATION					
No.	Emis Number	Name of school	Town / Village	Local Municipality	No Of toilet seats
1.	600100875	Lesego Primary	Ikageng	Tlokwe	14
2.	600101682	Promosa Primary School	Ikageng	Potchefstroom	22
3.	600101685	Pudulogo	Ikageng	Potchefstroom	

Chapter 8 FENCING				
No	EMIS Number	Name of School	Town / Village	Municipality
1.	600100371	Fikadibeng Primary	Potchefstroom	Tlokwe
2.	600100638	Keagile	Ikageng	Potchefstroom

Chapter 9 SUPPLY OF WATER				
No	EMIS number	Name of School	Town/ Village	Municipality
1.	600101892	Sebage	Potchefstroom	Potchefstroom

Chapter 10 EXTENSIONS TO EXISTING SCHOOLS										
No	EMIS number	Name of School	Municipality	Ad	CR	T	L	C	Lab	NSNP
1	600105122	B.A. Seobi Sec.	Tlokwe		14	18	1			

Chapter 11 DILAPIDATED STRUCTURES				
No	EMIS number	Name of School	Town/ Village	Municipality
6	600104139	Keotshepile	Ikageng	Potchefstroom

Chapter 12 ITERELENG PROJECTS				
No	EMIS number	Name of School	Town/ Village	Municipality
2.	600102181	Tlokwe Secondary	Ikageng	Tlokwe
5.	600101683	Promosa Secondary	Promosa	Tlokwe

## A1.2 DEPARTMENT OF SPORT ART AND CULTURE

### 2011/12 PROJECTS

Project Location						Total Original estimates		Planned/ Implementation Dates
Project Name	Project Description	Local Municipality	Town	2010 /2011 R`000	2011 / 2012 R`000	2012 / 2013 R`000	Start Date	Completion Date
Recreation centres	Upgrading of recreation centres	Tlokwe Tlokwe	Potchefstroom	R500000	<b>R500000</b>	R500000	October 2010	April 2011
Netball and soccer facilities	Upgrading of netball and soccer facilities in Matlwang	Tlokwe	Potchefstroom	R250000	<b>R250000</b>		October 2011	April 2012
Recreation centre	Construction of security fence in and around Noyjons recreation centre	Tlokwe	Potchefstroom	R1000000	<b>R1000000</b>		April 2011	October 2011

### UPGRADING /RENOVATIONS

Projects Description	Location	Budget	Starting date	Completion date
Upgrading of netball and soccer facilities in Matlwang	Tlokwe	<b>R 500 000</b>	October 2011	April 2012
Construction of security fence in and around Noyjons recreation centre	Tlokwe	<b>R 2 000 000</b>	April 2011	October 2011

#### A.1.4 DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT ,CONSERVATION AND TOURISM (DEDECT)

##### FUTURE PLANS/PROGRAMMES/PROJECTS FOR THE NEXT THREE YEARS (MTREF - 2011/2014)

PROJECT NAME/DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	TYPE OF DEVELOPMENT	ESTIMATED TOTAL PROJECT COST			RESPONSIBLE OFFICIAL & CONTACTS
				2010/2011	2011/2012	2012/2013	
<b>Provincial Land Cover Report</b>	Province wide	Province wide	Land Cover analysis		<b>2000 000</b>		Adriaan Van straaten 018 389 5054
<b>District Biodiversity Inventory Reports</b>	Province wide	Province wide	Biodiversity information	1424 000	<b>1534 000</b>	1534 000	Adriaan Van straaten 018 389 5054
<b>District Biodiversity Sector Plans</b>	2 Districts	2 Districts	Biodiversity information		<b>1250</b>	1250	Adriaan Van straaten 018 389 5054
<b>Climate Change Response Strategy</b>	Province wide	Province wide	Information on climate change		<b>100 000</b>	150 000	Adriaan Van straaten 018 389 5054
<b>Provincial Environmental Information Management System</b>	Province wide	Province wide	Information Management	1500 000	<b>1500 000</b>		Adriaan Van straaten 018 389 5054
<b>Environmental Management Framework</b>	1 municipality not yet determined	1 municipality not yet determined	Environmental management tool		<b>600 000</b>	1000 000	Adriaan Van straaten 018 389 5054
<b>Vredefort Dome Alien plant removal</b>	Dr. Kenneth Kaunda DM	Tlokwe LM	Removal of alien plant species	825 000	<b>800 000</b>	800 000	Lebo Diale 018 389 5323

**A.1.5 DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM  
2011/12 PROJECTS**

DISTRICT AND PROVINCIAL MTEF PROJECTS (2010-2013)			
SECTOR	KEY PROJECTS IN MTEF	VALUE	LOCALITY
1. Infrastructure	Establishment of New Light Industrial Parks	R10m	Tlokwe
	Property refurbishment and preventative maintenance.	R13.6m	Province wide
2. Knowledge Economy	Science Park	R4m	Tlokwe
3. Tourism	Tourism Development Initiatives project	R6m	Province wide
4. Social Economy (e.g. youth cooperatives)	Youth Co-op Development Car Wash	R5-million	Province wide
5. Regional Economy (SADC & Africa)	Wild Silk	R3,5m	Province wide

**A.1.6  
DEPARTMENT  
OF PUBLIC  
WORKS ROADS  
AND  
TRANSPORT  
(TRANSPORT  
PLANNING)  
  
FUTURE PLANS/  
PROGRAMMES/**

**PROJECTS FOR THE NEXT THREE YEARS (MTEF – 2011/2014)**

PROJECT NAME/DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	TYPE OF DEVELOPMENT				RESPONSIBLE OFFICIALS & CONTACTS
				2010/201 1	2011/2012	2012/2013	
Operationalisation of Transport Coordinating Structure(TCS)	Dr Kenneth Kaunda DM	04 Districts municipalities and its locals		R100 000,00	R100 000,00	R100 000,00	Morwe PJ 018-3881136 Molapo TR 018-3881143

**a) TLOKWE PUBLIC TRANSPORT INFRASTRUCTURE PROJECTS**

PROJECT NAME/ DESCRIPTION	LOCATION/ MUNICIPALITY				RESPONSIBLE OFFICIAL & CONTACTS
		2010/2011	2011/2012	2012/2013	
Public transport projects	Tlokwe Local Municipality				
Develop pt facilities along sptn	Secondary network	15 000 000			LM
Provide public transport facilities at schools	School	5 000 000			LM



<b>Provide walk and bicycle ways to and from schools</b>	School	5 000 000			LM
<b>Develop multi-modal facility potch train station</b>	Potchefstroom rail station		10 000 000		LM
<b>Facilities for people with special needs - main ranks</b>	Main ranks		2 000 000		LM
<b>Safety and security measures at main ranks</b>	Main ranks		2 000 000		LM
<b>Potch rank cbd</b>	Next to Shoprite	1 000 000			LM
<b>Promosa rank</b>	Next to Schoeman General dealer	5 000 000			LM
<b>Public transport facilities to serve links between rail and airport</b>		1 000 000			PTIF
<b>Potchef-stroom hospital rank</b>	Next to Potchefstroom Hospital		500 000		LM
<b>Potchef-stroom industrial site rank</b>	Curlewis and Kynock str.		1 000 000		LM
<b>Potchef-stroom military camp rank</b>	Next to Library		500 000		LM
<b>Von willig rank</b>	VON WILLIG		1 000 000		LM
<b>Ikageng ext.11 rank</b>	IKAGENG EXT.11	1 000 000			LM
<b>Ikageng ext.7 rank</b>	Next to Vodacom Public Phone (Sokweba stop)		1 000 000		LM
<b>TOTAL</b>		<b>33 000 000</b>	<b>18 000 000</b>	<b>0</b>	

#### OVERALL PLAN – 2011/12

PROJECT NAME/ DESCRIPTION	LOCATION/ MUNICIPALITY	ALLOCATED TOTAL PROJECT COST ESTIMATION			IMPLEM TATION PROGRESS	RESPONSIBLE OFFICIAL & CONTACTS
		Year 1	Year 2	Year 3		
<b>Public Transport Projects</b>	<b>Dr Kenneth Kaunda DM</b>					
<b>Appoint public transport and OLS officials</b>		500 000	500 000	500 000		DKK
<b>Establish Public Transport Training Academy</b>		400 000	400 000	400 000		DKK

<b>Facilitate subsidised bicycles to schools</b>		<b>500 000</b>	<b>500 000</b>	<b>500 000</b>	Started with the process 17 bicycles issued at Ventersdorp	Prov Mr. Ramotshwane 018-3881138
<b>Preliminary subsidy for public transport operations (Integrated Public Transport Network)</b>		<b>10 620 828</b>	<b>10 620 828</b>	<b>10 620 828</b>		Prov
<b>Inter-urban passenger rail service to Johannesburg/Klerksdorp/Potch-Jhb-Feasibility study</b>		<b>200 000</b>	<b>200 000</b>	<b>200 000</b>		SARCC
<b>Finalisation of service design (Integrated Public Transport Network)</b>		<b>500 000</b>	<b>500 000</b>			Prov
<b>Public transport security system and disaster management centre Klerksdorp</b>		<b>2 000 000</b>	<b>2 000 000</b>	<b>2 000 000</b>		DKK
<b>Finalisation of Learner Transport Subsidy Policy</b>		<b>500 000</b>			Draft policy in place	Prov/ NDOT Mr Moate- 018 38811153
<b>Learner transport subsidy</b>		<b>35 000 000</b>	<b>60 000 000</b>	<b>60 000 000</b>	Learner transport operators appointed on the 04 <sup>th</sup> October 2010, 5 years contract.	Prov Mr Moat
<b>Organise Metered Taxis industry Klerksdorp and Potchefstroom</b>		<b>100 000</b>	<b>100 000</b>	<b>100 000</b>		DKK
<b>Farm worker pilot transport services</b>		<b>100 000</b>	<b>100 000</b>	<b>100 000</b>		DKK
<b>ITP updates CPTR</b>		<b>500 000</b>	<b>400 000</b>	<b>400 000</b>		Prov/DKK
<b>OLS/Rat Plan</b>		<b>350 000</b>	<b>375 000</b>	<b>375 000</b>		Prov/DKK
<b>ITP</b>		<b>400 000</b>	<b>375 000</b>	<b>375 000</b>		Prov/DKK
<b>Public Transport Management</b>		<b>500 000</b>	<b>200 000</b>	<b>200 000</b>		Prov/DKK

Information System						
Interfacing RAS, LPTS and CPTR data bases		500 000	200 000	200 000		Prov
Maintain Steering Committee as Transport Forum		200 000	200 000	200 000		DKK
Special categories of vehicles demonstration projects		200 000	200 000	200 000		Prov
Public Transport Law Enforcement		400 000	400 000	400 000		DKK
<b>TOTAL</b>		<b>6 450 000</b>	<b>5 250 000</b>	<b>4 750 000</b>		

#### A.1.7 DEPARTMENT OF PUBLIC WORKS ROADS AND TRANSPORT (CHIEF DIRECTORATE: DISTRICT OPERATIONS) 2011/2012 PROJECTS

##### NORMAL PROJECT 2011/2012

PROJECT NAME	LOCATION	BUDGET		ACTUAL		PROGRESS TO DATE
		ESTIMATED ALLOCATION	EXPEND ITURE	START DATE	COMPL DATE	
Renovation of Potchefstroom DPWRT (Roads Offices)	Potchefstroom	R2 200 000.00		01-May-2011	01-Feb-2012	Concept of Bill of quantities completed
<b>TOTAL</b>		<b><u>R2 200 000.00</u></b>				

##### EPWP PROJECTS 2011/2012

PROJECT NAME	LOCATION	BUDGET		ACTUAL		PROGRESS TO DATE
		ESTIMATE ALLOCATION	EXPEND ITURE	START DATE	COMPL DATE	
Renovation of Vyfhoek Official residences Ten beneficiaries to be recruited	Potchefstroom	R1 500 000.00		01-May-2011	01-Nov-2011	Bill of Material (BOM) Completed.

Renovation of two official residences No:145 & 147 Kruis Street Ten beneficiaries to be recruited	Potchefstroom	R1 300 000.00		01-May-2011	01-Nov-2011	Bill of Material (BOM) Completed.
<b>TOTAL</b>		<b><u>R2 800 000.00</u></b>				

#### EMERGING CONTRACTOR DEVELOPMENT 2011/2012

PROJECT NAME	LOCATION	BUDGET		ACTUAL		PROGRESS TO DATE
		ESTIMATED ALLOCATION	EXPEND ITURE	START DATE	COMPL DATE	
Renovation of DPWRT (Roads) Offices	Potchefstroom	R 1 000 000.00		1-May-2011	01-Nov-2011	Concept Bill of Quantities Completed
Renovation of DPWRT (Roads) Workshop & Stores	Potchefstroom	R 1 000 000.00		1-May-2011	01-Nov-2011	Concept Bill of Quantities Completed
<b>TOTAL</b>		<b>R 2 000 000.00</b>				

SKILLS TO BE PROVIDED
PAINTING WORK
FLOOR AND WALL TILLING
GLAZING
CARPENTRY AND JOINERY

#### A.1.8 DEPARTMENT OF ENERGY (NATIONAL)

#### OVERALL 2011/12 PROJECTS (DORA AND PROPOSED MUNICIPAL ALLOCATIONS)

#### 2011/12 National Overview

Province	Application	Percentage application	Percentage backlog
EC	R 1,037,782,215	20%	20.24%
FS	R 606,966,404	12%	8.58%
GP	R 922,649,874	18%	11.70%
KZN	R 1,009,172,452	20%	24.58%
LP	R 437,292,794	9%	11.01%
MP	R 434,547,978	8%	8.30%
NC	R 251,457,702	5%	5.20%
NW	R 113,358,041	2%	3.45%
WC	R 317,904,545	6%	6.93%
Total	R 5,131,132,005	100%	100%

**2011/12 ALLOCATIONS: HOUSEHOLDS VS BULK INFRASTRUCTURE**  
(Municipal Programme) - Applications

PROVINCE	CONNECTIONS	CONNECTIONS	BULK FUNDING	BULK PROJECTS
	R'(000)	number of connections	R'(000)	Number of projects
EC	R 742,955.00	60799	R 294,827	22
FS	R 195,911.00	18812	R 411,055	26
GP	R 475,934.00	54323	R 446,715	17
KZN	R 964,239.00	76324	R 44,933	6
LIM	R 294,052.00	34860	R 53,240	6
MP	R 240,961.00	30956	R 161,094	12
NW	R 101,964.00	6954	R 11,394	8
NC	R 45,101.00	4136	R 206,356	13
WC	R 153,157.00	21120	R 164,747	22
TOTAL	R 3,214,274.00	308284	R 1,794,361	132

## NATIONAL BUDGET SPLIT 2011/12

- **Households 65% R 712,797.8**
  - Available houses - visited
  - Available bulk – confirmed on App form
  - (Core)
- **Bulk infrastructure 25% R 247,153**
  - New Bulk linked to existing backlog
  - Refurbish linked to existing backlog
  - Commitments/Cabinet Dec/President priorities/Ministerial commitments
- **Other Strategies 10% R 109,661.2**
  - Low Backlog –less 5000 not addressed under households.
  - Metro's strategy
  - Informal Settlements
  - BNG – not addressed under households.

## A.1.9 DEPARTMENT OF AGRICULTURE, CONSERVATION, ENVIRONMENT AND RURAL DEVELOPMENT

### CHIEF DIRECTORATES – DISTRICT SERVICES (2011/12 PLANNED PROJECTS)

PROJECT NAME	BUDGET	CATEGORY	MUNICIPALITY
Dr. Kenneth Kaunda Awareness and capacity Building	800,000.00	Land care	Dr. Kenneth Kaunda District
Letsema La Mantsha Tlala	2,730,300.00	Food security	Dr. Kenneth Kaunda District
Molefe (LRAD)	500,000.00	Sheep production	Tlokwe
Cetiso (LRAD)	450,000.00	Sheep production	Tlokwe
Mojakhomo (Recap)	1,200,000.00	Poultry/Broiler	Tlokwe
	<b>19,846,100.00</b>		

**A.1.10 DEPARTMENT OF SOCIAL DEVELOPMENT, WOMEN, CHILDREN AND PERSONS WITH DISABILITY**

**PROPOSED PROJECTS FOR 2011/2012**

MUNICIPALITY	PROJECT	BUDGET	DELIVERABLES	JOB CREATION TARGET	SKILLS DEV.TARGET	SUPPORT REQUIRED
<b>EARLY CHILDHOOD DEVELOPMENT CENTRES</b>						
<b>OUTCOME:</b> <ul style="list-style-type: none"> <li>• <b>QUALITY BASIC EDUCATION</b></li> <li>• <b>SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH PATH</b></li> </ul>						
<b>Total</b>						
<b>Potchestroom</b>	Vukusenzel e	R 343,200	Care and support to 122 people living with HIV/AIDS.	21	21	*None.
	Bambanani Youth Project	R 550,880	Care and support to 250 people living with HIV/AIDS.	17	17	*None
	Baptist Children's Centre	R 550,880	Care and Support to 213 children living with HIV/AIDS.	14	14	*None
<b>Total</b>						
<b>DISABILITY PROGRAMME</b>						
<b>OUTCOME:</b> <ul style="list-style-type: none"> <li>• <b>SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH PATH</b></li> </ul>						
<b>Potchefstroom</b>	Amelia Centre	R 2,475,000.00	Care and protection to 125 people with disabilities	32	32	*None.
	North West Mental Health Greater Potchefstroom.	R 255,689.00	Care and protection to 290 people with disabilities.	5	5	*None.
	Tshwarang	R 220,000.00	Care and protection to 12 people with	30	30	*None.

MUNICIPALITY	PROJECT	BUDGET	DELIVERABLES	JOB CREATION TARGET	SKILLS DEV.TARGET	SUPPORT REQUIRED
	Centre for people with disabilities		disabilities			
<b>Total</b>						
<b>OLDER PERSONS PROGRAMME</b>						
<b>OUTCOME:</b> <ul style="list-style-type: none"> <li><b>A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS</b></li> </ul>						
<b>Total</b>						
<b>Potchefstroom</b>	Ons Hulde	R 2,264,262.00	Care and protection to 300 Older persons and 113 Frail and severely mentally retarded older persons.	50	50	*None.
	Samuel Broadbent	R 942,136.00	Care and protection to 80 frail Older persons and Alzheimer patients and families.	69	69	*None.
	Huis Anna Viljoen	R 1,454,310.00	Care and protection to 93 frail Older persons.	67	67	*None.
	Potchefstroom Service Club	R 330,000.00	Care and protection to 2090 Older persons.	89	89	*None.
<b>Total</b>						
<b>CHILDRENS SERVICES</b>						
<b>OUTCOME:</b> <ul style="list-style-type: none"> <li><b>A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS</b></li> <li><b>ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE</b></li> <li><b>SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH PATH</b></li> </ul>						
<b>Total</b>						



MUNICIPALITY	PROJECT	BUDGET	DELIVERABLES	JOB CREATION TARGET	SKILLS DEV.TARGET	SUPPORT REQUIRED
<b>CARE AND SUPPORT TO FAMILIES</b>						
<b>OUTCOME:</b> <ul style="list-style-type: none"> <li><b>A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS</b></li> <li><b>ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE</b></li> </ul>						
<b>Potchefstroom</b>	Abraham Kriel Childrens Home	R4, 354,676	Care and protection to 240 children in need of care and protection	0	0	None
	Thakaneng project	R694,500	Care and protection to 360 children in need of care and protection	0	3	None

**COMMUNITY DEVELOPMENT  
PROPOSED PROJECTS FOR 2011-2012**

**Program: Community Development**

**Sub- Program: Poverty Eradication Strategy Coordination (War on poverty)**

**Outcome 1: Improved quality of basic education**

**Outcome 2: Long and healthy life for all South Africans**

**Outcome 4: Decent employment through inclusive economic growth**

**Outcome 5: A skilled and capable workforce to support an inclusive growth path**

**Outcome7: Vibrant, equitable and sustainable rural communities and food security for all.**

**Outcome 8: Sustainable Human settlement and improved quality of life.**

MUNICIPALITY	PROJECT	FUNDING REQUIRED (BUDGET)	DELIVERABLES	JOB CREATIO N TARGET	SKILLS DEV. TARGET	SUPPORT REQUIRED
Tlokwe	Lebogang cleaning services project	R400 000.00	Job creation	09	09	-Funding - Infrastructure support (storage & Office) -project management training
	Promosa engineering Project	R1.2m	Job creation and skills development	24	24	-Funding - project management training
	Umanyano projects	R500 000.00	Job creation	24	24	-Funding -Infrastructure support (storage & Office) -project management training
	Matlwang agricultural project	R890 000.00	Job creation, skills development and food security	10	10	-Funding - project management training

## TLOKWE CITY COUNCIL CAPITAL BUDGET FOR 2011/2012

Capital Projects	2011/12	2012/13	2013/14
Description	Total	Total	Total
<b>EXECUTIVE MAYOR</b>			
<b>Administration - Prog 1</b>			
VEHICLE (MAYOR)	700,000	0	0
UPGRADING OF MAYORAL CHALET	50,000	0	0
<b>Prog 1 Sub-total</b>	<b>750,000</b>	<b>0</b>	<b>0</b>
<b>Vote Total</b>	<b>750,000</b>	<b>0</b>	<b>0</b>
<b>OFFICE OF THE SPEAKER</b>			
<b>Administration - Prog 1</b>			
AIRCONDITIONER (6)	100,000	0	0
BUILT IN CUPBOARDS	30,000	0	0
BIOMETRIC SYSTEMS	250,000	0	0
FURNITURE	30,000	0	0
PRINTER - ADDITIONAL ATTACHMENT	20,000	0	0
BUILDINGS - OFFICE SPACE FOR COUNCILLORS (5)	500,000	0	0
GENERATOR	250,000	0	0
PHOTO COPY MACHINE	34,500	0	0
PABX (FIRE PROOF)	250,000	0	0
<b>Prog 1 Sub-total</b>	<b>1,464,500</b>	<b>0</b>	<b>0</b>
<b>Vote Total</b>	<b>1,464,500</b>	<b>0</b>	<b>0</b>
<b>MUNICIPAL MANAGER</b>			
<b>Administration - Prog 1</b>			
CONFERENCE TABLE	6,000	0	0
VISITOR CHAIR	600	0	0
VISITOR CHAIR	600	0	0
VISITOR CHAIR	600	0	0
VISITOR CHAIR	600	0	0
VISITOR CHAIR	600	0	0
METAL FILING CABINET	1,380	0	0
METAL FILING CABINET	1,380	0	0
<b>Prog 1 Sub-total</b>	<b>11,760</b>	<b>0</b>	<b>0</b>
<b>IDP and PMS - Prog 2</b>			

DESK AND CREDENZA	5,000	0	0
HIGH BACK SWIVEL CHAIR	1,000	0	0
CUPBOARDS (2)	3,000	0	0
VISITOR CHAIR (4)	2,500	0	0
AIRCONDITIONER	6,000	0	0
<b>Prog 2 Sub-total</b>	<b>17,500</b>	<b>0</b>	<b>0</b>
<b>Valuation Services - Prog 3</b>			
AIRCONDITIONER (VALUATIONS)	5,000	0	0
TABLES AND CHAIRS 2 (VALUATIONS)	3,500	0	0
<b>Prog 3 Sub-total</b>	<b>8,500</b>	<b>0</b>	<b>0</b>
<b>Vote Total</b>	<b>37,760</b>	<b>0</b>	<b>0</b>
<b>PUBLIC SAFETY</b>			
<b>Testing Station - Prog 1</b>			
RELOCATION OF MOTORCYCLE TESTING AREA	300,000	0	0
<b>Prog 1 Sub-total</b>	<b>300,000</b>	<b>0</b>	<b>0</b>
<b>Traffic Services - Prog 3</b>			
PRE-TRIP INSPECTION FACILITY	80,000	0	0
FIRE ARMS	150,000	0	0
ROAD BLOCK TRAILER	140,000	0	0
SPIRAL BABARATOR	50,000	0	0
SHOOTING RANGE	150,000	0	0
<b>Prog 3 Sub-total</b>	<b>570,000</b>	<b>0</b>	<b>0</b>
<b>Fire Services - Prog 4</b>			
RAPID FIRE RESPONSE VEHICLE	600,000	0	0
RESPONSE VEHICLE	450,000	0	0
FIRE EQUIPMENT	200,000	0	0
<b>Prog 4 Sub-total</b>	<b>1,250,000</b>	<b>0</b>	<b>0</b>
<b>Vote Total</b>	<b>2,120,000</b>	<b>0</b>	<b>0</b>
<b>CORPORATE SERVICES</b>			
<b>Administration - Prog 1</b>			
AIRCONDITIONER	3,000	0	0
FURNITURE - TRAINING ROOM	20,000	0	0
<b>Prog 1 Sub-total</b>	<b>23,000</b>	<b>0</b>	<b>0</b>
<b>Human Resources - Prog 2</b>			
VEHICLE	150,000	0	0
<b>Prog 2 Sub-total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>
<b>Computer Services - Prog 3</b>			
IT EQUIPMENT & DESKTOPS	1,000,000	1,000,000	1,000,000
IT FAX TO SERVER	100,000	0	0

DOCUMENT MANAGEMENT SYSTEM	2,000,000	0	0
<b>Prog 3 Sub-total</b>	<b>3,100,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Vote Total</b>	<b>3,273,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>INFRASTRUCTURE</b>			
<b>Administration - Prog 1</b>			
FURNITURE	30,000	0	0
EQUIPMENT (NEW PLUMBERS)	30,000	0	0
<b>Prog 1 Sub-total</b>	<b>60,000</b>	<b>0</b>	<b>0</b>
<b>Water Reticulation - Prog 2a</b>			
REFURBISH BUILDINGS - WATER PURIFICATION	0	250,000	300,000
BULK FLOW METERS	0	550,000	200,000
SECURITY FENCING - WATER RESEVOIRS	150,000	0	0
RELINER BULK WATER - 450MM	0	1,500,000	2,000,000
RELINER BULK WATER - 225MM	0	1,500,000	1,000,000
REPLACE VALVE ON BULK WATER	0	250,000	250,000
MATLWANG - BOREHOLE AND PUMP	0	0	180,000
MECHANICAL SCREENS	500,000	500,000	500,000
UPGRADE SAND FILTERS	0	200,000	300,000
90KW PUMP PLUS SWITCH GEAR	0	800,000	0
REFURBISH IKAGENG WEST RESERVOIR	0	500,000	0
DIESEL D/CAB (4)	0	0	1,000,000
<b>Prog 2a Sub-total</b>	<b>650,000</b>	<b>6,050,000</b>	<b>5,730,000</b>
<b>Sewerage - Prog 2b</b>			
PIPE REPLACEMENT - FORSMAN STREET	0	0	600,000
PIPE REPLACEMENT - KLINKENBERG STREET	0	0	700,000
PIPE REPLACEMENT - KRUIS STREET	0	0	800,000
RELOCATE IKAGENG PROPER PIPE LINES	0	0	8,000,000
RELOCATE MOHADIN/PROMOSA PIPE LINES	0	0	6,000,000
WATER CONNECTION AND STORMWATER	600,000	0	0
WATER RELINE (PROMOSA)	1,900,000	0	0
RELINER MAIN SEWER	0	3,000,000	2,000,000
PUMP - CHRIS HANI PUMP STATION	0	330,000	800,000
SEWER PUMP REPLACEMENT	0	500,000	600,000
MAIN SEWER EAST	0	4,000,000	5,000,000
MAIN SEWER VILJOEN STREET	0	0	1,500,000
<b>Prog 2b Sub-total</b>	<b>2,500,000</b>	<b>7,830,000</b>	<b>26,000,000</b>
<b>Prog 2 Sub-total</b>	<b>3,150,000</b>	<b>13,880,000</b>	<b>31,730,000</b>
<b>Roads - Prog 3a</b>			
MIG	0	41,573,000	43,859,000

GRADER	2,200,000	0	0
ROADS AND STORMWATER	13,241,000	0	0
ROADS AND STORMWATER	8,000,000	0	0
BATOKA SCHOOL (WIDENING OF ROAD)	1,500,000	0	0
<b>Prog 3 Sub-total</b>	<b>24,941,000</b>	<b>41,573,000</b>	<b>43,859,000</b>
<b>Stormwater - Prog 3b</b>			
MOOIVALLEI (ROADS AND STORMWATER)	8,000,000	0	0
<b>Prog 3b Sub-total</b>	<b>8,000,000</b>	<b>0</b>	<b>0</b>
<b>Prog 3 Sub-total</b>	<b>32,941,000</b>	<b>41,573,000</b>	<b>43,859,000</b>
<b>Electricity - Prog 4</b>			
BULK ELECTRICITY	35,951,766	0	0
NER	0	10,000,000	0
VEHICLES (ELEC & PLUMBERS-6)	1,600,000	0	3,000,000
REFURBISH OBSOLETE SWITCHGEAR	1,000,000	2,000,000	0
UPGRADE PROTECTION EQUIPMENT-MAIN SUB-STATION	2,000,000	1,000,000	0
ELECTRICITY (METERING)	600,000	0	0
ELECTRICITY - BATTERY CHARGERS 10	400,000	0	0
SCADA	2,000,000	0	0
TRANSFORMER 2ND	3,500,000	4,500,000	0
HIGH MAST LIGHTS	4,800,000	0	0
REARRANGE NEC'S AT GAMA SUB-STATION	0	0	2,500,000
EQUIPMENT	0	184,091	84,091
IKAGENG ELECTRIFICATION	0	2,000,000	4,000,000
UPGRADE CABLE NETWORK BAILLIE PARK NEW TOWNSHIP)	0	8,000,000	10,000,000
TRANSFORMER IKAGENG SUB-STATION	0	8,500,000	0
UPGRADING OF DRAWING OFFICE - ELECTRONIC DATA	0	0	500,000
<b>Prog 4 Sub-total</b>	<b>51,851,766</b>	<b>36,184,091</b>	<b>20,084,091</b>
<b>Support Functions - Prog 5</b>			
MICRO WAVE	500	0	0
CHAIRS 4	2,500	0	0
FRIDGE	2,500	0	0
CARWASH MACHINE	0	50,000	0
<b>Prog 5 Sub-total</b>	<b>5,500</b>	<b>50,000</b>	<b>0</b>
<b>Vote Total</b>	<b>88,008,266</b>	<b>91,687,091</b>	<b>95,673,091</b>
<b>COMMUNITY SERVICES</b>			
<b>Parks and Recreation - Prog 4</b>			
VEHICLES	0	0	2,187,175
EQUIPMENT	0	100,000	200,000
COMPOSTING PROJECT	100,000	0	0

TRACTORS - PARKS (3)	250,000	0	0
<b>Prog 4 Sub-total</b>	<b>350,000</b>	<b>100,000</b>	<b>2,387,175</b>
<b>Sports - Prog 5</b>			
OLIENPARK STADIUM	1,000,000	0	0
SARAFINA SPORT STADIUM	1,500,000	0	0
<b>Prog 5 Sub-total</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>
<b>Resorts - Prog 6</b>			
GAS WELDING SYSTEM	20,000	0	0
BUILDINGS - UPGRADING	200,000	0	0
<b>Prog 6 Sub-total</b>	<b>220,000</b>	<b>0</b>	<b>0</b>
<b>Refuse and Cleaning Services - Prog 8</b>			
FELOPEPA LANDFILL SITE UPGRADING	7,000,000	0	0
REFUSE TRUCKS - 4	4,889,410	5,036,090	0
<b>Prog 8 Sub-total</b>	<b>11,889,410</b>	<b>5,036,090</b>	<b>0</b>
<b>Environmental Health - Prog 9</b>			
LABORATORY EQUIPMENT	200,000	0	0
SECURITY FENCING	50,000	0	0
<b>Prog 9 Sub-total</b>	<b>250,000</b>	<b>0</b>	<b>0</b>
<b>Community Halls - Prog 11</b>			
LUSAKA COMMUNITY HALL	6,850,000	0	0
<b>Prog 11 Sub-total</b>	<b>6,850,000</b>	<b>0</b>	<b>0</b>
<b>Vote Total</b>	<b>22,059,410</b>	<b>5,136,090</b>	<b>2,387,175</b>
<b>HOUSING AND PLANNING</b>			
<b>Housing Support - Prog 1</b>			
VEHICLE	150,000	0	0
FURNITURE	50,000	0	0
<b>Prog 1 Sub-total</b>	<b>200,000</b>	<b>0</b>	<b>0</b>
<b>Land Use Management - Prog 4</b>			
AIRCONDITIONER	15,000	0	0
<b>Prog 4 Sub-total</b>	<b>15,000</b>	<b>0</b>	<b>0</b>
<b>Vote Total</b>	<b>215,000</b>	<b>0</b>	<b>0</b>
<b>ECONOMIC DEVELOPMENT</b>			
<b>Economic Development - Prog 1</b>			
GENERATOR 5,5KW	6,000	0	0
AIRCONDITIONER	7,000	0	0
AIRCONDITIONER	5,000	0	0
BOOK SHELF	4,555	0	0
PROJECTS	1,000,000	0	0
FURNITURE	4,000	0	0

STEEL CABINET	1,710	0	0
<b>Prog 1 Sub-total</b>	<b>1,028,265</b>	<b>0</b>	<b>0</b>
<b>Vote Total</b>	<b>1,028,265</b>	<b>0</b>	<b>0</b>
<b>COUNCIL TOTAL</b>	<b>118,956,201</b>	<b>97,823,181</b>	<b>99,060,266</b>



# **SECTION G PROJECTS**

## **TLOKWE CITY COUNCIL CAPITAL PROJECTS FOR 2011/2012**

